



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 27 FEBRUARY 2024 @ 1000 HRS

**ENOCH HUMPHRIES ROOM, CLYDESMILL COMMUNITY FIRE STATION,
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / VIRTUAL (MS TEAM)**

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:

5.1 Tuesday 28 November 2023 – Public (*attached*)

T Wright

5.2 Tuesday 28 November 2023 – Private (*attached*)

T Wright

The Committee is asked to approve the minutes of these meetings.

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 Q3 2023/24 (<i>attached</i>) | <i>D Farries</i> |
| 9.2 | Year One Strategic Service Review Programme Changes and Impact to Date (<i>verbal</i>) | <i>D Farries</i> |
| 9.3 | Unwanted Fire Alarm Signals Update (<i>attached</i>) | <i>D Lockhart</i> |
| 9.4 | Operations Control Systems Resilience Update (<i>attached</i>) | <i>D Farries</i> |
| 9.5 | Fatal Fire Analysis Report (<i>attached</i>) | <i>D Lockhart</i> |

The Committee is asked to scrutinise the attached reports.

10 SERVICE DELIVERY RISK REGISTER

- | | | |
|------|--|---------------------------------|
| 10.1 | Committee Aligned Directorate Risks (<i>attached</i>) | <i>S Stevens</i> |
| 10.2 | Risk Spotlight: Operational Intelligence (<i>attached</i>) | <i>D Lockhart/
S Nesbit</i> |

The Committee is asked to scrutinise the attached reports.

11 REPORTS FOR INFORMATION ONLY:

- | | | |
|------|--|-------------------------------|
| 11.1 | October 2023 Severe Weather Presentation (<i>attached</i>) | <i>A Watt/
D Donnelly</i> |
|------|--|-------------------------------|

These reports are for information only.

12 FORWARD PLANNING

- | | | |
|------|--|-----------------|
| 12.1 | Committee Forward Plan (<i>attached</i>) | <i>T Wright</i> |
| 12.2 | Items for Consideration at Future IGF, Board and Strategy/Information and Development Day meetings (<i>verbal</i>) | <i>T Wright</i> |

13 REVIEW OF ACTIONS

Board Support

14 DATE OF NEXT MEETING

Wednesday 29 May 2024

Please note that the public meeting will be recorded for minute taking purposes only.
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SCOTTISH
FIRE AND RESCUE SERVICE

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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)**

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
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 (Item 9.1 only)
Kirsty Darwent (KD)	Chair of the Board
Robert Scott (RS)	HMFSI
Marysia Waters (MW)	Head of Corporate Communications
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Iona Milne	Business Support Executive / Minutes

OBSERVERS

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 Assistant Chief Officer David Lockhart, Director of Service Development

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* item would be taken in private due to the confidential nature of the issues (Standing Order 9G).

4 DECLARATION OF INTERESTS

4.1 There were no declarations of conflict of interests made.

5 MINUTES OF PREVIOUS MEETING: 24 AUGUST 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 24 August 2023 were approved as a true record of the meeting.**

6 ACTION LOG

6.1 KM confirmed there were no outstanding actions on the action log.

7 SERVICE DELIVERY UPDATE

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

- Storm Update - The past month there has been a significant period of operational activity due to storm related events primarily Storm Babet. Due to the early warning from SEPA it enabled the Service to pre plan and send specialist resources to the areas that were most at risk. The crews in the Brechin area performed approximately 200 rescues. There were a number of residents that did not evacuate after the recommended evacuation was announced and SS raised this at the Strategic Resilience Partnership at Scottish Government around the methodology for alerting communities to flooding or other significant events. Swiftwater Rescue Technician (SRT) crews were deployed to Brechin and the surrounding area. The teams went above and beyond and were there for a prolonged time due to being cut off. The rescues carried out were supported by partners, primarily the coastguard. The whole event is subject to a National Debrief next week. Two weeks prior there was another significant flooding event.
- Bonfire Night - There were 9 acts of violence to crews on bonfire night and 6 acts of violence preceding bonfire night. There were no injuries to the crews. As part of "Operation Moonbeam" there will be a debrief. Scottish Government are having an independent review of anti-social behaviour and SS has offered SFRS support.
- Digital fire ground radios – As of 27 November 2023 the radios have started to be distributed. Edinburgh LSO area have received the first batch of new radios and this will be followed on by the Grampian areas and a national roll out by the middle of next year.
- Operations Control (OC) recruitment – Currently in the process of recruiting fifteen operators. Comms have done a great piece of work promoting this.
- Dedicated Working Collaboratives with Police Scotland and Scottish Ambulance Service – Police referrals have increased by 100 and Scottish Ambulance Service referrals, which is a new referral pathway, has seen 103 individuals being referred to SFRS.
- Low Carbon Appliance – The first low carbon appliance is operational and on the run at Clydesmill Fire Station.
- ISAR – ISAR team have returned from Morocco. The Mental Health Strategy has benefited colleagues within this team.
- Training Strategy – The Training Vision and Strategy 2023-2028 has been presented to SLT and will be presented at the People Committee on the 7 December 2023 and then SFRS Board for information on 14 December 2023.
- BA Recovery Plan – Input from AW and the Group Commanders leading this plan is very reassuring regarding the approach to BA training going forward.

7.2

Regarding the storm update, the Committee enquired if the Service have the right equipment for flooding. SS advised there are 20 SRT teams and 66 Flood Response teams who all have specialist equipment and all firefighters in Scotland have flood response PPE. The storm events reinforce conversations that have already taken place in terms of the need for further investment for suitable equipment to respond to climate change events. Feedback from crews has been captured within the Operational Assurance (OA) process. The Committee enquired about sledges for water rescue. DF advised that through the Ops Strategy it was identified that the best people to identify the equipment needs of the Service and subsequent deployment are those that are carrying out the work. Purchases of equipment as a result of operational learning should go through the OA process and then National Safety Assurance Board or Operations Function then back to the Asset Management Liaison Board. Procuring and funding for the request will then need to be selected appropriately.

7.3

In regard to the storm update the Committee asked what the impact would be to the Service operationally regarding the aftermath of the flooding. SS advised there is no operational impact but there is a personal impact as businesses and homes have been damaged. SS advised that it is worth recognising in Scotland that national responses are generally done well with good processes in place, as shown in the 5 days of Storm Babet. DF advised the Service is highly involved in Community Planning with the Local Outcome Improvement Plan and if long term recovery is identified the Perth, Kinross, Angus and Dundee area (PKAD) and Local Senior Officer (LSO) will understand the needs of their communities. The Service always responds to community needs whether it is Prevention and Protection colleagues supporting premises to coming back online or for the public through Home Fire Safety Visits (HFSV).

7.4

RS highlighted the following statement from the recently published Climate Change: managing the operational impact on fires and other weather – related emergencies report. *“The SFRS has developed its water rescue capability and has a significant level of resources and capabilities to respond to flooding incidents and is well equipped to undertake rescues there. We assess the rescue capability as good. The wider aspect of flooding involves a partnership approach with other agencies and the SFRS is well engaged.”*

7.5

RS advised the Committee that HMFSI were fully satisfied with how the Service responded to Storm Babet.

7.6

The Committee enquired if the Service has a role in making the calls for evacuations. SS advised the Service is partly responsible at Local Resilience Partnership level and at Strategic Resilience Partnership level input is provided at an early stage. The Brechin crews were on the scene very early knocking on doors but cannot compel the public to evacuate.

7.7

The Committee recognised the report and noted there are items that do not get commented on. Regarding the Operational Strategy - 6 'Concept of Operations' that highlights areas of future focus, the Committee enquired if there was a timeline for this. DF advised there were no timelines attached to the 6 'Concept of Operations' as the themes covered all operational activity.

7.8

In regard to the FSE section of the report the Committee asked if it was common practice for staff to be awarded a rate of pay while studying rather than after. DF advised this would be checked.

7.9

The Committee enquired why the New County Hotel section was in the report as it was currently ongoing. DF advised the section was included in the report to remind the Committee work is still ongoing.

7.10

AW advised that teams had been working hard regarding the BA Recovery Plan and pre-course learning would be delivered in Q4 this year with the practical element commencing in Q1 next year.

7.11

The Committee stated that at a previous meeting it was uncertain if the Trainee Firefighter Foundation Programme intake would take place at the start of next year and asked if there had been any update. SS advised there was a course planned and a date was still to be confirmed but this would be subject to understanding the upcoming budget announcement.

7.12

AW informed the Committee of the acronyms used in the report.

7.13

Regarding Training Strategy/Vision the Committee asked if there were mechanisms in place for feedback. AW advised feedback was being gathered and the success of the Strategy will be judged by KPIs.

7.14

The Committee scrutinised the report.

8 INSPECTIONS/AUDITS

8.1 UPDATE FROM HM FIRE SERVICE INSPECTORATE

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

- Service Delivery Area Inspection report covering the East Service Delivery Area (ESDA) has been published. The report was published on 19 October 2023. The format of the report is formal as it is laid in Parliament. After it is laid in Parliament the Chief Officer receives the report which is then passed to the Strategic Leadership Team (SLT) for action. The Service have already taken steps regarding the recommendations within the report which shows a great relationship between the Inspectorate and the Service. The West Service Delivery Area (WSDA) inspection has commenced and is scheduled to be completed by early 2024 with the final report due late spring/summer 2024.
- Climate Change – Impact on Operational Activity report was laid in the Scottish Parliament on 25 September 2023 and has eight recommendations and four areas of good practice. The Service are learning lessons from real events and adapting its approach which HMFSI was encouraged to see.
- Mental Health and Wellbeing Provision in the SFRS report is ongoing. Formal consultation process has concluded and the report will be laid in the Scottish Parliament in the middle of December.
- Organisational Culture draft Terms of Reference (ToR) was sent to SLT for consideration. Reflecting on the feedback from SLT the HMFSI will now be taking a different approach to what was initially set out. A workshop will now be held with SLT, and another with representative bodies, to determine the ToR together.
- HMFSI are grateful for the Service supporting the secondees to HMFSI and an advert is currently out for two new secondees.

8.1.2 SS advised the Service Delivery Area Inspection report has been received by SLT and the action plan will be ready for the next SDC meeting.

8.1.3 **The Committee noted the report.**

(C Fitzpatrick joined the meeting at 1043hrs)

8.2 Independent Audit/Inspection Action Plan

8.2.1 RW presented the report to the Committee providing an update on the following action plan:

8.2.2 Arrangements for Firefighting in High Rise Buildings Action Plan

One action has been completed in the last quarter; four actions are now complete with four actions remaining. The four remaining actions are now marked amber due to a slip in the original timelines. Action one is not complete and will miss the intended completion date. Meetings are planned to take place in December to determine further revision to the policy. Further update to the timeline or work will be provided in due course. Action four remains amber whilst only estimated reporting- 60% completion. The owners are confident the report will be completed by the end of December. Action five has provided a revised update at the Senior Management Board (SMB), the slippage to the timeline is due to capacity and other factors in Edinburgh. Action six remains on track.

8.2.3 The committee queried why action one is still amber with 60% to complete and no end date. RW advised that after the meetings in December there will be a revised date if needed.

8.2.4 RS advised HMFSI would like a conversation regarding developments that have occurred in relation to HSE determination on National Fire Chiefs Council (NFCC) guidelines. SS advised the Chief Officer and himself had met to discuss this and there were a series of actions arising from it around which a conversation with HMFSI would be welcome. The Committee asked if there would be more actions added due to this. SS advised there is potential for more actions to be added.

8.2.5 **The Committee scrutinised the report.**

9 SERVICE DELIVERY PERFORMANCE REPORTING

9.1 Quarterly Performance Report for Q2 2023-24

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

- KPI 1-3 has largely seen no change in terms of performance.
- KPI 4 - Fire fatalities have seen an increase from last year.
- KPI 5 – Fire casualties figures remain low.
- KPI 6 – Home Fire Safety Visits (HFSV) have seen a 9% reduction and the reduction is mainly in the North and West Service Delivery Areas. Community Safety Engagement teams and LSOs are working on an improvement plan.
- KP1 7 – Visits to vulnerable groups is the same as last quarter at 47%.
- KPI 8 – Partner referrals made up 43% of all HFSV.
- KPI 10 – Accidental dwelling fires are at the lowest point.
- KPI 12 – Total incidents for the quarter are significantly lower due to the reduction of UFAS.
- KPI 14 – Response times have increased due to the high recording of incidents in the West and East during December 2022 and have pushed the response over 9 minutes. National response time is flattening out.
- KPI 15 – Call responses are seeing fewer fluctuations.
- KPI 16 – On-call availability is at its lowest point which is 74% for the quarter.
- KPI 17- Wholtime availability has increased by 1%.
- KPI 21 - UFAS numbers have fallen significantly and are currently at 3,663 UFAS incidents against target, last year that was 7,846.
- KPI 30 - Assist other agencies is now reporting outwith the expected range of variation for the last five quarters.

9.1.2 The Committee thanked CF and the team for the great work.

9.1.3 In regard to KPI 17 the Committee asked for clarification. CF advised the data set used in terms of reporting captures call sign information and potentially one vehicle can have more than one call sign. The practices within the OC environment are being looked at to see how this is recorded.

9.1.4 The Committee enquired if CF was confident the reporting process was robust. CF advised that the Service cannot carry out 100% checks. Where there are fire casualties, training is in place for front line employees to ensure the correct data is captured. A training package is currently live on LCMS. The package would be rolled out in an East Service Delivery LSO area to gain an understanding of how the package is perceived. DF advised the training package was articulated to allow employees to know how the data is used and why it is required. The training package will go onto the annual training calendar and be part of the induction for supervisory managers.

9.1.5 **The Committee scrutinised the report.**

9.2 UFAS Update

9.2.1 DF presented a report to the Committee to provide an update on the progress against the work plan and give an overview of performance following the implementation of the new Automatic Fire Alarms (AFA) response model. The following key points were highlighted:

- First substantive update since the implementation of the AFA response model.
- Now in the process of finalising a closing report for the project.
- The closing report will have an evaluation element in it but a 6-month evaluation report will be taken to SDC at the appropriate time.
- Contact and relationships have been made with British Security Industry Association (BSIA) and other organisations.
- NFCC are talking about the initiative UK wide.
- Home Office are keen to ensure SFRS learning is incorporated UK wide.
- Convention of Scottish Local Authorities (COSLA) have expressed a number of concerns which were taken on board.
- Local Authorities (LA) asked for an exemption, which was respectfully declined.
- 54% drop in UFAS incidents overall.
- Average of 51 non-attended incidents per 24-hour period.
- A total of 4,691 incidents non-attended.
- UFAS now account for 19% of all incidents, down from 31.5% from the same period last year.

9.3.2 The Committee noted this report is not an evaluation report and an evaluation report will be presented at the appropriate time.

9.3.3 The Committee enquired if owners of significant national assets such as National Trust have approached the Service. DF advised several different sectors have approached the Service collectively such as Heritage Society and Faith Groups. The relationships have been very good and the dedicated UFAS team have met with the groups and LSOs are having individual discussions. The team have looked at individual circumstances and offered assistance but have been firm on the exemptions, in particular to the length of time as the implementation date was delayed by 6 months to allow for premises to be suitably prepared. There have been some specific requests and concerns from premises that do not have 24/7 coverage on site.

9.3.4 The Committee asked for DF and the UFAS teams to encourage additional systems to be put in place, for example, sprinkler systems for sites which have significant national assets and no 24/7 coverage on site. DF advised Operational Intelligence will be gathered on those premises and if there are salvage plans in place, it will sign post there are national treasures.

9.3.5 The Committee noted that a number of concerns were being received post implementation rather than pre implementation, despite considerable outreach having taken place at the consultation phase.

9.3.6 **The Committee scrutinised the report.**

(C Fitzpatrick left the meeting at 1132 hrs)

(M Waters joined the meeting at 1133hrs)

10 SFRS COMPLAINTS ANNUAL REPORT 2022/23

10.1 MW presented a report to the Committee to provide a progress update on the handling of complaints in compliance with the Scottish Fire and Rescue Service Complaints Policy as outlined in the Scottish Public Services Ombudsman (SPSO) Model Complaints Handling Procedure (MCHP). The following key points were highlighted:

- First time the annual report has been produced in line with the new MCHP from SPSO and are now reporting in line with other public services across Scotland.
- Reporting deadlines have changed, the reports are required to be published by the end of October. This is in line with the SPSO requirements.
- Really good completion rate. Performance at Stage 1 is 3 days on average for complaints to be closed, compared to the national performance target of 5 days. Performance at Stage 2, which is the formal investigation stage, the average is 14 days compared to the national performance target of 20 days.
- Complaints are broken down into subject matter but the majority sit within Service Delivery such as driving and conduct.
- For the size of the organisation, the number of complaints received is small. London Fire Brigade (LFB) is the nearest comparator, and they receive slightly less complaints but the SFRS is a bigger organisation.
- Integration of the statistics has been improved with the help from the Data Services team and there is now a dashboard and Power BI is used to integrate the data.

10.2 The Committee advised that the report was valuable, however, queried why LFB was the nearest comparator and why they received less complaints. MW advised the answer was unknown but speculated that in smaller communities complaints can be made more easily, compared to bigger places such as London. The Committee asked MW to consider adding a second comparator such as Northern Ireland Fire and Rescue Service. MW to consider this.

10.3 The Committee asked for any standout themes and the organisational learning from those themes. MW advised it is difficult to interrogate the trends due to numbers, spread and that there is a reduction in complaints upheld this year. There has been an increase in behaviours identified on social media and the Social Media Policy has been revisited with staff being reminded of their responsibility on social media. The dashboard is shared with LSOs and their teams so they are able to look at data and what areas for improvement can be identified. AW advised a Driver Safety Group sits under the National Safety Assurance Board structure which considers all the information and learning around driving and helps shape and influence the content of the driver training.

10.4 **The Committee scrutinised the report.**

11 SFRS COMPLIMENTS ANNUAL REPORT 2022/23

11.1 MW presented a report to the Committee to provide a progress update regarding the Scottish Fire and Rescue Service (SFRS) Compliments process outlined in the SFRS Compliments Handling Policy and Procedure. The following key points were highlighted:

- Compliments are difficult to capture as there are not many received formally but the Service receives more at station level which is harder to collate.

- The increase in compliments was following the Jenners Incident.
- Compliments on social media are noted by the Communications Team.
- LFB is the comparator and received more compliments.

11.2 The Committee enquired what process LFB uses to capture the compliments. MW advised the process is unknown.

11.3 The Committee proposed adding both compliments and complaints into the group of areas that the Service would be consulting on with Fire and Emergency New Zealand.

11.4 **The Committee scrutinised the report.**

12 SERVICE DELIVERY RISK REGISTER

12.1 Committee Aligned Directorate Risks

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

- Reduction in risk rating SD003 (Operational Availability Systems) however the impact has increased.
- Reduction in risk rating SD014 (Category 1 responder under Civil Contingencies Act (2004) from 20 to 4.
- Reduction in risk rating SPPC001 (Accurate Performance Management Information).
- Main risk relates to supply issues and ongoing supply chain issues and costs and is ongoing.

12.1.2 The Committee asked at what point does the supply chain issue change to business as usual. DF advised through the Asset Management Liaison Board, it is apparent the milestones and delivery dates are changing constantly. Maintaining the risk rating at the level is beneficial to allow for reallocation of funds.

12.1.3 **The Committee scrutinised the report.**

12.2 Risk Spotlight: Communications Challenge Relating to Adjustment to Service Delivery Resources

12.2.1 MW presented the risk spotlight to the Committee to provide an update on the communications challenge relating to adjustment to Service Delivery resources. The following key points were highlighted:

- Reputational damage can result in legal challenge or overturning of the decisions made.
- There are rules to follow for consulting any changes made to the Service such as National Standards for Community Engagement, Common law precedents and statutory requirements under the Fire Scotland Act.
- Public Involvement and Consultation team and Consultation Policy in place.
- Where it is determined there is no requirement for a consultation there can still be a significant media and political engagement required after any change.
- In regards to the Operational Changes 2023/24 Media and Political Engagement Summary Report and Analysis, the dates in the paper are for a period of time and engagement is still ongoing. The amount of work has been considerable and compares to the volume of work for a consultation.
- There is a lack of public understanding as to how the Service operates. A lot of work went into explaining how the Service operates. This was also highlighted in the Leadhills public engagement process where the community did not understand what the volunteer station responded to.
- A lot of criticism received is about making the data available and having that straight away for the people we are engaging with.

- Resources was an issue as there was not a team to field the level of enquiries and this should be considered in future planning.
- FBU issued a national release which had gone to elected members, so within 24 hours the team were working on a reactive basis.
- Despite all the engagement sessions working well, it does not alter the public position MSPs take.
- A process is required for the invitation of elected members onto premises.

12.2.2 SS stated the brief was helpful and shows the extent and significant amount of engagement taking place. The lessons learned from this can be used going forward.

12.2.3 The Committee supported and recognised the seven considerations for future communications/engagements and commented time and preparation is key. SS advised North Wales had provided lessons learned.

12.2.4 MW noted the number of resources used were significant due to individual meetings and national meetings. The Service is more organised for next year due to a better understanding and a draft process is now in place. MW advised Freedom of Information (FOI) requests will be ongoing.

12.2.5 The Committee enquired what steps are taken to capture learning. MW advised there is a Consultation Policy, toolkit and guidance available on the ihub which were reviewed. Legislation and Case Law are evolving and processes need to reflect this.

12.2.6 The Committee enquired what incidents might trigger public interest. MW advised any Service change will result in a degree of political or public opposition. The Public Involvement and Consultation Team will be developing engagement processes as business as usual in the next few years.

12.2.7 **The Committee noted the report.**

13 FORWARD PLANNING

13.1 Committee Forward Plan

13.1.1 The Committee noted the forward plan.

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

13.2.1 There were no items noted.

14 REVIEW OF ACTIONS

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

15 DATE OF NEXT MEETING

15.1 The next meeting is scheduled to take place on Tuesday 27 February 2024.

15.2 There being no further matters to discuss, the public meeting closed at 1219 hours.

(The meeting broke at 1219 hrs and reconvened in private at 1222 hrs)

PRIVATE SESSION

16 MINUTES OF PREVIOUS PRIVATE MEETING: 24 AUGUST 2023

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

17 OPERATIONS CONTROL: EXISTING SYSTEMS RESILIENCE

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

17.2 **The Committee noted the report.**

DRAFT



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PRIVATE MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 28 NOVEMBER 2023 @ 1222 HRS

CONFERENCE ROOM, COWCADDENS COMMUNITY FIRE STATION, 91 PORT DUNDAS ROAD, GLASGOW, G4 0ES / VIRTUAL (MS TEAMS)

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
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Kirsty Darwent (KD)	Chair of the Board
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Iona Milne	Business Support Executive / Minutes

2 APOLOGIES

2.1 Assistant Chief Officer David Lockhart, Director of Service Development

16 MINUTES OF PREVIOUS PRIVATE MEETING: 24 AUGUST 2023

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

17 OPERATIONS CONTROL: EXISTING SYSTEMS RESILIENCE

17.1 DF presented a report to the Committee providing an update on the current Operations Control (OC) legacy systems. The following points were highlighted:

- On going critical faults with the exception of Edinburgh are on downward trends.
- Currently out for advert for OC staff.
- Disaster Recover training is underway. DF is awaiting a response on outstanding issues.

17.2 The Committee was reassured on the work being carried out and asked if this item still required to be held in private. The Committee agreed Operations Control: Existing Systems Resilience report should be added to the public agenda going forward.

17.3 **The Committee noted the report.**

There being no further business to discuss in private, the meeting closed at 1230hrs.

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/01-24

Agenda Item: 7

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	27 FEBRUARY 2024							
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.							
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 November 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	Financial							
5.2.1	Any financial implications associated with this report will be considered by the Strategic Leadership Team and SFRS Board where this is out with the normal budgetary							

	arrangements for the Service Delivery, and Training, Safety and Assurance Directorates. Where appropriate, this will be done through the Service's Business Case process.
5.3 5.3.1	Environmental & Sustainability Although there are no direct environmental or sustainability implications associated with this report, SFRS is committed to protecting the environment from a service delivery perspective.
5.4 5.4.1	Workforce Any workforce issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.5 5.5.1	Health & Safety Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.6 5.6.1	Health & Wellbeing Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.7 5.7.1	Training Specific details in relation to operational training are contained within Appendix A.
5.8 5.8.1	Timing This report covers the period from August 23 to Nov 23 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

OFFICIAL

7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Stuart Stevens, Deputy Chief Officer
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	Due to the breadth and depth of activity being undertake across the Service the DCO can offer the Committee reasonable level of assurance that SFRS is fulfilling its statutory duties and meeting the commitments as set out within the Strategic Plan. Concerns remain around capacity and backlog caused by the pandemic and recent other concurrent demands, including industrial action. Primary concerns are around training backlog and workforce profile challenges.
8	Appendices/Further Reading	
8.1	Appendix A – Service Delivery Update.	
Prepared by:	Operational Delivery, PP&P and Training, Safety and Assurance Directorates	
Sponsored by:	Stuart Stevens: Deputy Chief Officer	
Presented by:	Stuart Stevens: Deputy Chief Officer	
Links to Strategy and Corporate Values		
This report supports the SFRS Objectives of <i>Prevention, Response and People</i> , and all four Values of <i>Safety, Teamwork, Respect and Innovation</i> .		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Service Delivery Committee</i>	<i>27 February 2024</i>	<i>For Scrutiny</i>

OPERATIONAL DELIVERY DIRECTORATE	
OPERATIONS	
<u>Item</u>	<u>Commentary</u>
<u>Function Structure</u>	<p>As part of the SFRS Directorate restructure, there has been a re-alignment of some teams from within the Operations Function, specifically those dealing with Operational Intelligence (OI), Computer Aided Design (CAD) and Hydrants & Water Planning. These have moved laterally to the 'Preparedness' function, within the PP&P Directorate.</p> <p>In practice, what this means is that work that spans across these areas and others still aligned to Operations will continue to work in partnership, but the line management, accountability, and governance of work for these teams now will be held elsewhere.</p>
<u>Policy & Procedures</u>	<p>In support of National Contaminants Initiative: Development of the Fire Contaminants Standard Operating Procedure (SOP) (DRAFT) and associated procedures.</p> <p>Severe Weather Plan General Information Note (GIN) and Business Continuity Plan (BCP) out for familiarisation and live as of 16/01.</p> <p>Asbestos SOP has been updated following Operational Assurance (OA) and Safety & Assurance audits / feedback.</p> <p>Wildfire supporting documentation has been progressed in preparation for the wider National roll-out in Q1 of 24/25.</p> <p>Document Conversion Project (DCP) package 1 – Data Uploaded; this work seeks to provide consistent, concise, and easily accessible versions of all SOPs to frontline crews and links to the provision of tablets on Fire appliances.</p> <p>Organisational learning updates have been made to the Incident Command Policy and Operational Guidance (ICPOG) - 'Persons Reported terminology' and Breathing Apparatus Policy and Operational Guidance (BAPOG) - 'Emergency Air Supply (EASE) kit and guidelines'. This demonstrates the cycle of reviewing and enhancing operational policies and guidance based on learning from across UK.</p> <p>The creation of supporting documentation to allow the New Equipment Working Group (NEWG) to introduce Smoke Curtains as an addition to techniques for firefighting has been progressed.</p>

<p><u>National Fire Resilience</u></p>	<p>Operations Function are continuing to assess and review National Resilience Assets both internally and with Scottish Government colleagues.</p> <p>Phase 1 and 2 (3 Phase programme) of the interim dual purposing of Command Support Units (CSU) and Special Operations Response Units (SORU) roll out is being progressed; complete in the West Service Delivery Area (SDA), local area training continues in the North SDA.</p> <p>A self-assessment process for Tier 1 of the National Capability Performance Framework has been introduced, this allows personnel on fire stations to give current position of appliances, equipment, training and procedures.</p> <p>SFRS has continued its relationship with Glasgow Scientific Services (GSS) who will continue to provide specialist operational support for HAZMAT incidents.</p> <p>Changes to the location and provision of USAR capability is now complete following a transition required by the September 2023 Temporary Appliance Withdrawal Programme.</p> <p>Introductory meetings with 'Excelerate' have commenced; looking at availability and accessibility of new technology for SFRS capabilities, this includes potential interoperability with Police Scotland on Drone video streams and enhanced communication support.</p>
<p><u>On Call</u></p>	<p>Operational Delivery have commenced a staff restructure which in the first instance has redistributed posts to permanently fill the dedicated On-Call Support Team. This enhancement of the Operations Function will allow for a focused and targeted delivery of priorities of both Operations and the On Call Strategic Coordinating Group OCSCG.</p>
<p><u>Governance & Performance Management</u></p>	<p>Ongoing monitoring and review of the Service Delivery Risk Register, support being provided to identify the impact and realignment required for functional Risk Registers as a result of the restructure resulting in Operational Delivery and Prevention, Protection and Preparedness.</p>
<p><u>Civil Contingencies</u></p>	<p>Community Asset Register (CAR) Promotion and training packages to be created and introduced in ICL courses. This supports recommendations made across various HMFSI reports to signpost and enhance CAR usage.</p>

Frontline Support

Digital Handheld radio roll out programme underway. Whilst this is an ICT driven project Operations Function are working closely with the Project Manager, Comms Department and the LSO areas and stations to support a smooth implementation underpinned by sufficient information, documentation and ongoing support for end users.

BA Sector Boards are now in stores and being delivered to ARC's for Fleet review. This exercise is to ensure safe stowage on identified vehicles.

ARAC actions for Hydrant & Water Planning dept now closed but will continue to be monitored by OPs FMT and Service Delivery DMT. This involves elements of the hydrant management system and its associated policy and procedures as well as access to technological solutions being introduced via the in-vehicle solutions project.

Over 200 Equipment Information Cards (EIC) have now been completed and EIC project ahead of scheduled completion date. This initiative was introduced to allow station personnel to get more involved in understanding their equipment and its specifications whilst exposing them to development opportunities around the writing of policy documentation that had previously been reserved for HQ functions. Feedback on this has been positive and the EICs are seen as a useful and required addition for all operational equipment.

OC

15 Trainees commenced training course 8th January for Edinburgh and Johnstone (OC) Operations Control.


A focused wellbeing programme has commenced, working closely with the Wellbeing team.


Alarm receiving Centre engagement commencing with SSAIB (Security Systems and Alarms Inspection Board)

DIBR (Daily Incident Briefing Report) Review - out for familiarisation to OC staff, now includes national incident information. Instructions and GIN being updated.

Vision 5DR (Disaster Recovery): final testing of North data taking place plus GD92 testing to ensure successful mobilising of station end equipment. After successful testing, discussion required regarding declaring V5DR available as a back-up system for DOC. Further discussions required regarding input of East Service Delivery Area (ESDA) Data;

Rappel to Gartan availability system work awaiting dates for moving stations across to Gartan in the Perth Kinross Angus and Dundee (PKAD) areas. This links to availability and rostering systems and the project to replace.

	<p>Business Continuity Plans review progressing. This work is ongoing to pull together detail from different sources into one working document for OC.</p> <p>SAN C Airwave Radio Upgrade: liaised with SFRS ICT/Comms and 10 trial sets will be issued shortly. Once trial complete, an invite will be sent to Flexi Duty Officers (FDO) to attend an agreed location to change their handset and upgrade their car kit.</p>
<u>Service Delivery Areas</u>	WEST
<u>Item</u> <u>Operation Safety</u>	<p><u>Commentary</u></p> <p>A safety project for school pupils in Dumfries and Galloway has celebrated 25 years. Since its inception, Operation Safety has reached more than 25,000 Primary 7 school pupils. The children have learned a range of subjects, including emergency aid, water safety, firework safety, online safety, dangers of vaping and dangers of electricity. The multi-agency programme sees us working alongside the Scottish Ambulance Service, Police Scotland, Scottish Power Energy Networks and Youth Works to deliver these vital skills. Approximately 1,200 children attended the event.</p> 
<u>Contaminants Study Pilot</u>	<p>As part of the work of our Contaminants Group, a study pilot is underway in Ayrshire. The pilot will run until the end of March 2024. Information is being collected from five fire stations across Ayrshire to test a new process for recording exposure to fire effluents and inform future procedures. Additionally, new processes for cleaning PPE and station zoning are being tested. Feedback is being gathered, which will be taken to the Group for future consideration.</p>

<p><u>Activism Campaign</u></p>	<p>Clydebank CFS joined the 16 days of Activism Campaign. The station recently supported the cause by illuminating the building in amber with Amber Watch wearing their USAR kit.</p>  <p>Amber is the symbol of a brighter future, free of violence against women and girls, according to the United Nations Entity for Gender Equality and the Empowerment of Women. East, West Dunbartonshire, Argyll & Bute LSO Area are taking proactive steps to show support for Police Scotland initiatives aimed at targeting gender-based violence by raising awareness and ensuring colleagues are trained to recognise and report any signs of that which they may encounter when on duty.</p>
<p><u>Service Delivery Areas</u></p>	<p>EAST</p>
<p><u>Item</u></p> <p><u>FF Barry Martin Memorial</u></p>	<p><u>Commentary</u></p> <p>An event to remember and celebrate the life of Firefighter Barry Martin took place on Saturday, 27 January 2024. The event was attended by invited colleagues and marked by staff across the Service.</p> <p>At a private event in McDonald Road Fire Station delivered in partnership with the FBU, friends, family, and Barry’s colleagues gathered to celebrate his life. Two plaques were unveiled in his memory with family and friends participating in a minute’s applause while remembering and celebrating their much-loved father, son, husband, brother, and colleague.</p>

The plaques have now been installed as part of permanent installations in Barry's memory at the station. In keeping with his families wishes, this short ceremony was followed with a bright, upbeat family friendly event with children's entertainment and woodfired pizza served from a vintage fire appliance. Across the Service, staff paused at midday on Saturday with a minute's applause at 12 noon to reflect on and remember and celebrate Barry.



Tollcross Fire Station,
Architectural listing

Historic Environment Scotland (HES) has designated Tollcross Fire Station as a listed building at Category B. Located in Edinburgh city centre, the building has been listed for its significance as a major example of postmodern (PoMo) architecture in Scotland. During its analysis, HES concluded that Tollcross Fire Station was unique amongst contemporary stations from the later 20th century for its exceptional architectural quality, combining the demands of a modern fire station with a thoughtful response to its compact urban site. The building combines a bold and innovative design with traditional materials and references to historical Scottish architecture in a playful and artistic way.



**Watch Commander
David Gibson KFSM**

On call firefighter, Watch Commander David Gibson has spent over 44 years helping to protect his local community, balancing his role while working full-time as a mental health nurse until he retired from the NHS.

He has used his skills to become a Wellbeing Champion for the Service and was instrumental in integrating the Scottish Ambulance Service co-location at Penicuik Community Fire Station.

David received the King's Fire Service Medal (KFSM) in the New Year Honours List.



**East Service
Delivery Area
Workshop**

A service delivery workshop was recently held for all FDO's in the East and led by DACO Girrity with topics such as Strategic overview, Mental wellbeing, Culture and Leadership & Performance.

Strategic overview and updates were presented by ACO Farries and ACO Lockhart and provided an opportunity for engagement and discussion around Directorate changes and SSRP. The topic of Culture was presented by Lyndsey Gaja and involved direct discussion and engagement around our understanding of culture and how we can enhance culture within the organisation and what challenges do we face.

Scottish Ambulance Service, WC Gale Coates and WC David Gibson provided an input on Mental Wellbeing to ensure staff were aware of the importance of looking after themselves and colleagues.

DACO Girrity and AC Pollard finished the day with Leadership, Performance and Professional Standards, engaging the audience in discussions around the issues faced and how we improve this to improve staff safety, morale and culture.



Service Delivery Areas

NORTH

Item

Commentary

Montrose CPR Partnership

Firefighters from Montrose are embarking on a CPR Skills Programme for local teenagers in partnership with Montrose Port Authority.

The Port has donated £2500 to provide ten new CPR Mannequins which will be used in schools across Angus to educate pupils in the lifesaving technique. The training will initially be delivered to S5-S6 pupils prior to their exams in May with the remainder of the school being added to the programme thereafter.

Cost of Living Crisis initiatives

The “Brew with the Crew” initiative continues across the North SDA, bringing the SFRS into the heart of communities and helping to tackle social isolation, food and fuel poverty with 26 events having been held across the NSDA.

Fire Stations across ACAM raised over £21000 over the festive period which has been distributed between the Firefighters Charity, The Family support Trust and various local charities/good causes, with Banchory Fire Station raising £6000. The money was raised by crews carrying out Christmas Collections across the area.

Multiple stations across all areas of the NSDA participated in the national Mission Christmas Appeal with stations used as drop off points for gifts that would be distributed to families who were experiencing financial hardship due to the Cost-of-Living Crisis.

The Drive Thru Santa initiative, in conjunction with the Firefighters Charity was held on fire stations across the NSDA. Personnel decorated their station appliance bays and distributed gifts to members of their communities.

Firefighters across all these initiatives took these opportunities to engage with their communities, offering safety advice and Home Fire Safety Visits.

Weather Related Incidents

Storm Babet brought exceptional rainfall to parts of eastern Scotland with 150 to 200mm falling in the wettest areas and the Met Office issuing two red warnings for rain. For the county of Angus, coinciding with this red warning area, 19th October 2023 was the wettest day on record.

We attended 99 incidents, 58 of which were weather related, including mass flooding in the Brechin area which resulted in a large multi-agency response as well as multiple other flooding related incidents with people requiring rescues from properties and vehicles. The First Minister attended to meet Operational and OC staff to thank them for their work.

Storm Gerritt struck the country on the 27th December with localised flooding and multiple rescues from properties and vehicles carried out. Crews across the NSDA attended 106 incidents of which 66 were weather related.

Shetland Joint YVS

The Shetland Joint Youth Volunteer Scheme has received ministerial recognition from the Scottish Government. Beatrice Wishart, MSP for Shetland tabled a motion commending the SFRS and PS for their innovation in establishing the joint initiative in support of rural communities. This approach is now being deployed across other areas within the NSDA.

Western Isles Airport Exercise

A multi-agency tabletop exercise to test aircraft post-crash response and recovery was held on the Western Isles. Partners from Category 1 and Category 2 responders as well as the third sector took part. The exercise helped developed and test relationships and interoperability between partner agencies in pre, during and post major incident.

PREVENTION, PROTECTION AND PREPAREDNESS DIRECTORATE

Prevention

Children and young people

Commentary

The Fire Safety Support and Education (FSSE) Policy & Procedure has been reviewed with the addition of new guidance notes and online evaluation process. The Evaluation process will ensure statistical information is accurate; monitored by the FSSE lead and fed into the Deliberate Fires Working Group and Education Working Group. A development day is organised for the FSSE core working group with The Centre of Criminal Youth Justice, invited to present. Three quarters of data is now available to support future FSSE delivery, training and resources, with a full report being produced after the fourth quarter data has been collated.

Safeguarding

To support staff understanding of Domestic Abuse, updated modules have now been available on LCMS for all SFRS personnel. This supports wider understanding in the area of Adult Safeguarding.

In response to the NFCC self-service review document, Quality Assurance, an SFRS document to support staff in recognising, reporting and recording Adult and Child Protection/Welfare concerns has been created, and reviewed with positive feedback from the Adult Support and Protection lead from Scottish Government & National ASP Co-ordinator.

A Safeguarding for Managers course is in development, pulling together previous concerns and gaps raised in consultation with middle managers within Community Safety Engagement. This will include an overview on child and adult protection and Managers responsibilities when they, or members of their teams are dealing with safeguarding concerns.

A 7-minute briefing has been created which sets out details of our Duty to Recognise Adults and/or Children who are vulnerable to harm, abuse or neglect, and how to Respond by Reporting our concerns to partner agencies.

Community Safety Engagement: older people

PPP have developed 'Ageing Safely – Living Well' which outlines our Community Safety ambitions on how to support an increasing older population and details contributory factors involved in fire deaths, injuries, and additional home safety risks. The document sets out objectives, identifying key areas of work to ensure our services are tailored and delivered to meet the needs of older people within our communities. These areas will be incorporated into revised 2024 plans.

Youth Volunteer Scheme

The development of a Drill-Ground Supervision course, to support non-operational staff and volunteers to deliver youth engagement drills, is in its final stages.

Work is ongoing to identify dates for the relaunch of YVS Tobermory and launch of YVS Helensburgh and Falkirk.

A Youth Volunteer Instructors recruitment campaign will commence in February across all schemes.

Focus groups were held in Shetland in December with young people, parents, volunteer instructors and other stakeholders to evaluate a pilot partnership between YVS and Police Scotland equivalent. The evaluation report is currently in development.

Water Safety

SFRS has continued to support the work of Water Safety Scotland during 2023/24 with the secondment of a Station Commander, supported by internal Prevention resources, where required.

The Drowning and Incident Review (DIR) process was launched in May 2023 and is being implemented with the support of key partners across Scotland. DIR is an innovative post incident review co-written by SFRS and RoSPA, which since its launch has made significant improvements in data availability.

LSO Areas are supported with appropriate Education and Social Media tools from Water Safety Scotland, to raise awareness and supplement the work being done, as part of our TAPs and within local Partnership Approach to Water Safety (PAWS) Groups. This provides a consistent suite of national messages that are all underpinned by the Water Safety Code.

Road Safety

SFRS is represented on all local Road Safety Partnerships across Scotland, which have been constituted through the Community Planning Partnerships or as standalone groups. An internal SFRS Road Safety Group supports this activity through the provision of relevant messages to priority user groups, educational resources for SFRS staff to deliver and by capturing quarterly activity, feeding this into Transport Scotland to promote the wider safety agenda on safer roads and the 2030 Road Safety Framework.

Heritage

Planning is ongoing, during the Winter Closedown of the Museum of Scottish Fire Heritage, to deliver a programme of events and engagement activities throughout 2024, aligning with the Braidwood Bi Centenary celebrations.

<p><u>Protection</u></p> <p><u>Cameron House Hotel</u></p> <p><u>New Country Hotel</u></p> <p><u>HMFSI report. Arrangements for fire fighting in high rise premises</u></p> <p><u>FSE</u></p> <p><u>UFAS</u></p>	<p><u>Commentary</u></p> <p>The findings of the Scottish Government Cameron House Working Group have led to the establishment of a further sub-group to engage with the hospitality sector with focus on traditional buildings. SFRS are a key stakeholder of this group and are presenting at a Scottish Government event in February, to outline our role as a regulator and provide key messaging to the sector.</p> <p>Fire Investigation continue to work closely with interested parties to progress the investigation and sharing of information. The Fire Investigation and Fire Safety investigations remain in progress.</p> <p>Work in relation to the two remaining actions is being progressed within SFRS, with a view to them being concluded by the end of Q4 2023/24.</p> <p>Aligned to the delivery of the SFRS Risk Based Audit Programme, there has been an increase in the number of formal notices being issued. Work is ongoing to identify any trends across Risk Groups, to inform targeted communication and engagement.</p> <p>Please see UFAS Report.</p>
<p><u>Preparedness</u></p> <p><u>Operational Intelligence</u></p> <p><u>Resilience</u></p>	<p><u>Commentary</u></p> <p>Please see OI Risk Spotlight.</p> <p>Work on the Risk and Preparedness Assessment (RPA) continues with Capability being assessed by the Subject Matter Experts (SMEs). The output from the assessment is being collated by SFRS Civil Contingencies Officers (CCOs) supported by Regional Resilience Partner (RRP) coordinators. The final RPA statements are being drafted and finalised prior to being presented at each of the 3 RRP's. The outcomes of the RPA will drive the RRP work plans over the next two years.</p>

<p><u>New Mobilising System</u></p> <p><u>NMS</u></p>	<p><u>Commentary</u></p> <p>The NMS Project remains in the Planning phase of Business Change Lifecycle, and Phase 0. Enabling Business Readiness of Project Delivery, which is 70% complete.</p> <p>The Invitation to Tender was issued to the open market on 11 January 2024.</p> <p>Communications & Engagement continues with all Operations Control staff on a regular basis.</p> <p>A Senior Project manager, Senior Business and Project Manager have all been recruited to support the Project.</p>
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<u>TRAINING, SAFETY AND ASSURANCE DIRECTORATE</u>	
<u>Operational Assurance</u>	
<p><u>Item</u></p> <p><u>Severe Weather Debrief Report</u></p> <p><u>Asbestos Thematic Audit</u></p>	<p><u>Commentary</u></p> <p>This debrief report highlights the findings and recommendations from the severe weather event that occurred on 7 and 8 October and Storm Babet that occurred on 19, 20 and 21 October. There are 13 actions for progression to enhance firefighter and community safety.</p> <p>A Thematic Audit was carried out on current procedures, training and operational learning for incidents involving asbestos. There are 21 actions for progression to enhance firefighter and community safety.</p>
<u>Training Function</u>	
<p><u>Item</u></p> <p><u>Training Vision & Strategy</u></p>	<p><u>Commentary</u></p> <p>Following approval of the Training Vision & Strategy 2023 – 2028 (TVS) by Strategic Leadership Team on 8th Nov'23, this has now been presented to the People Committee and SFRS Board. Training will now work with SFRS Comms & Engagement on the launch of the Training Vision and Strategy.</p>

Training Continuous Improvement Programme (CIP)

The CIP Action Plan Update Report has now been streamlined. This has produced a more concise and up-to-date document clearly identifying any recommendation changes of status (“In Progress” to “Complete”) and any new recommendations produced / brought forward during the last reporting period. All new recommendations and all completed recommendations are now detailed within this redrafted report for ease of view. A process will be implemented to ensure that improvement actions are revisited 12 months after implementation to determine whether the improvement action delivered the impact/benefit intended.

Training Strategic Asset Management Plan

Working closely with colleagues in Asset Management, our consultation with stakeholders has now commenced. This will support us in identifying where we would need to invest within our Training infrastructure to enhance the delivery of training. The Training Strategic Asset Management Plan will be completed in Q1 24/25.

Training Function Management Development Day

On 19th January '24 the extended management team met at the National Training Centre Cambuslang to reflect on the achievements and challenges of 2023 and look forward to what our focus, priorities and opportunities are moving into 2024. This will support the delivery of our Training Vision and Strategy and the production of our three key frameworks (Skills Maintenance, Training Delivery and Training Assets Frameworks).

Clinical Governance

To support Service Delivery the Training Function, continue to lead this work through 2023/24. The Clinical Governance Technical Working Group (CGTWG) met on 13th December with a key purpose to prioritise the progress of SAS clinical governance recommendations for equipment, with the aim of improving our casualty care capability.

Trainee Firefighter Foundation Programme

Work is underway to secure a Pre-Hospital Trauma Life Support (PHTLS) course for our SFRS 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.

Training for Operational Competence (TfOC) Review

Work is underway to review and refine existing content and delivery of the Wholetime Trainee Firefighter Foundation Course. Consideration is being given to incorporating additional BA/CFBT and ICAT training time.

Training Needs Analysis (TNA)

A review of the TfOC policy and lessons learned through end user feedback has taken place as we approach the end of the 2nd year of the 3-year TfOC cycle. Refinements continue to be made to our E Learning content and delivery to ensure we make best use of the available time, specifically for On-call personnel. The intention being to provide more opportunities to conduct practical training elements and combine the core skills, themed learning content and confirmation exercises.

Performance Reporting

A new guidance document is nearing completion and will go through governance ahead of the 2024/25 Training year that will provide further clarity on our SFRS TNA process and how it will support LSO areas. This will also provide a further degree of assurance as part of the Training Instructor re-structure as we conclude the East and West re-structures over the coming months.

BA Recovery Plan

Our improvements to performance reporting, includes the creation of a Training Performance Officer role which enables a business partnering approach with the SFRS Business Intelligence Team. The team have most recently been conducting reconfigurations of our pdrPro (training recording) system to enable more robust data entries as well as making improvements to the data output sets. This provides a greater level of assurance with the information being recorded and then reported upon.

Phase 1 of the plan is now underway with a specific focus on providing additional hot wears to firefighters in Development who joined SFRS over the past 3 years. Preparation for implementation of full BA Recovery Plan is well progressed. Trials of the Phase 2 one-day programme are now underway across Training Centres in order to make any amendments to the pre-course content as well as the course content and delivery. Phase 2 will go 'live' Q1 2024/25.



HM Fire Service Inspectorate

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

Date: 27 February 2024

Report By: HM Fire Service Inspectorate

Subject: Routine report on HMFSI business

1. PURPOSE

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

2. RECOMMENDATIONS

- 2.1 That the Committee notes the update from HMFSI.

3. ACTIVITY AND PROGRESS

3.1 Service Delivery Area Inspection

HMFSI has 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 commenced its inspection process within the West Service Delivery Area (WSDA).

As such, we continue to engage with the DACO and his Senior Management Team for the Area to discuss our ongoing fieldwork, analysis and answer any questions. We continue to work through an inspection schedule and have completed fieldwork in the six LSO Areas of East and West Dunbartonshire, Argyll and Bute (EWDAB), East, North and South Ayrshire (ENSA) and Dumfries and Galloway (D&G), Lanarkshire (LAN) and East Renfrew, Renfrew and Inverclyde (ERRI) and City of Glasgow (CoG). We have also been meeting external and internal partners to discuss their relationship with the WSDAI and/or the SFRS.

In addition, we have also just completed a 10-week online survey process and requested a range of data from the SFRS to assist in our desktop analysis phase.

The overall inspection fieldwork and analysis 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.

Early planning and engagement for the North SDA (NSDA) Inspection has begun and will continue over the coming period. There are a number of planning challenges relating to the geography and accessibility of areas of the NSDA which need to be considered with SFRS colleagues before the inspection plan is produced. It is envisaged that the Inspection will begin its visits in April 2024 and run for up to eighteen months.

3.2 Thematic Inspection Work

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 was to consider the Services' provision of Mental Health and Wellbeing services in line with the SFRS Mental Health Strategy 2020-2023. The Inspection report reflects the desire of the Service to culturally normalise and destigmatise mental health within the workplace. The report provides a balanced view of the support systems and processes that have been put in place by the SFRS in relation to the Mental Health.

The report contains 20 recommendations, mainly in relation to:

- the cultural change and destigmatisation of the way in which mental health is viewed within the SFRS;
- how the Service can derive the maximum benefit for all of its employees through the systems and processes it has put in place to support positive mental health;
- the way in which the Service considers how best to allocate the resources that are required to achieve the desired outcomes that are set out in its Mental Health Strategy.

The SFRS has achieved many notable successes relating to its Mental Health Strategy, these and areas of good practice are highlighted within the report.

We are pleased to advise the Committee that the report has now published and was laid in the Scottish Parliament on 13 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 following comments from SFRS, a HMFSI/SLT Workshop took place on 10 January 2024 to further discuss the draft outline. We anticipate this inspection will take around 12 months to complete.

3.3 HMFSI Mid-Term Report

The Chief Inspector intends to issue a report around March 2024 on HMFSI activity. This report will reflect on the work of the Inspectorate. It will look back at inspection activity, consider the activity, work and organisation of the Inspectorate during the three year tenure of the current Chief Inspector, and report on some of the changes in practice that have been introduced.

3.4 Additional Inspection Activity

Northern Ireland Fire and Rescue Service

The Chief Inspector continues to support improvement in the Northern Ireland Fire and Rescue Service and has met with the newly appointed Chief Fire and Rescue Officer and Chair of the Board to consider Action Plan's relative to recommendations contained within the recent HMFSI Inspection report. The Chief Inspector continues to act as an adviser to the Department of Health in NI.

HM Chief Inspector Robert Scott QFSM

Date: 27 February 2024

Report No: C/SDC/03-24

Agenda Item: 8.2

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	27 FEBRUARY 2024						
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	An update on newly published reports and progress in developing the associated Action Plans has also been provided in this paper.						
1.4	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 for scrutiny on a quarterly cyclical basis.						
3	Main Report/Detail						
3.1	The SDC is presented with the current overview dashboard, attached as Appendix A for noting. This provides high level details of all action plans.						
3.2	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 B .						

3.3	During the reporting period, no actions were completed, two actions have an amber status, and two have a red status.
3.4	SDC members are asked to note the following: <ul style="list-style-type: none"> - Action 1: A second revised due date of March 2024 has been provided as there has been slippage in the original timeline due to resourcing. - Action 2: A second revised due date of March 2024 has been provided as there has been slippage in the original timeline due to resourcing.
3.5	It is anticipated that three of the four remaining actions will be completed by the next reporting period. The remaining action is dependent on completion of the iHub and Web Project, with revised timescales expected by the next reporting period.
3.6	The overall RAG rating for this action plan is amber and is estimated at 80% complete. <i>(Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).</i>
3.7	Action Plans currently in development
3.8	On 20 February 2024, the Strategic Leadership Team were presented with two new Action Plans for approval. At the time of submission of this paper to SDC the Scrutiny Committee has not yet been assigned by the Integrated Governance Forum, however, it is expected that these Action Plans will be submitted to the SDC.
3.9	As such, more detail regarding these Action Plans can be found below for information:
3.10	Inspection of the Scottish Fire and Rescue Service: East Service Delivery Area
3.11	In October 2023, the report entitled ' Inspection of the Scottish Fire and Rescue Service: East Service Delivery Area ' was published. In November 2023, the HMFSI Report was presented to the Strategic Leadership Team (SLT), and an Executive Lead was appointed.
3.12	The East inspection is the first report of a new format and cycle of Service Delivery Area Inspections of the Scottish Fire and Rescue Service. Since the SFRS was established in 2013, HMFSI has undertaken inspection of local service delivery at a local authority level. Going forward, reports on the inspection of local service delivery will be at the aggregated level of the SFRS's Service Delivery Areas.
3.13	The report contains eight recommendations and highlights four areas of good practice that the Service has adopted.
3.14	In order to address the eight recommendations made, an Action Plan has been developed, see Appendix C . The Action Plan contains nine Actions and the first update on progress will be presented to the Corporate Board in April 2024 and SDC for scrutiny thereafter.
3.15	Climate Change: managing the operational Impacts of fires and other weather-related emergencies
3.16	In September 2023, the report entitled ' Climate Change: managing the impacts of fires and other weather-related emergencies ' was published. In November 2023, the HMFSI Report was presented to the SLT, and an Executive Lead was appointed.
3.17	This inspection by HM Fire Service Inspectorate focuses on operational activity due to climate change. While the activity and response availability of the SFRS may be impacted by all types of weather-related incidents, the inspection report focuses on wildfire and

	<p>flooding. This aligns to the Fire and Framework for Scotland 2022, which contains a strategic priority for the SFRS relevant to weather-related incidents, specifically for wildfire and flooding.</p>
3.18	The report contains eight recommendations and highlights four areas of good practice that the Service has adopted.
3.19	In order to address the eight recommendations made, an Action Plan has been developed, see Appendix D . The Action Plan contains twelve Actions and the first update on progress will be presented to the Corporate Board in April 2024 and SDC for scrutiny thereafter.
3.20	Contingency Planning for Industrial Action
3.21	The report entitled 'Contingency Planning for Industrial Action' was published in May 2023.
3.22	Due to resource and capacity issues, there has been a delay in progressing the development of this Action Plan. It should be noted, however, that work is taking place to meet the recommendations of the report.
3.23	Originally sitting with Operations, development of the Action Plan has recently transferred to the newly established Prevention, Protection and Preparedness Directorate. The Action Plan, which will include a progress update on work carried out to-date, will be presented to the SLT in March 2024.
3.24	Mental Health and Wellbeing Support in the Scottish Fire and Rescue Service
3.25	The Mental Health and Wellbeing Support in the Scottish Fire and Rescue Service Report was published in December 2023 and presented to SLT on 23 January 2024.
3.26	The report contains 20 recommendations and requires collective ownership across the Service. There are plans to engage with stakeholders to identify the actions, timescales and owners for each of the actions. However, the Wellbeing Development resource who would normally progress this has been seconded to support the current Modern Apprentice and SVQ activity. As such, the period of engagement will require to be extended with the intention that the action plan is submitted to SLT in April 2024.
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 A. • Review the Arrangements for Firefighting in High Rise Buildings action plan, attached as Appendix B and agree the recommendations made. • Note the Inspection of the Scottish Fire and Rescue Service: East Service Delivery Area Action Plan, attached as Appendix C. • Note the Climate Change: managing the operational Impacts of fires and other weather-related emergencies Action Plan, attached as Appendix D.
5	Key Strategic Implications
5.1	Risk
5.1.1	There are no risks associated with the recommendations of this report.

5.2 5.2.1	Financial There are no financial implications associated with the recommendations of this report.
5.3 5.3.1	Environmental & Sustainability There are no environmental implications associated with the recommendations of this report.
5.4 5.4.1	Workforce There are no workforce implications associated with the recommendations of this report.
5.5 5.5.1	Health & Safety There are no health and safety implications associated with the recommendations of this report.
5.6 5.6.1	Health & Wellbeing There are no health and wellbeing implications associated with the recommendations of this report.
5.7 5.7.1	Training There are no training implications associated with the recommendations of this report.
5.8 5.8.1	Timing Each relevant HMFSI Action Plan will be reported to the SDC on a quarterly cycle until completion.
5.9 5.9.1	Performance This process supports robust challenge and scrutiny of our performance against HMSFI recommended improvements.
5.1 5.1.1	Communications & Engagement There is no implication associated with the recommendations of this report.
5.11 5.11.1	Legal 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 5.12.1	Information Governance A Data Protection Impact Assessment (DPIA) is not required for this report as there is no sensitive information to consider.
5.13 5.13.1	Equalities 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 5.14.1	Service Delivery 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: Substantial/Reasonable/Limited/Insufficient

	(Mark appropriate)	as	
7.2	Rationale:		Following receipt of Audit Reports, Action Plans are developed in conjunction with Directorates and approved via the Strategic Leadership Team and the nominated Executive Committee of the Board. Quarterly reporting is made to the Senior Management Board and nominated Executive Board until full completion of the Action Plan.
8	Appendices/Further Reading		
8.1	Appendix A: Audit and Inspection Overview Dashboard		
8.2	Appendix B: Arrangements for Firefighting in High rise Buildings Action Plan Update		
8.3	Appendix C: Scottish Fire and Rescue Service: East Service Delivery Area Action Plan		
8.4	Appendix D: Climate Change: managing the operational Impacts of fires and other weather-related emergencies Action Plan		
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>Strategic Leadership Team</i>	<i>20 February 2024</i>	<i>For Decision (East SDA and Climate Change Action Plans)</i>	
<i>Corporate Board</i>	<i>21 February 2024</i>	<i>For Recommendation (Hi-Rise Update)</i>	
<i>Service Delivery Committee</i>	<i>27 February 2024</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	Aug-24	-	18	Nov-23	Feb-23	0	7	0	10	0	0	1	0	0	90%	Yellow
Sep-22	Firefighting in Highrise Buildings	SDC	Mar-24	-	8	Nov-23	Feb-23	0	4	0	4	0	0	0	0	0	80%	Yellow
Apr-23	Command and Control Mobilising System (CCMS)	CC	Apr-24	-	6	Nov-23	Feb-23	0	1	0	5	0	0	0	0	0	95%	Green
Sep-23	Climate Change – Impact on Operational Activity - action plan going to SLT in February 2024	TBC	TBC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Oct-23	East Service Delivery Area (ESDA) - action plan going to SLT in February 2024	TBC	TBC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dec-23	Mental Health and Wellbeing Support in SFRS - action plan going to SLT in April 2024	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 - action plan going to SLT in March 2024	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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
2023-24	West Service Delivery Area (WSDA) - audit ongoing	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
Feb-24	May-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 now Mar-24	In Progress	<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. 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. Given this timescale for revision, it is anticipated that this action will not meet the December deadline. However, a revised due date cannot be provided until the changes are identified.</p> <p>21 February 2024: Prevention and Protection have been in discussion with Scottish Government and Local Senior Office Areas around the consistent approach to fire warning systems in High Rise Domestic Buildings (HRDBs). The Operational Assurance Visit procedure is currently being redrafted to reflect this alongside the guidance for Evacuation Alert Systems, Premise Information Boxes and Personal Emergency Evacuation Plans. We are also in discussion with Operations Delivery around revision requirements of the High Rise Standard Operating Procedure. Due to resourcing challenges, conflicting priority work and changes in structures, it is requested this action is further extended until the end of March 24 taking it past the 6 month original due date. There is a managed workstream ongoing to consider and revise existing guidance and policy for this action which has required internal and external engagement though is now progressing well.</p> <p>Operations continue to standby ready to support 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.</p> <p>Timeline if required would be 10-12 weeks following the identification of Policy changes; 2 weeks re-write, 4 weeks consultation, up to 2 weeks update post consultation, 4 weeks familiarisation period- Go-Live.</p> <p>This action has moved from amber to red due to the second slip in timescale.</p> <p>[Proposed revised due date from December 2023 to March 2024]</p>	60%		Red	

<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	<p>Prevention and Protection to produce a Policy and supporting guidance for Premises Information Boxes.</p>	AC Getty	Jul-23	Dec-23 to Mar-24	In Progress	<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. This action remains amber due to the slip in original timescale but it is expected to be completed by the revised due date.</p> <p>21 February 2024: The SFRS have provided a proposed standard template to the Scottish Government around the High Rise Identification Plate for their consideration and inclusion in the Building Standards Technical Handbook. Premises Information Box and Personal Emergency Evacuation Plans are considered in the revised Operational Assurance Visit procedural document as updated in Action 1. This will reference the standard guidance issued by the Fire Industry Association and National Fire Chiefs Council, with further detail on guidance for SFRS crews on what they are and what they should consider when coming across them. It is requested in line with the above action, that this is extended until end of March 24.</p> <p>This action has moved from amber to red due to the second slip in timescale.</p> <p>[Proposed revised due date from December 2023 to March 2024]</p>	70%		Red	<p>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>
<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	Dec-23 to Mar-24	In Progress	<p>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.</p> <p>[Proposed revised due date from December 2023 to March 2024]</p> <p>21 February 2024: 21 February 2023: The pilot is underway at McDonald Road Community Fire Station and the evaluation report is due for drafting in March 2024.</p> <p>This action remains amber due to slip in original timescale but is on target by completion by the revised due date of March 2024.</p>	70%		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	Dec-23 to Mar-24	In Progress	<p>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> <p>21 February 2024: 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.</p> <p>This action is amber due to the slip in original timescale and updated timescales regarding the Hub and Website project is expected by the next update.</p>	50%		Amber	

<p>We think that it would improve safety if the external indicator plate used on domestic high rise buildings was adopted as a standard in Scotland and a mandatory requirement to install and maintain these plates was imposed on building owners.</p> <p>We recommend that, if the SFRS shares our view, then the SFRS should work with Scottish Ministers to influence such a change to introduce a statutory duty (perhaps achievable by amending the Fire Safety (Scotland) Regulations 2006).</p> <p>(This recommendation is made, albeit it is somewhat indirect, to the SFRS given that the statutory power of the HMFSI facilitates the making of recommendations only to the SFRS).</p>	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.</p> <p>This action has been marked as amber due to some slip in timescales. A revised due date from April 23 to July 23 has been proposed.</p> <p>16 August 2023: The Fire and Rescue Unit is now in receipt of the SFRS request for regulatory change and the SFRS action can be closed.</p> <p>This action has been marked green and is now complete.</p>	100%	Jul-23		
<p>The SFRS should review its expectation regarding the recording and use of Operational Intelligence for high rise buildings and take steps to implement a standard approach.</p>	3	<p>Operations to review Operational Intelligence in relation to High Rise premises and provide a consistent standard Service-wide approach and template.</p>	AC Duffy	Jul-23	May-23	Complete	<p>17 May 2023: The Operational Intelligence Team have been working with the Prevention & Protection Enforcement Team who have developed and updated the Operational Assurance Visit that will incorporate the High Rise Guidance Plate Template which will be recorded on the Operational Intelligence System. Operational Assurance Visit information can be captured on the Operational Intelligence system along with the High Rise Guidance Plate information. The reviewed General Information Note, once it is live, will go to the Operational Intelligence Liaison Group for awareness, followed up by a Service-wide communication to ensure the instructions are conformed to.</p> <p>16 August 2023: Template form and guidance went live on 10 May 2023 and a nationwide staff Awareness Briefing (see link in evidence) was released to inform personnel.</p> <p>This action has been marked green and is now complete.</p>	100%			ABOAVProcedureHRDBsGuidancePlatesv1.0 (firescotland.gov.uk)
<p>The SFRS should reflect on the strong views among its firefighting staff and consider whether there is scope to refine the set down procedures for tackling fires contained in the SFRS high rise Standard Operating Procedure, taking into account the different levels of risk offered by features such as modern lift protection, smoke hood availability, automatic suppression systems, and information from cameras and attending staff.</p>	7	<p>Operations to consider a bottom up approach and gauge feedback from staff in terms of current and proposed methods for operations at High Rise incidents.</p>	AC Duffy	Dec-23	Aug-23	Complete	<p>17 May 2023: During the Standard Operating Procedure development, part of the process involved a consultation process with frontline staff. Outcomes of the consultation process have been considered and will be included where deemed appropriate. A due date of December 2023 has been provided for this action.</p> <p>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.</p> <p>This action has been marked green and is now complete.</p>	100%			
<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.</p> <p>This action has been marked green and is on track for completion by the target due date.</p> <p>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 trialing high rise bags that are in use throughout a number of European fire and rescue services. Trailing stations are Inverness, Crewe Toll and Clydesmill.</p> <p>This action to review arrangements is therefore complete.</p>	100%			

HMFSI - East SDA Recommendations
 Executive Lead: DCO Stuart Stevens

Updated	Next Update
Feb-24	Apr-24

HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	BRAG	Evidence
We recommend that the Service conducts a review of its staffing strategy and how it relates to the current under-resourced Target Operating Model.	1	Review staffing strategy to confirm that the requirements of the interim Target Operating Model continue to be met and regularly reported.	Fiona Munro	Feb-24	N/A						
We recommend that the Service resolves the roofing problems at the affected fire stations as a matter of urgency.	2	Identify solutions for permanent resolutions to those stations in the East SDA that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing.	Iain Morris	2024/25 (Date TBC)	N/A						
The Service should standardise its recording of standard tests taking cognisance of the electronic innovations already in use.	3.1	Carry out a review of the current provision of documentation and policy in relation to Standard Testing.	DACO Garry Mackay	May-24	N/A						
	3.2	SFRS Operations Team will make recommendations for improvements in relation to consistency and the use of technology.	DACO Garry Mackay	May-24	N/A						
It is of concern that there are still issues with the reliability and functionality of the Getac tablet which may result in firefighters not having access to up-to-date risk information at time of need. Action should be taken as soon as possible to resolve the technical issues with the system.	4	ICT to re-issue Corporate Communications reminding all stations to log any issues relating to Getacs and/or Operational Intelligence with the ICT Service Desk in the first instance.	Greg Aitken	Feb-24	N/A						
As we recommended in our inspection report on command and control, we continue to suggest that more could be done to promote the existence of the CAR, and to encourage the use of assets contained on the list, where appropriate.	5	SFRS Operations Function to develop a communication plan to promote the use of the Community Asset Register by operational crews and (where appropriate) partner agencies.	DACO Garry Mackay	Mar-24	N/A						
We have highlighted that there are problems with the resourcing of training, both locally and at the Newbridge national training centre, which has led to the cancellation of courses. We recommend that a review of training delivery in the East is undertaken with a view to improving training outcomes.	6	Training to conduct a review of training delivery in the East, with a view to improving training outcomes.	DACO Bruce Farquharson	Jun-24	N/A						
We have highlighted in this report and in others that there are problems in delivering USAR training, leading to the reported low levels of competency in this specialism. We would encourage the Service to review course delivery and resolve the issues identified as a matter of urgency.	7	Ensure all Urban Search and Rescue (USAR) stations have the appropriate training resources and materials to enable station based USAR instructors, supported by the Training USAR instructors, to deliver USAR maintenance training and CPD events locally at stations.	DACO Bruce Farquharson	Jun-24	N/A						
The Service should conclude the review and updating of its Positive Action Strategy and continue to promote the Service as an employer of choice in a bid to ensure the makeup of its workforce better reflects the communities it serves.	8	Review the Positive Action Strategy and ensure that improving inclusion and diversity within SFRS is incorporated into the SFRS Cultural Action Plan.	Fiona Munro	Feb-24	N/A						

HMFSI Action Plan - Climate Change: managing the operational impact on fires and other weather related emergencies

Executive Lead: ACO David Farries, Operations Delivery

Updated	Next Update
Feb-24	Apr-24

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
The Service should consider whether there is potential to amend the guidance in the Water Rescue and Flooding SOP, so that the application of the 'cannot enter the water' rule is explained and qualified, with a view to including more definitive guidance for personnel at incidents where there is a very low water, low risk, environment.	1	Undertake a review of Water and Flooding Generic Risk Assessment and Standard Operating Procedure and consider if safe systems of work can be developed to support HMFSI recommendations.	Martin Cassidy / Stuart McDonald Operational Delivery	Apr-24	N/A						
The ability to retrieve important information on specific hazards at water related incidents can aid with the tactics adopted, inform the crews and incident commander of hazards to assist in their risk assessment process and is ultimately a commitment to firefighter safety. The SFRS holds good information but the provision is inconsistent across the Service. The SFRS should progress consistently the completion of water incident response plans and make them available on the OI system.	2	Undertake a review of the Operational Intelligence information gathering process and develop standardised a process to record water-related hazards.	Graeme Nicoll / Paul Tyrrell Prevention, Protection and Preparedness	Jun-24	N/A						
The SFRS should firm up its guidance and requirements for the recording of maintenance training, carried out by level 3 and 4 personnel in line with its national policy standards on water and flood rescue training to improve accountability and monitoring.	3	Introduce the Rescue 3 Maintenance Skills Logbooks to all level 3 and 4 water rescue personnel.	Marc McGill Training, Safety and Assurance	Mar-24	N/A						
The SFRS should review its approach to planning for wide-area flooding, both generally and also where appropriate on a site-specific basis, and take steps to assess or develop plans, and determine how information can be shared with operational personnel to assist with planning, procedures and incident command at potential flooding events.	4	Develop Severe Weather Business Continuity Plan and update Severe Weather Plan General Information Note.	Mark Cleland Prevention, Protection and Preparedness.	Dec-23	N/A	Complete					
The SFRS should reinvigorate the operation of the Wildfire SFRS National Users Group (SNUG), and look to communicate the implementation plan and encourage two way engagement to assist in participative development of the Wildfire Strategy.	5.1	Re-establish the SFRS wildfire SNUG with collaborative representation from: Assets / Fleet, Operational Support, Operations Control, Operational Strategy & Development, Training Function, Representative Bodies, Health & Safety, Communications & Media, Prevention & Protection, NFR (Scotland).	Bruce Farquharson Training, Safety and Assurance	Nov-23	N/A						
	5.2	Progress and deliver the Wildfire Strategy through development and implementation of the following SNUG workstreams: Prevention & Communication, Assets & Equipment, Training, Partnership Working and Policy & Procedure.	Bruce Farquharson Training, Safety and Assurance	Nov-23	N/A						
	5.3	Identify engagement groups for information sharing and develop a communication plan that informs and engages with relevant parties in relation to strategy proposals and implementation.	Bruce Farquharson Training, Safety and Assurance	Mar-24	N/A						
The SFRS wildfire SNUG should add crew welfare to its agenda as a commitment to explore practical improvements to welfare arrangements.	6	Undertake a review of welfare arrangements at all incidents. A representative with subject matter expertise on Wildfire will be available to support this workstream.	Craig McGoldrick Operational Delivery	Apr-25	N/A						
To realise the full potential of the community asset register (CAR), the SFRS should review arrangements in place and consider the feasibility of improving awareness and utilisation of assets, both internally and with Category 1 partners. (The CAR has been the subject of separate recommendation in two of our other HMFSI inspection reports.)	7	Develop internal and external Community Asset Register presentations to be delivered regularly to staff and stakeholders to increase awareness of the resources available.	Mark Cleland Prevention, Protection and Preparedness.	Nov-23	N/A	Complete					
In order to try to fully understand the impact of weather-related incidents, facilitate analysis, and realise the impact on the Service of wide area flooding incidents and wildfires, the SFRS should improve its data capturing, statistical analysis and reporting capability.	8.1	Work with relevant stakeholders (HMFSI, SLT, Operations Delivery) to identify requirements and suggest approaches to improve data capturing, statistical analysis and reporting capability for consideration.	Chris Fitzpatrick Business Intelligence	Mar-24	N/A						
	8.2	Update the Community Risk Index Model to incorporate geographical flood risk using SEPA data.	Mark Loynd Prevention, Protection and Preparedness	Oct-23	N/A	Complete					
	8.3	Carry our further research into the development of a geographic wildfire risk layer for incorporation into the Community Risk Index Model.	Damien Griffith, Prevention, Protection and Preparedness	Mar-25	N/A						



Report No: C/SDC/04-24

Agenda Item: 9.1

Report to:		SERVICE DELIVERY COMMITTEE							
Meeting Date:		27 FEBRUARY 2024							
Report Title:		SERVICE DELIVERY COMMITTEE QUARTERLY PERFORMANCE - Q3 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>						
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose								
1.1	To provide members with the third quarter performance of KPIs 1 – 21, 30 & 31 for fiscal year 2023-24.								
2	Background								
2.1	The Performance Management Framework (PMF) 2023/24 defines how we, the Scottish Fire and Rescue Service (SFRS), manage our performance and how we use performance information to inspire change and improvement.								
2.2	56 quarterly indicators and 9 national indicators were identified across directorates to provide senior leaders, committees and the SFRS Board with relevant information on our performance to support their role in scrutinising the Service and accounting to the people of Scotland for how we perform in delivering our Strategic Plan Outcomes.								
2.3	The quarterly performance dashboard (& report) provide an overview for those indicators and through the use of statistical process control charts (SPC) alerts stakeholders to situations deteriorating or improving or where performance is stable and in control.								
3	Main Report/Detail								
3.1	This paper covers all performance indicators stated in the PMF intended for scrutiny by the Service Delivery Committee.								
3.2	Exceptional variation &/or for monitoring: <ul style="list-style-type: none"> • 1 - Non-domestic Building Fires • 7 - % High Risk HFSV • 12 - Total Incidents • 14 - Median Response Time to Life Risk Incidents - National • 14 - Median Response Time to Life Risk Incidents - SDA • 17 - Wholetime Availability • 21 - UFAS Incidents • 30 - Assist Other Agencies Incidents • 31 - Effect Entry/Exit Incidents 								

3.3	Deteriorating (long-term): <ul style="list-style-type: none"> • 6 - HFSV Conducted • 15 - Median Call Handling Time for Life Risk Incidents - National • 15 - Median Call Handling Time for Life Risk Incidents - SDA • 16 - On-Call 1st Appliance Availability
3.4	Improving (long-term): <ul style="list-style-type: none"> • 5 - Fire Casualties • 9 - Audits Completed • 10 - ADFs • 18 - OI Inspections • 20 - Hydrant Inspections
3.5	Not changing: <ul style="list-style-type: none"> • 2 - Deliberate Primary Fires • 3 - Refuse and Vehicle Fires • 4 - Fire Fatalities • 8 - % Partner Referral HFSV • 11 - % High Severity ADFs • 13 - Non-refuse Secondary Fires • 19 - Ops Assurance Audit Actions
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	There are no specific Training implications addressed in this paper

5.8 5.8.1	Timing Some performance indicators rely on manual collation of data and are a 'snapshot' in time (2/3 weeks ahead of scrutiny) and may be subject to change dependant on relevant business areas business practices.	
5.9 5.9.1	Performance All performance measures reported are linked to Strategic Outcomes 1 & 2.	
5.10 5.10.1	Communications & Engagement There are no specific Communications & Engagement implications addressed in this paper	
5.11 5.11.1	Legal There are no specific Legal implications addressed in this paper.	
5.12 5.12.1	Information Governance DPIA completed - No	
5.13 5.13.1	Equalities EHRIA completed - No	
5.14 5.14.1	Service Delivery All performance measures reported are linked to Strategic Outcomes 1 & 2 and specific to Service Delivery.	
6	Core Brief	
6.1	Not applicable.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	David Farries, Director of Operational Delivery
7.2	Level of Assurance: (Mark as appropriate)	Sustainable /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	
8.2	Further Reading: - Link to PBI0068 – Organisational Performance Dashboard	
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 Operational Delivery
Links to Strategy and Corporate Values		
<u>Strategy</u> <u>Outcome 1 - Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.</u>		
<ul style="list-style-type: none"> Supporting business owners to protect Scotland's non-domestic buildings and premises. we will continue to enforce and provide advice around fire safety legislation to business owners in shops, offices, workshops and factories. 		

- We will further expand our prevention work to Scottish households and develop our prevention approaches to influence people’s behaviours to help keep themselves safe and improve their wider wellbeing.
- We will build on the work with our partners to target education and safety initiatives to those who need it most, including the young and the vulnerable.

Outcome 2 - Communities are safer and more resilient as we respond effectively to changing risks.

- More efficiently responding to false fire alarm calls and improving road safety by reducing the number of blue light journeys we make to them.
- Improving how we manage calls from the public and deploy our resources to emergency incidents.
- We will ensure we have the right resources in the right places at the right times and further improve our On Call service.

Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Service Delivery Board</i>	<i>n/a</i>	<i>n/a</i>
<i>Service Delivery Committee</i>	<i>27 February 2024</i>	<i>For Scrutiny</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 Q3**

APPENDIX 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



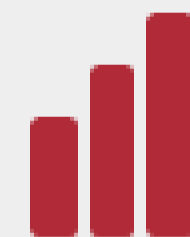
Welcome

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.

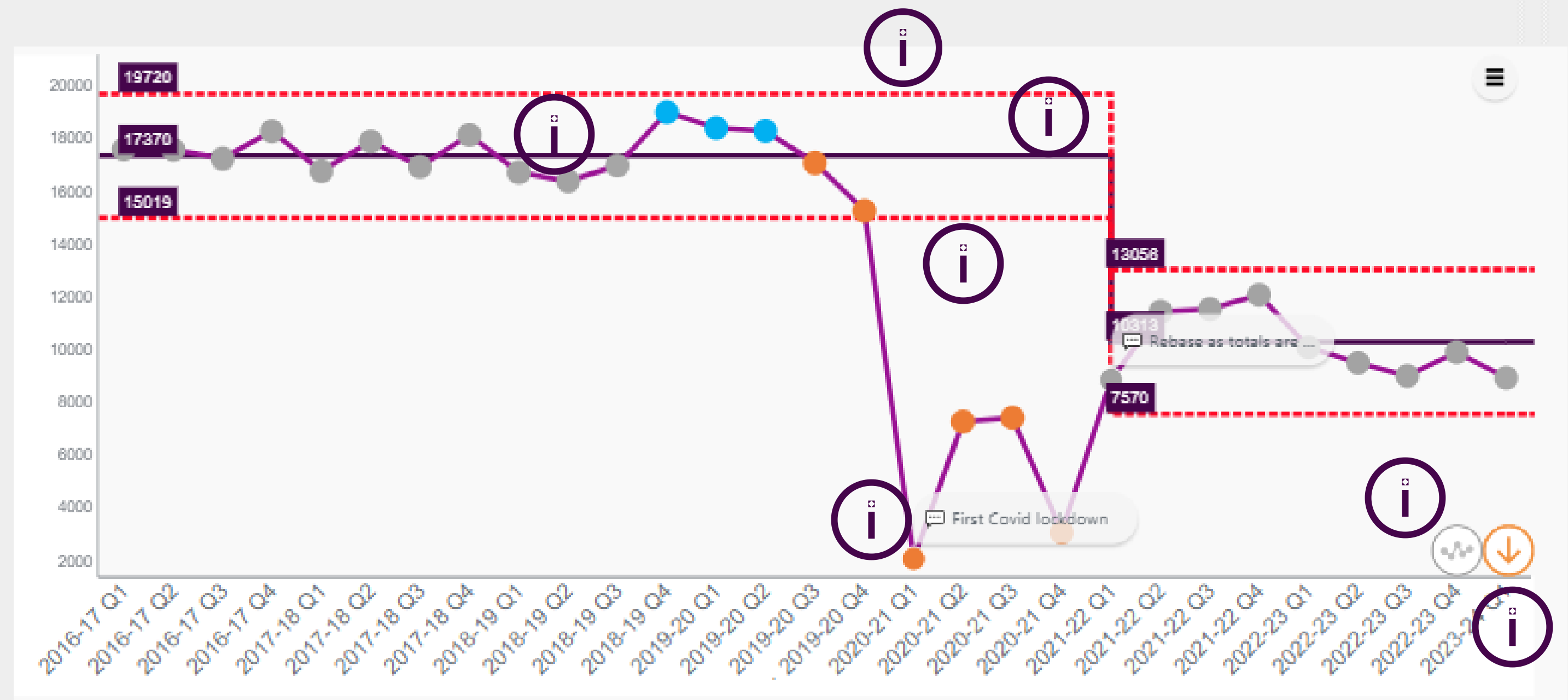
This report presents data over time for each of the quantitative performance measures as detailed in the [Performance Management Framework 2023-24](#), broken down into the Strategic Plan Outcomes. The Contents page (next) provides direction as to where you can find certain information.

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

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.

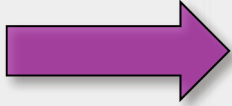
Frequency of update:

This report will be updated quarterly.

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

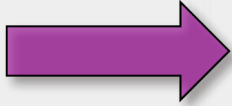
OUTCOME 01 (Prevention & Protection)

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.

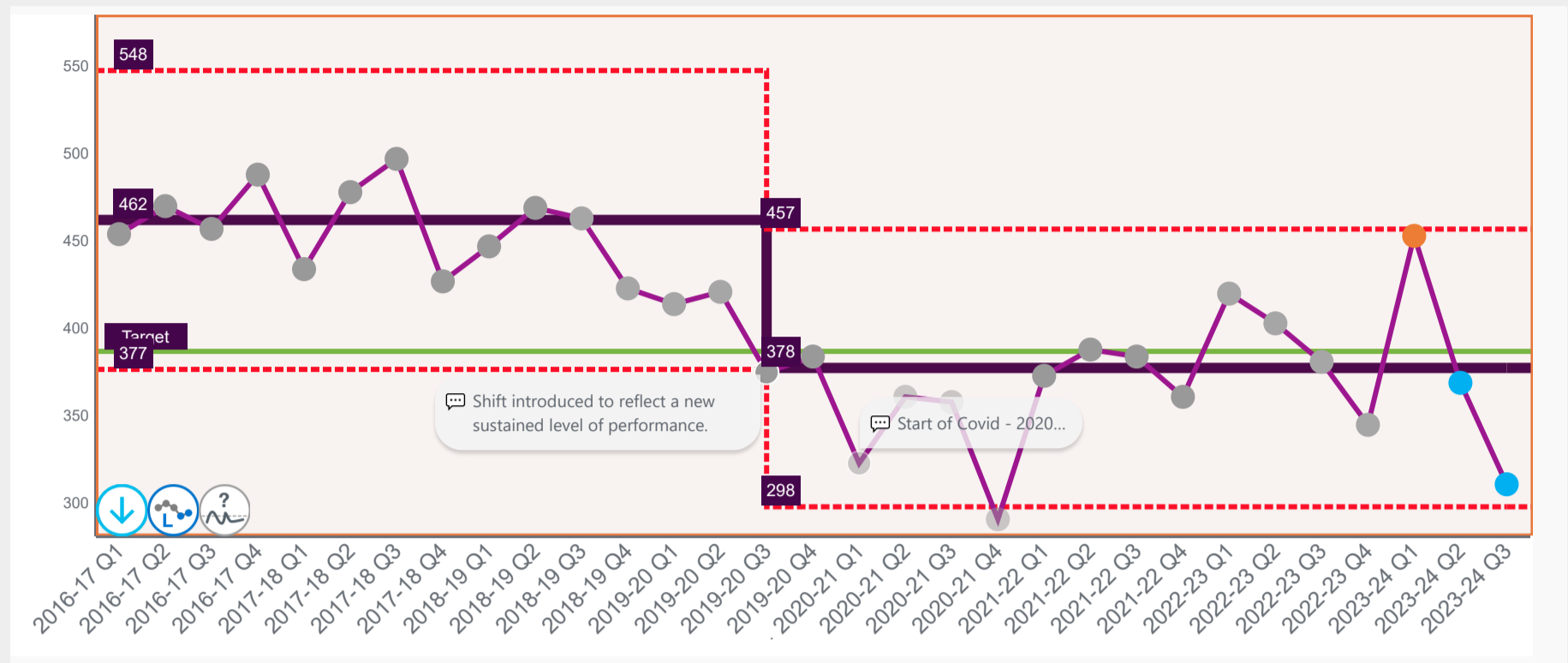


KPI 1 Non-domestic Building Fires

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

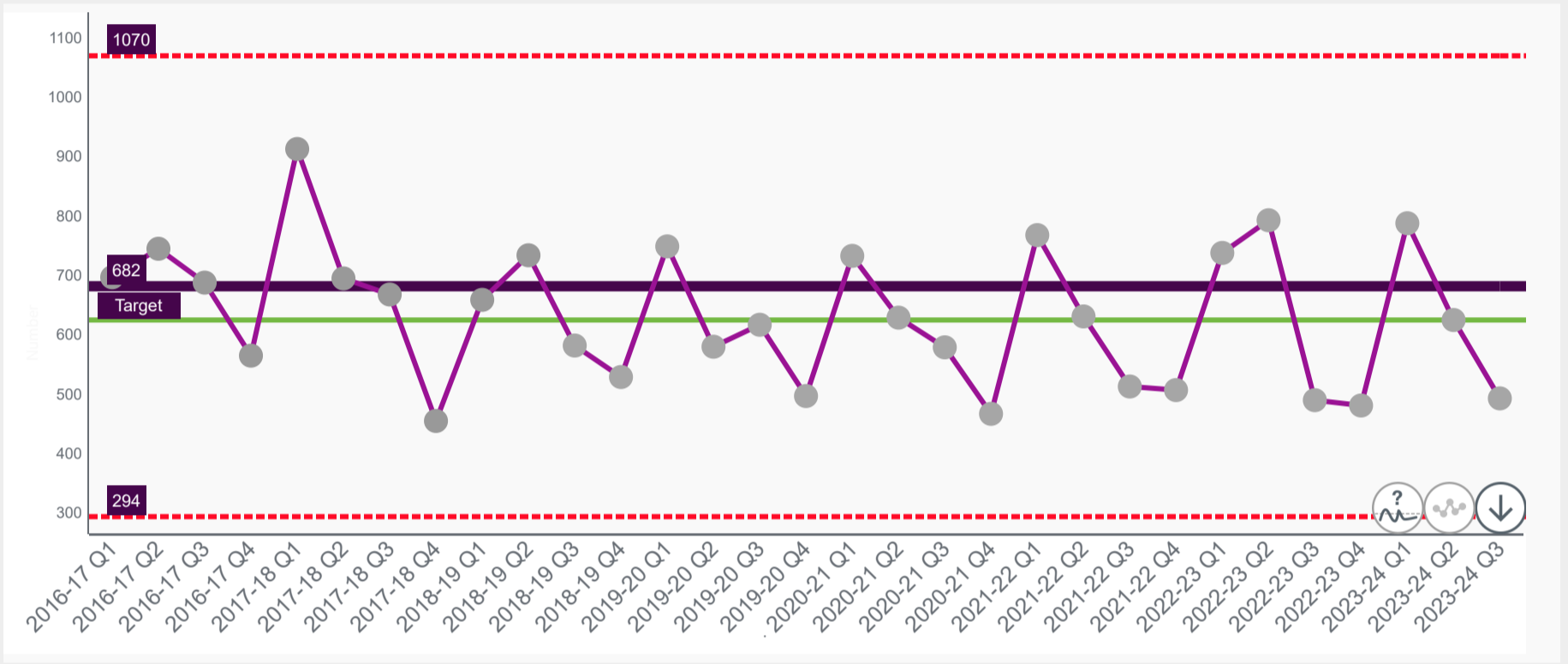
No Performance Statement Available

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

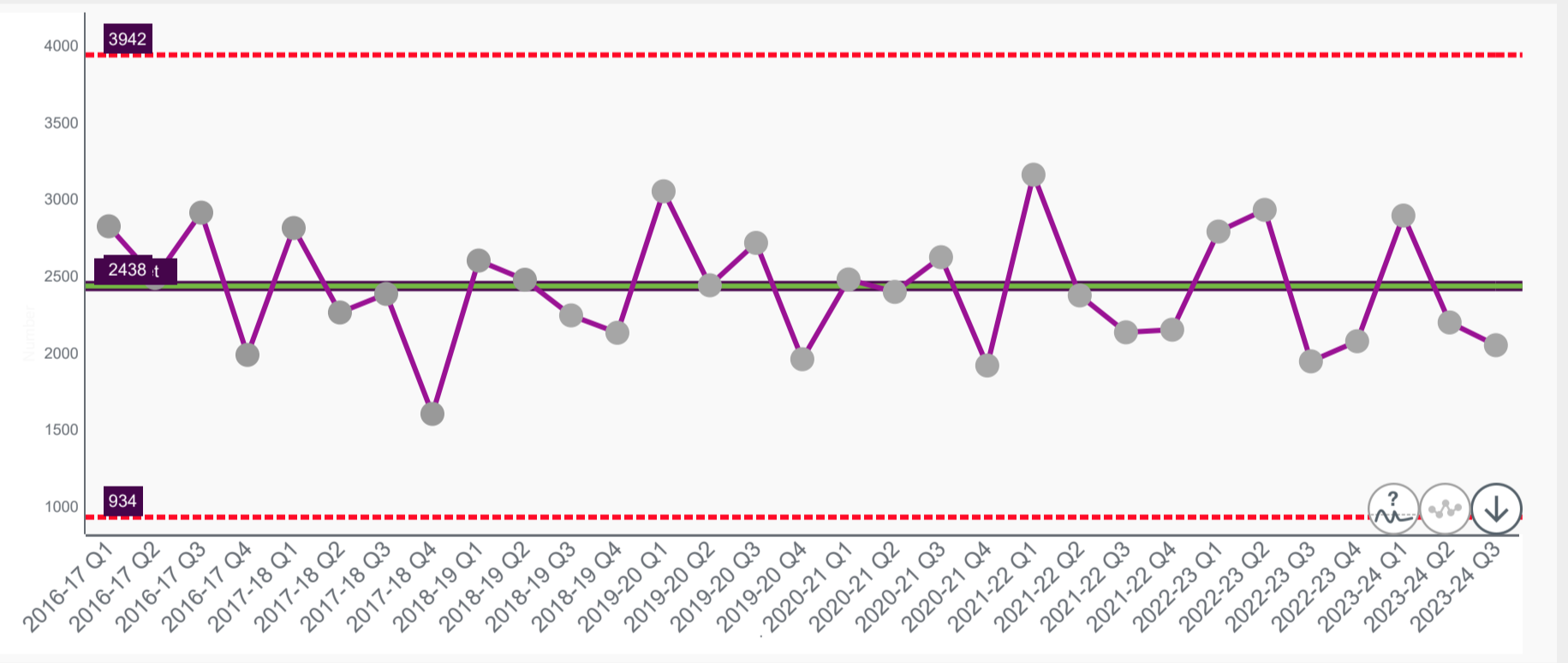
No Performance Statement Available

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

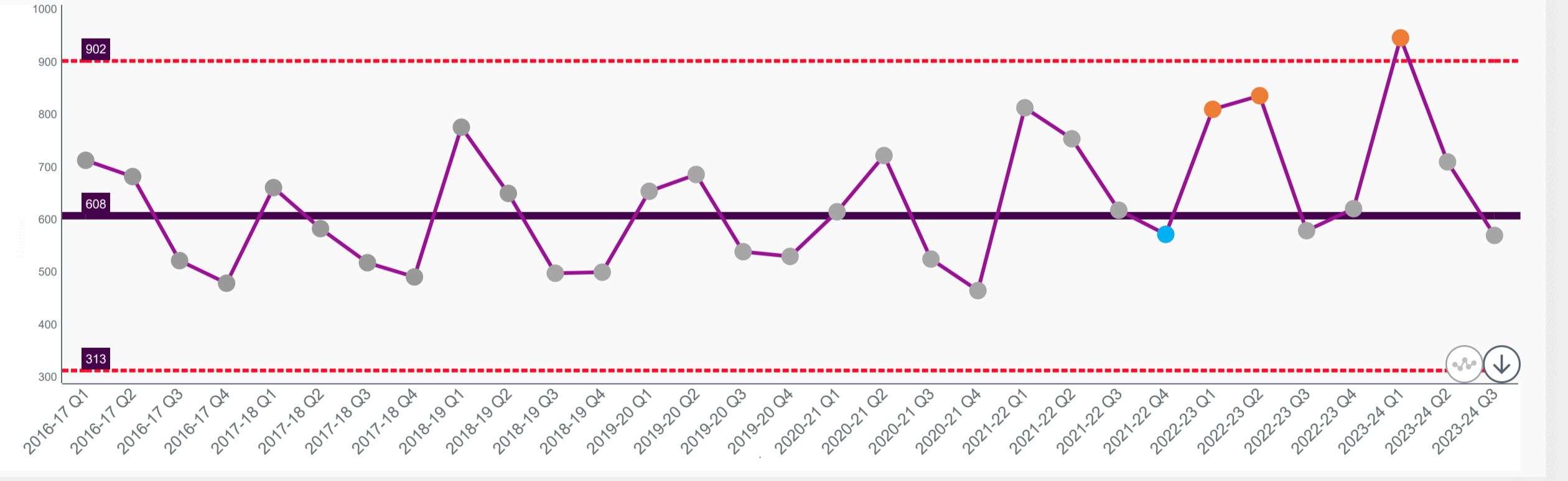
OWNER: Head of Service Delivery - East



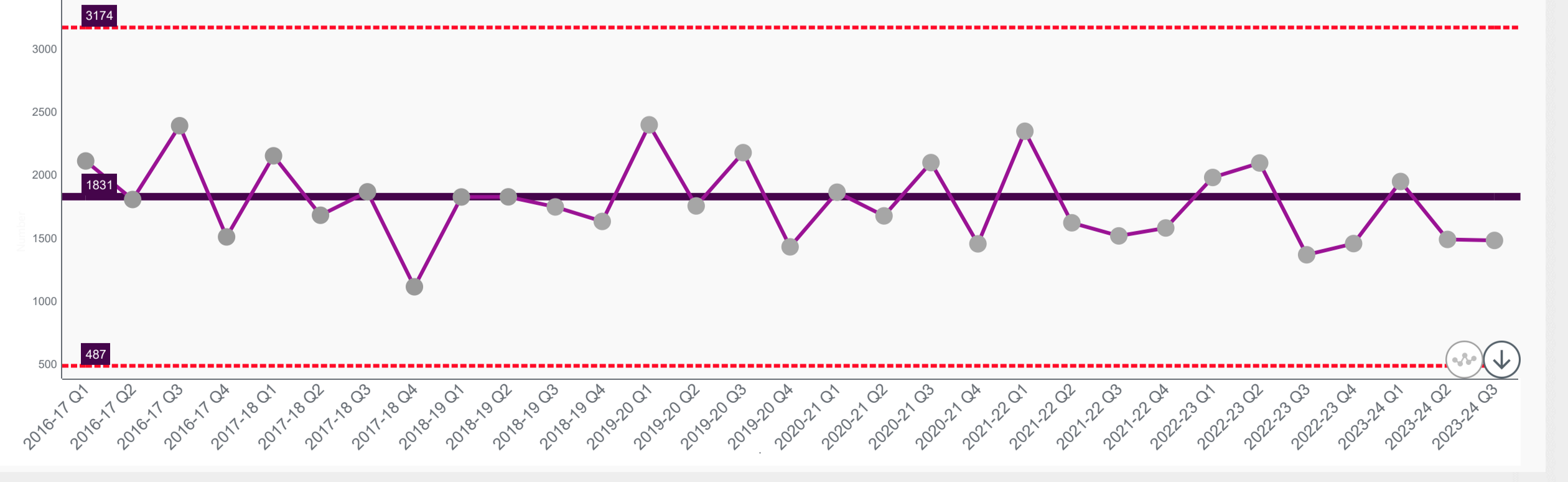
SUMMARY

No Performance Statement Available

Accidental Refuse and Vehicle Fires



Deliberate Refuse and Vehicle Fires



Prevention and Protection

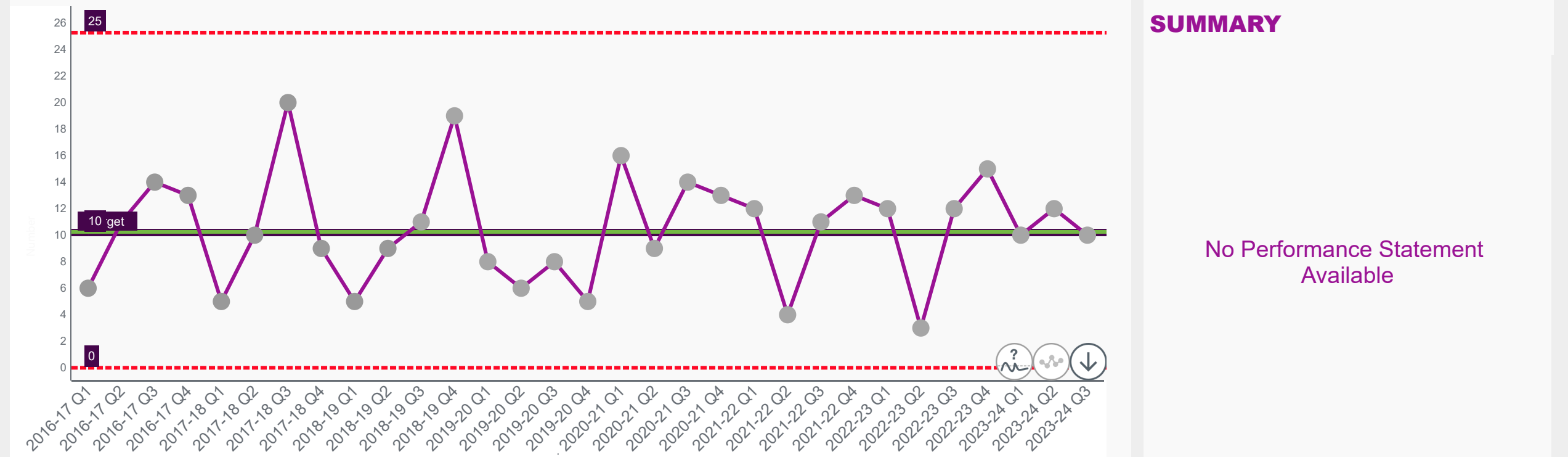


Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

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.

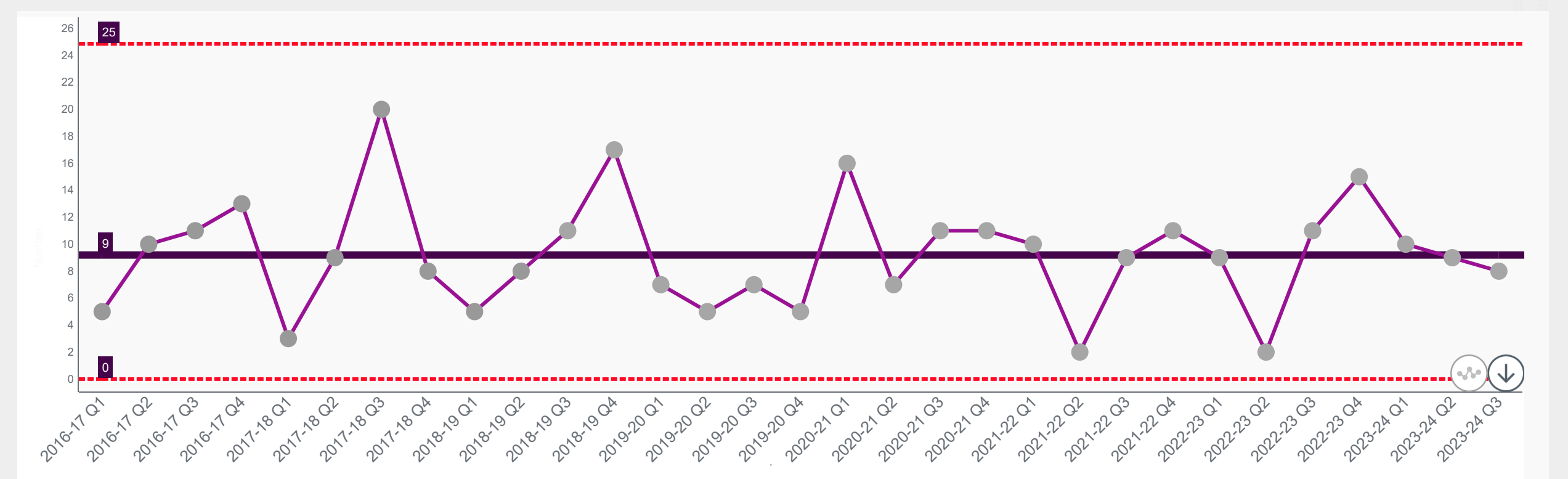
OWNER: Head of Service Delivery - East



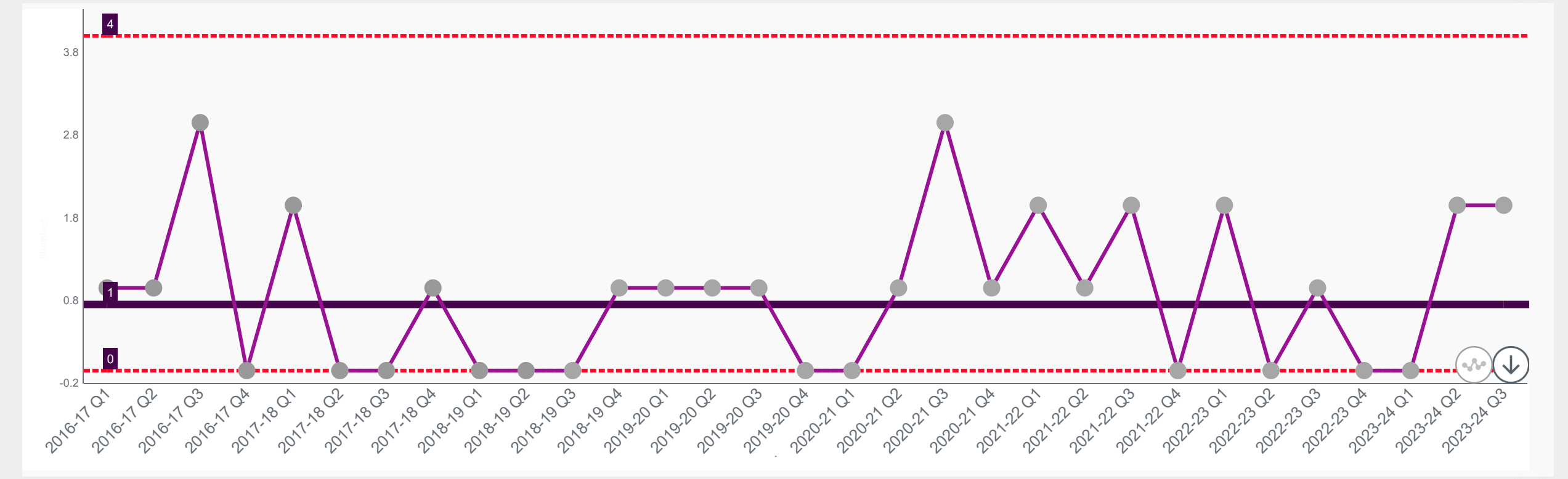
SUMMARY

No Performance Statement Available

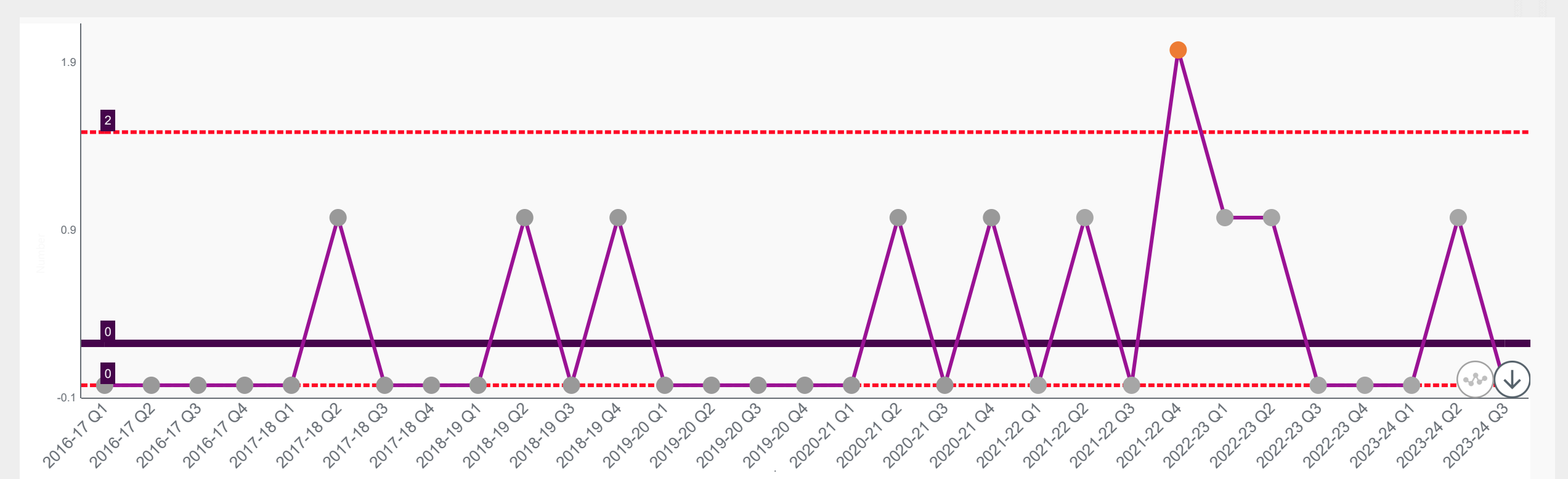
Building Fire Fatalities



Vehicle Fire Fatalities



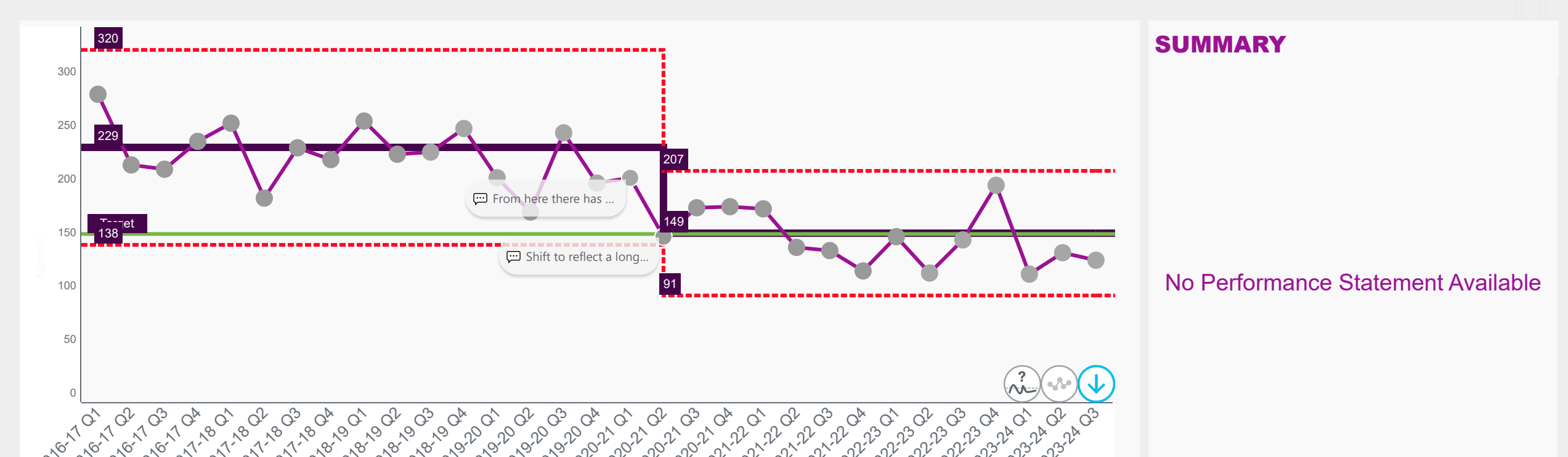
Outdoor Fire Fatalities



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.

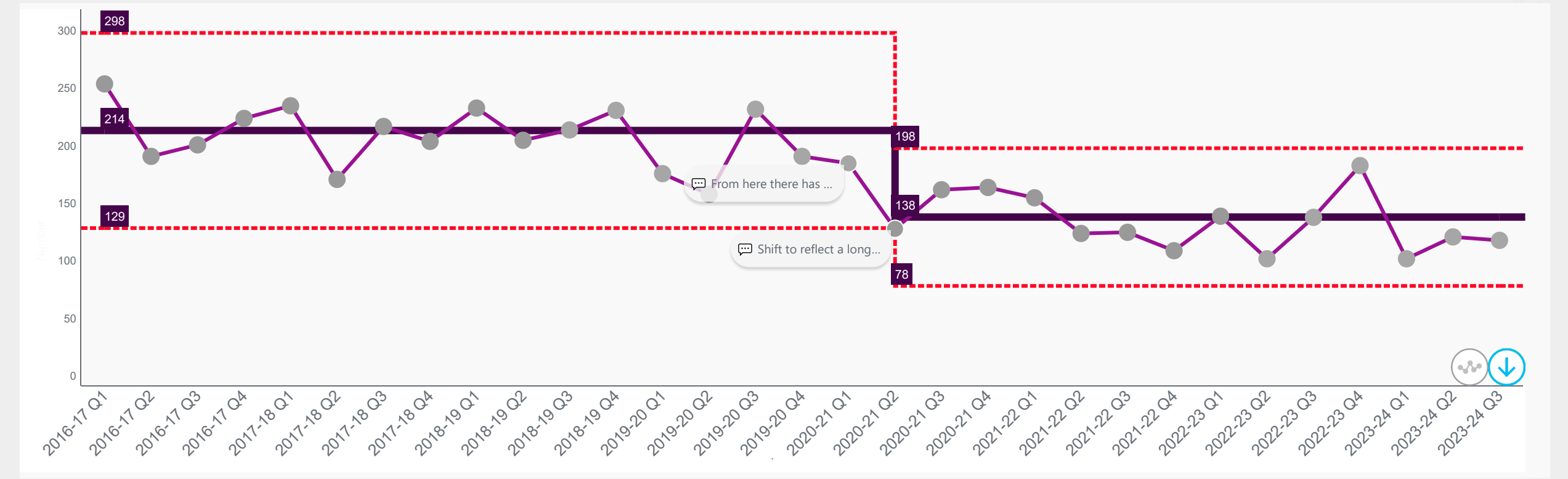
OWNER: Head of Service Delivery - East



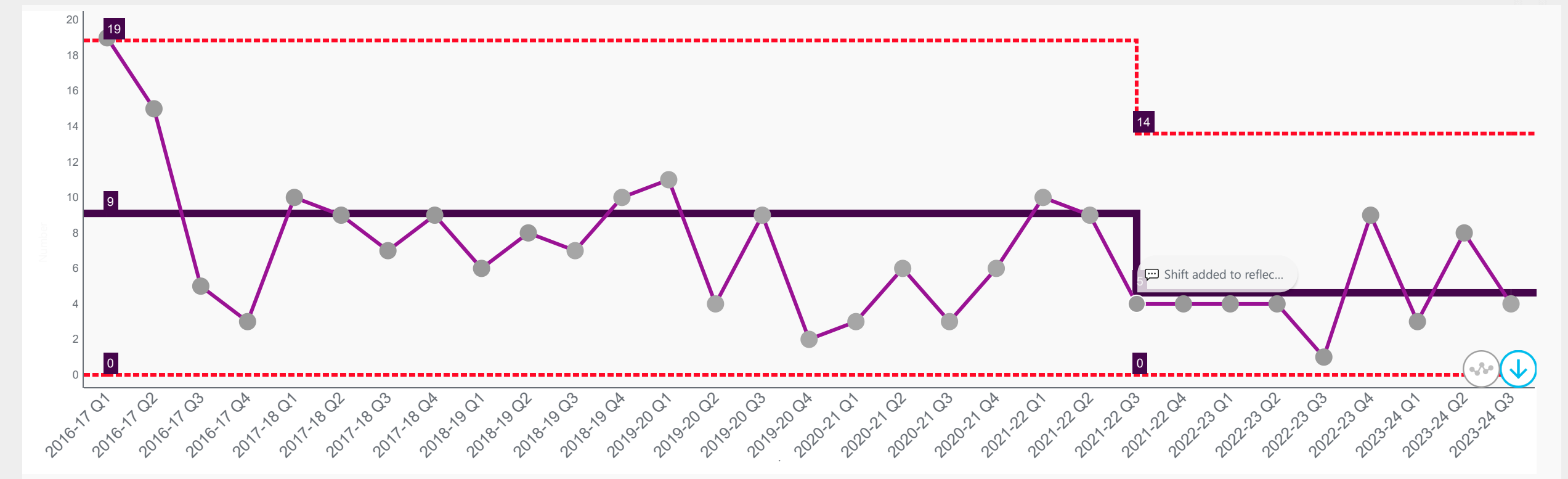
SUMMARY

No Performance Statement Available

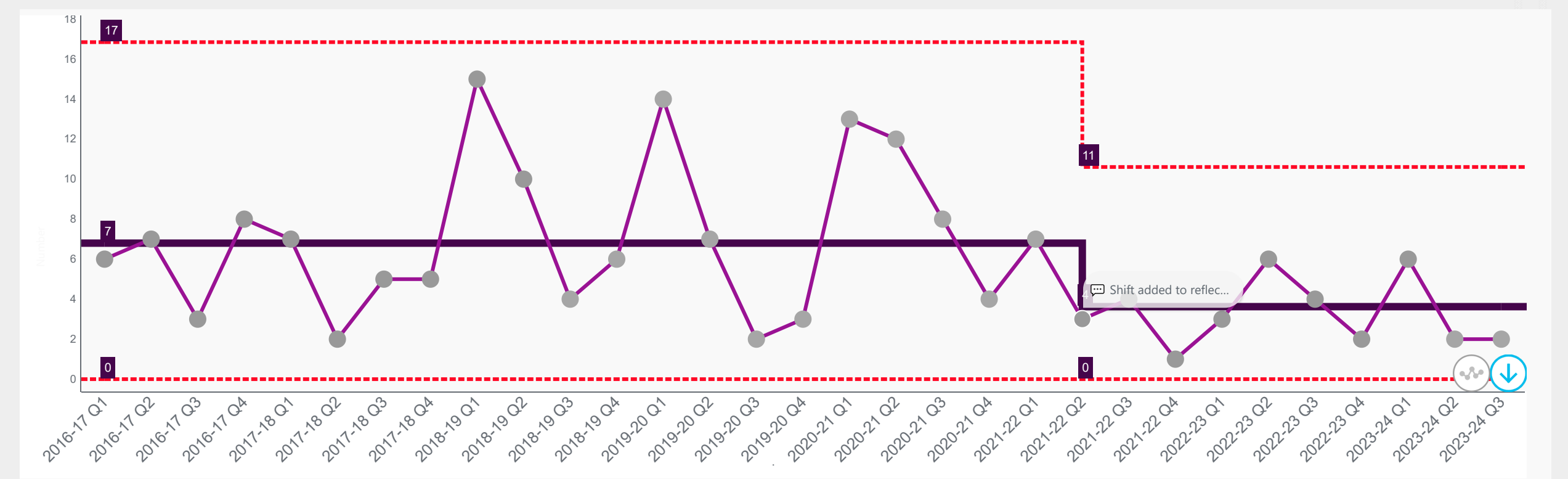
Building Fire Casualties



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

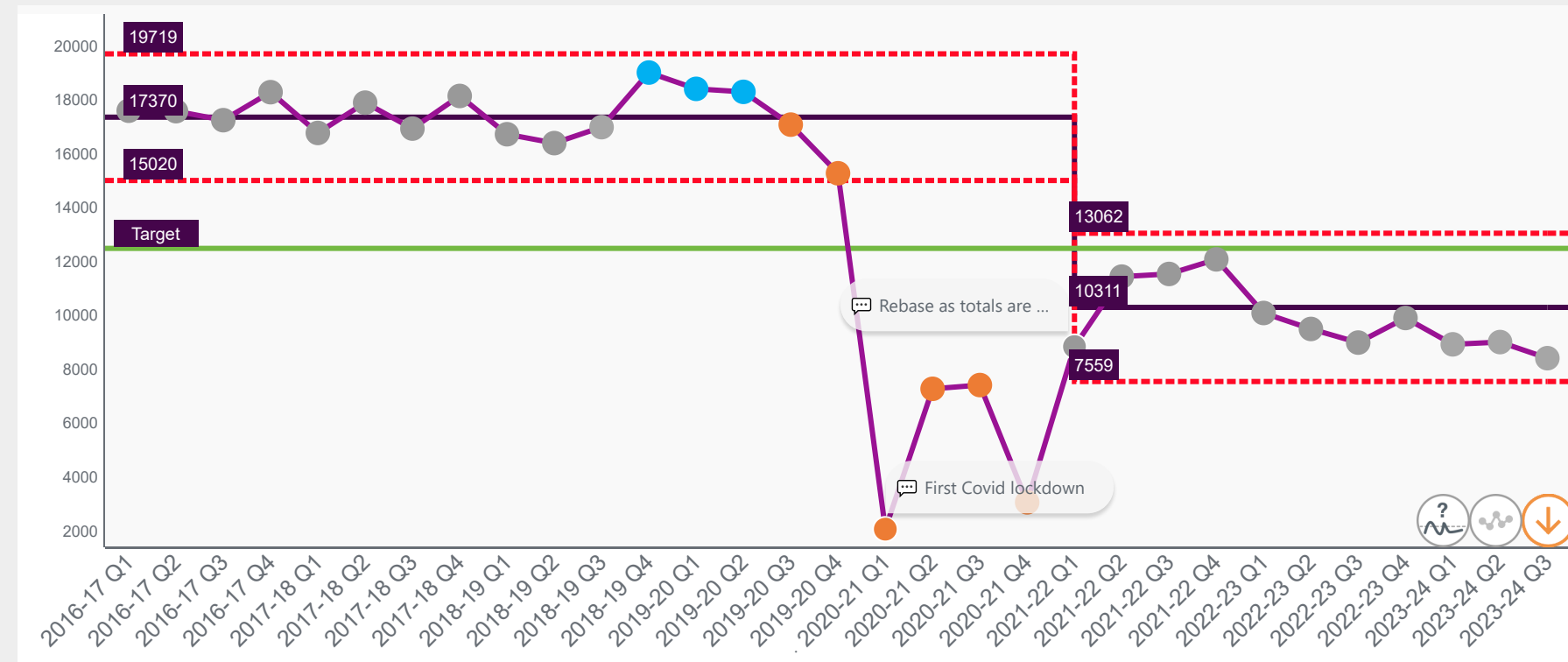
50,000 (annually)

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

No Performance Statement Available



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

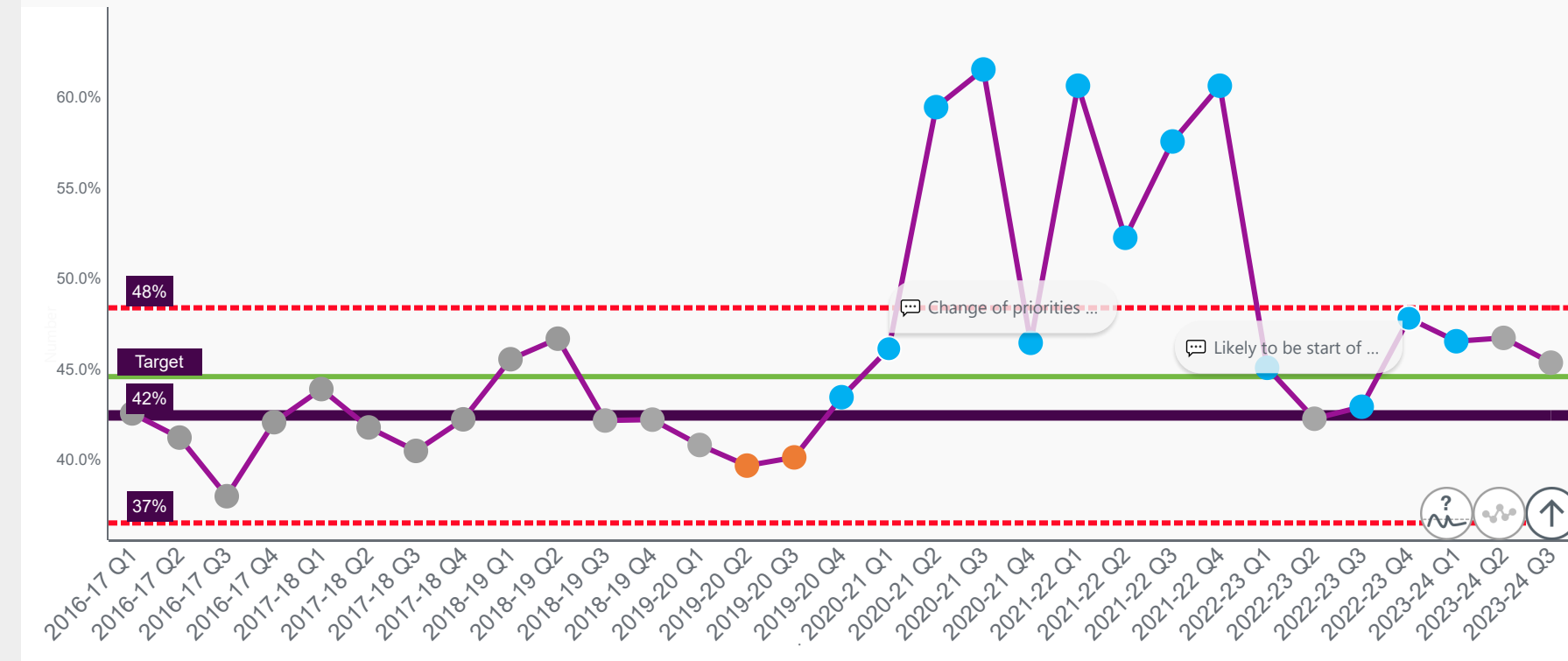
Increase against previous year

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

No Performance Statement Available



KPI 8 % Home Fire Safety Visits from partner referrals

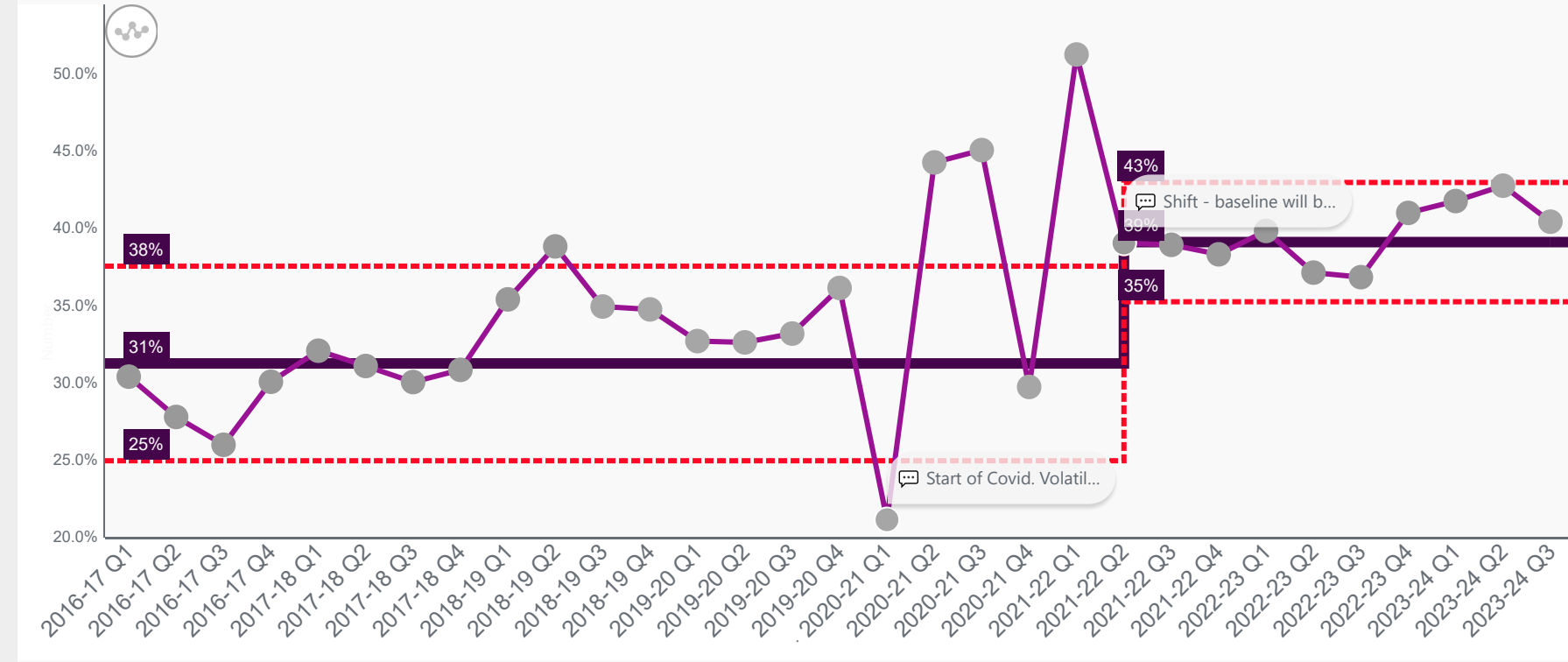
Track (2023/24 tracking is required to set a baseline)

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

No Performance Statement Available



KPI 9 Audits Completed

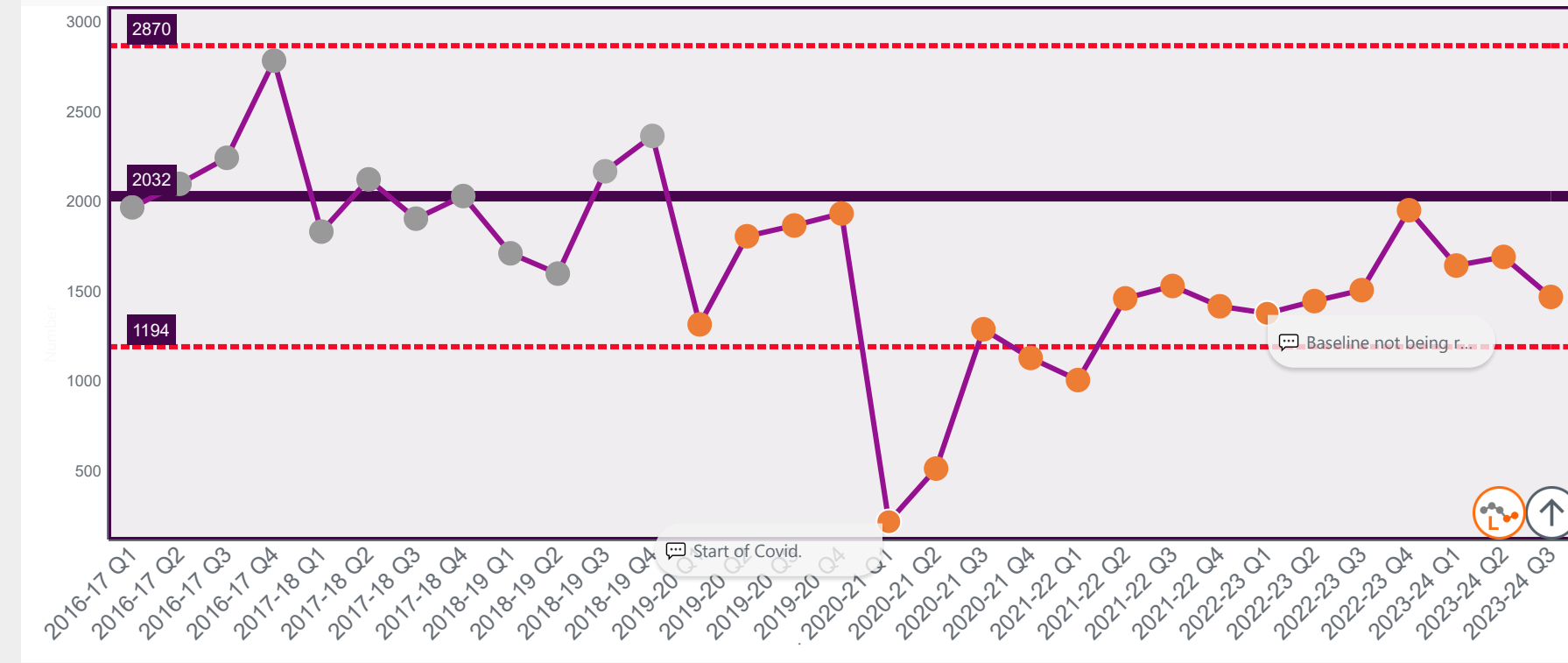
100% of premises identified within the Local Enforcement Delivery Plans (LEDP)

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

No Performance Statement Available



KPI 10 Total number of accidental dwelling fires

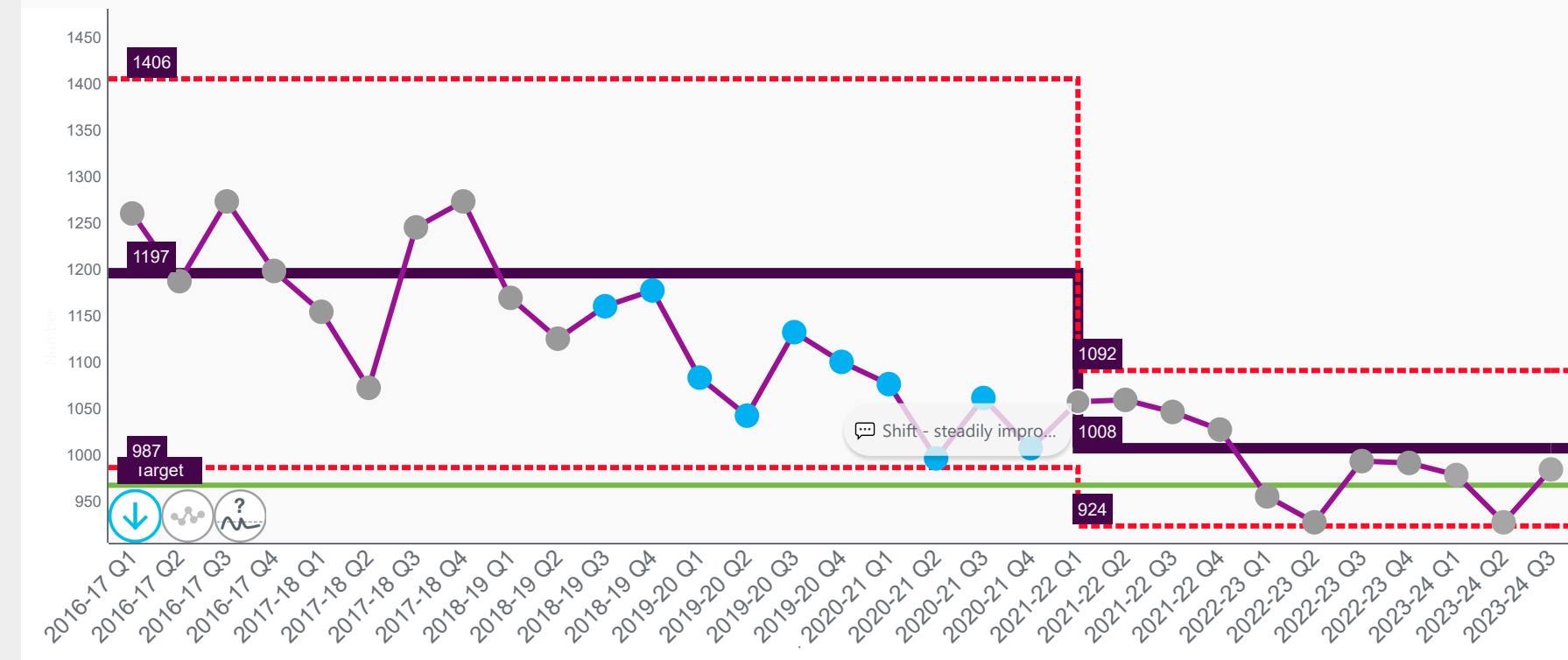
Reduce against previous year

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

No Performance Statement Available



KPI 11 % of accidental dwelling fires classed as High Severity

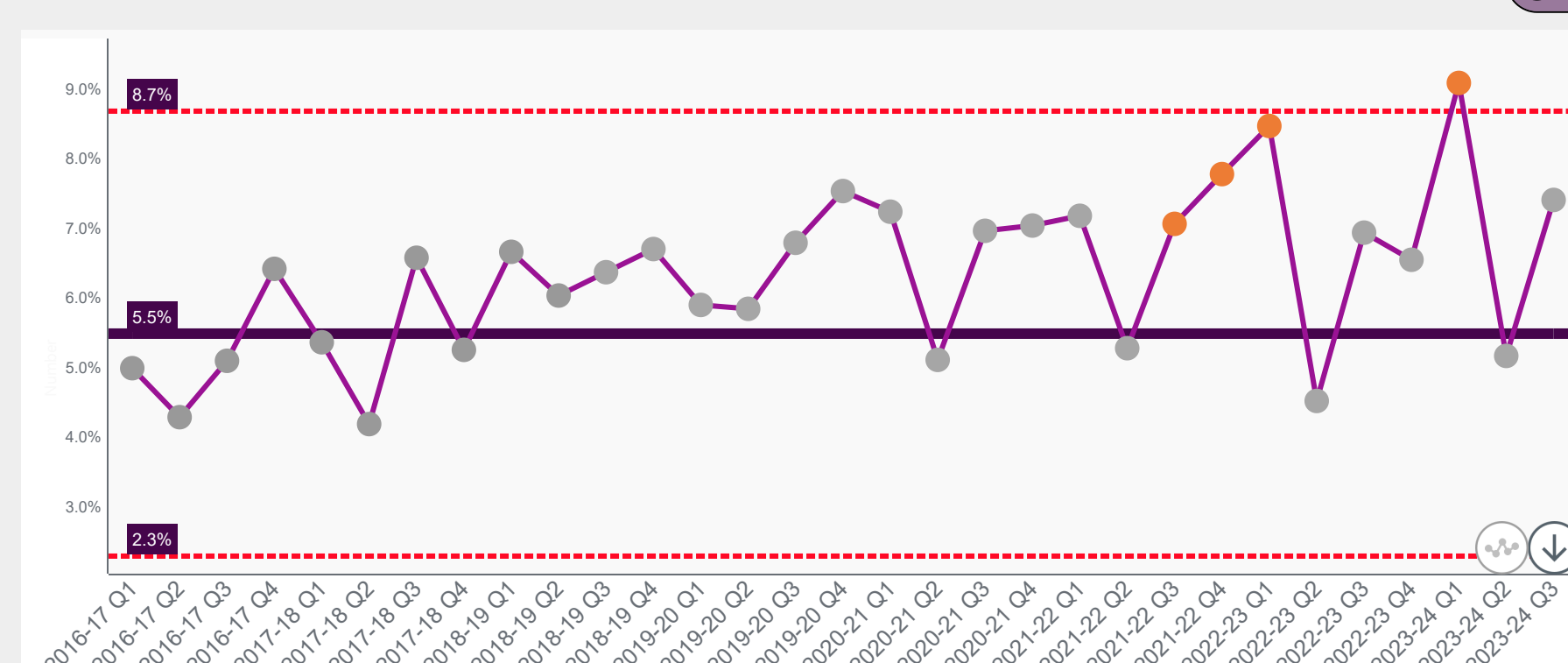
Reduce against previous year

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

No Performance Statement Available



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

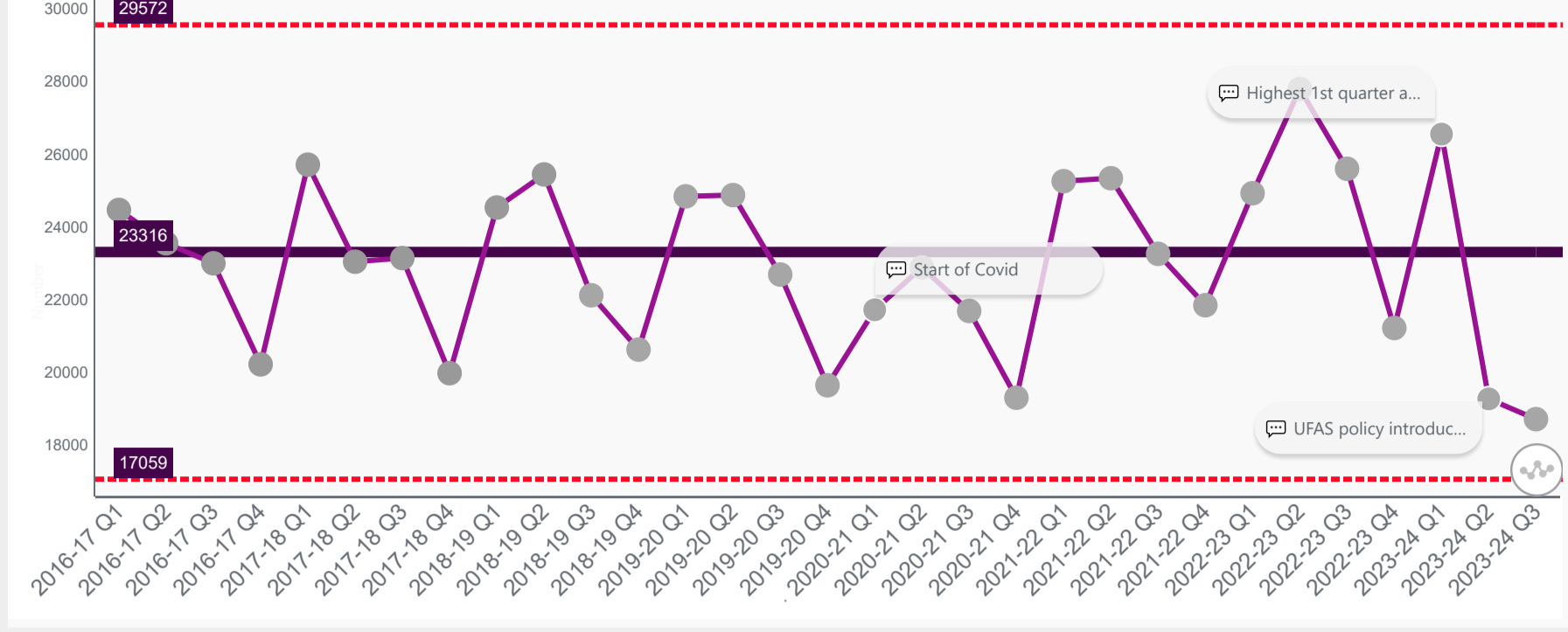


Communities are safer and more resilient as we respond effectively to changing risks.

KPI 12 Total Incidents

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

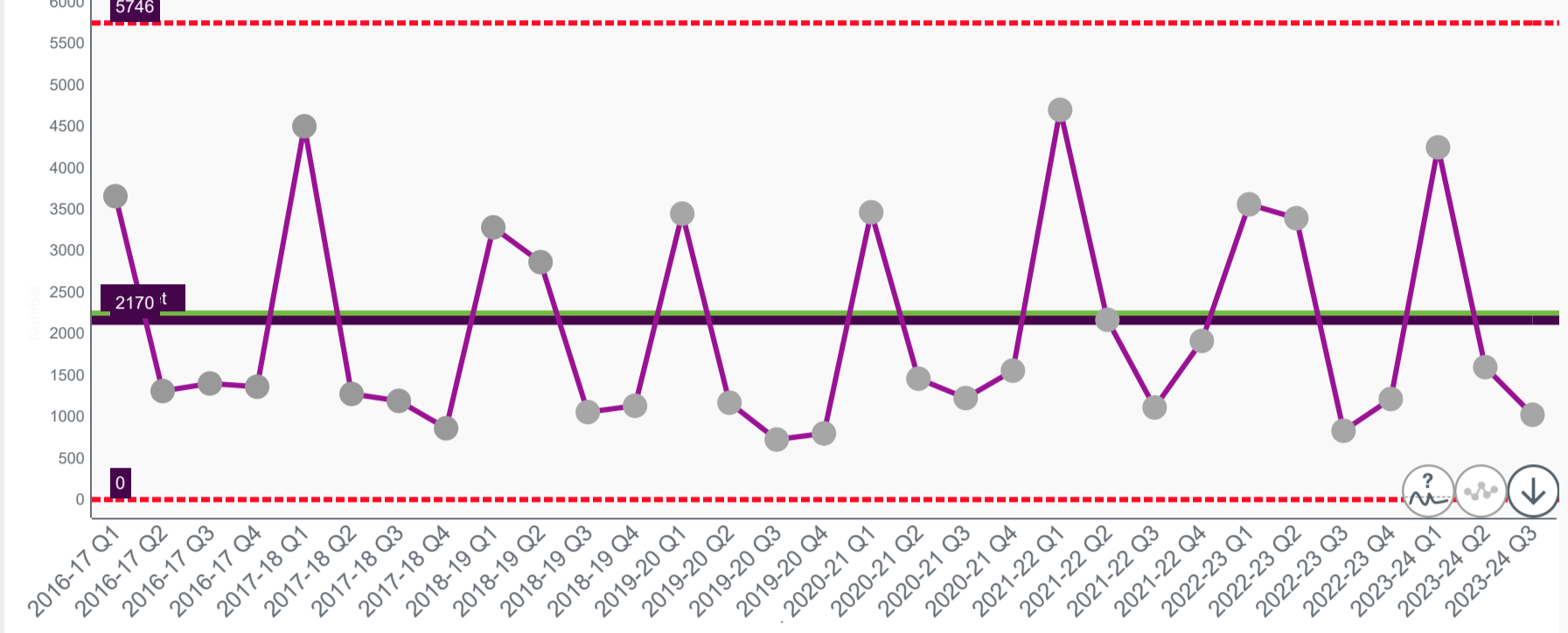


SUMMARY
No Performance Statement Available

KPI 13 Non-refuse Secondary Fires

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

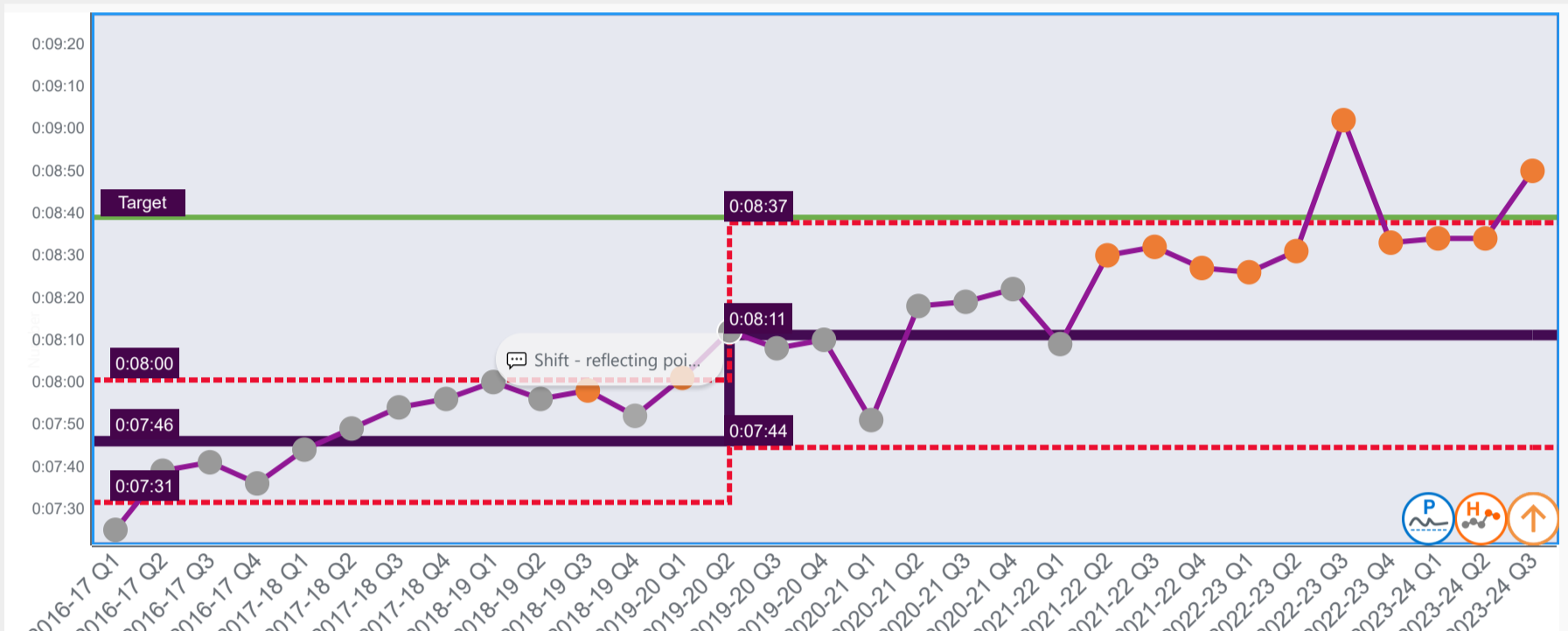


SUMMARY
No Performance Statement Available

KPI 14 Median Response Time to Life Risk Incidents - National

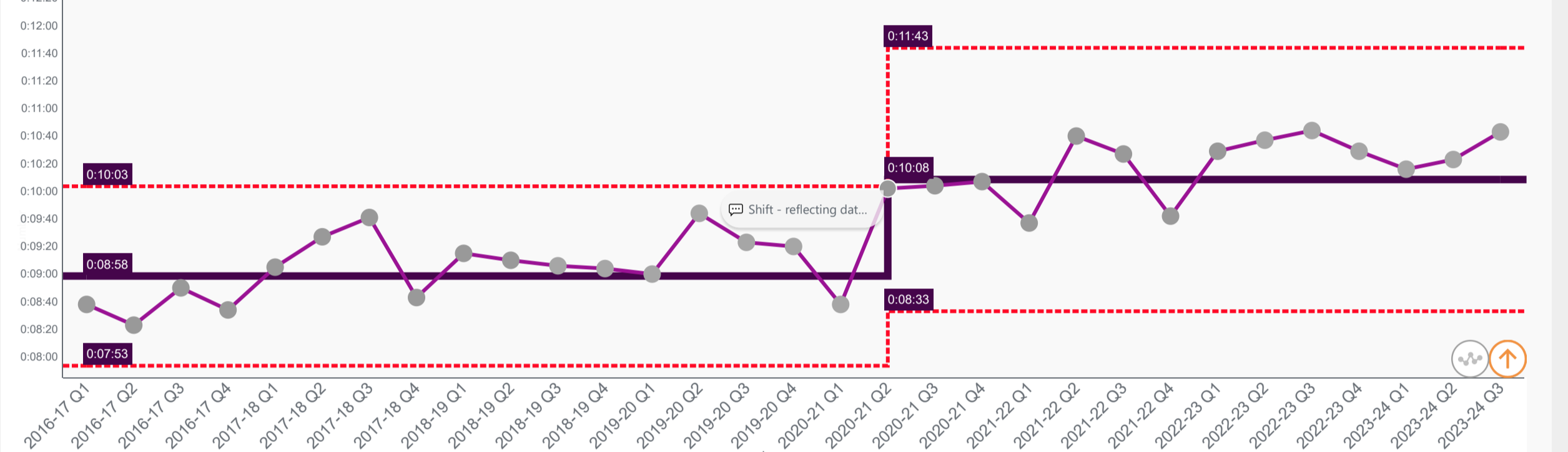
PURPOSE: SFRS are adapting to the changing risks of communities and using a place based approach in how they respond

OWNER: Head of Service Delivery - East

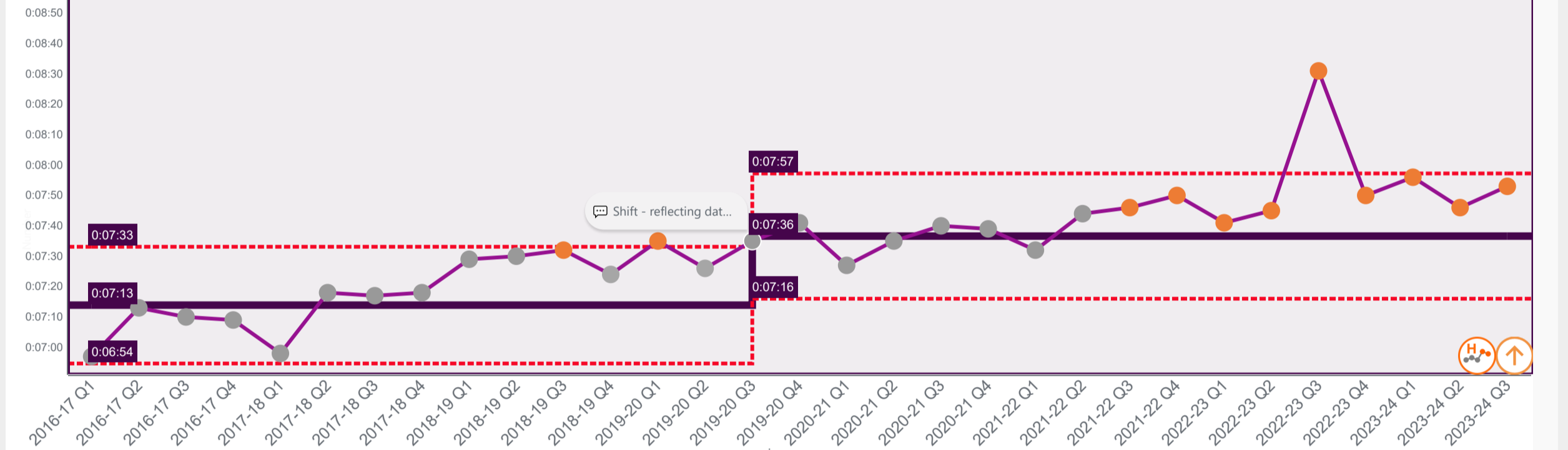


SUMMARY
No Performance Statement Available

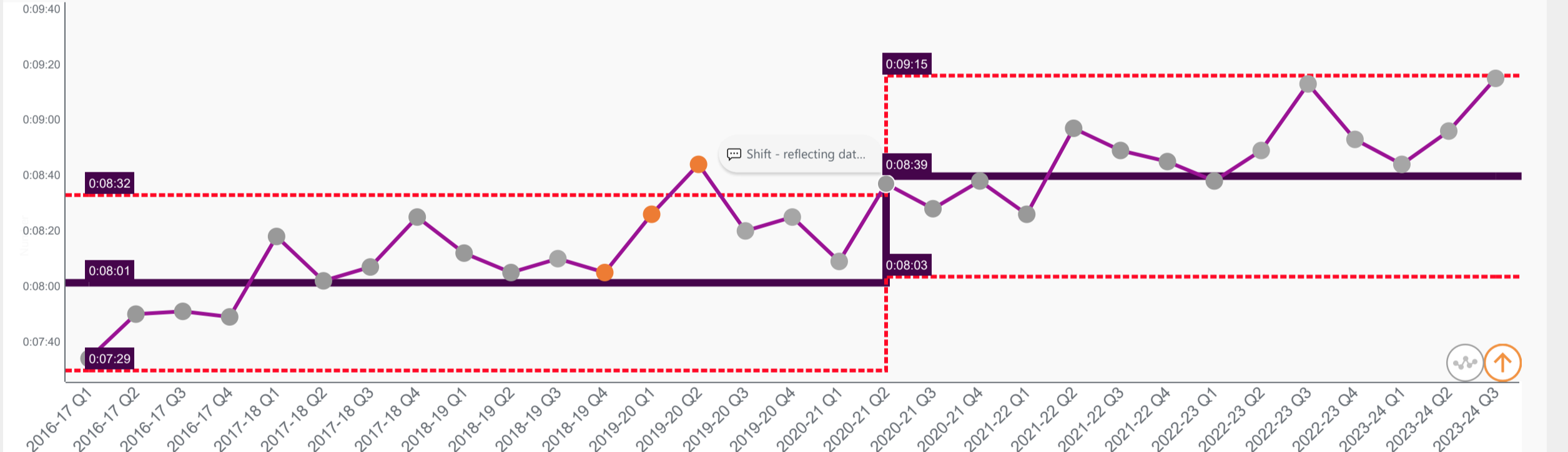
Median Response Time to Life Risk Incidents - North SDA



Median Response Time to Life Risk Incidents - West SDA



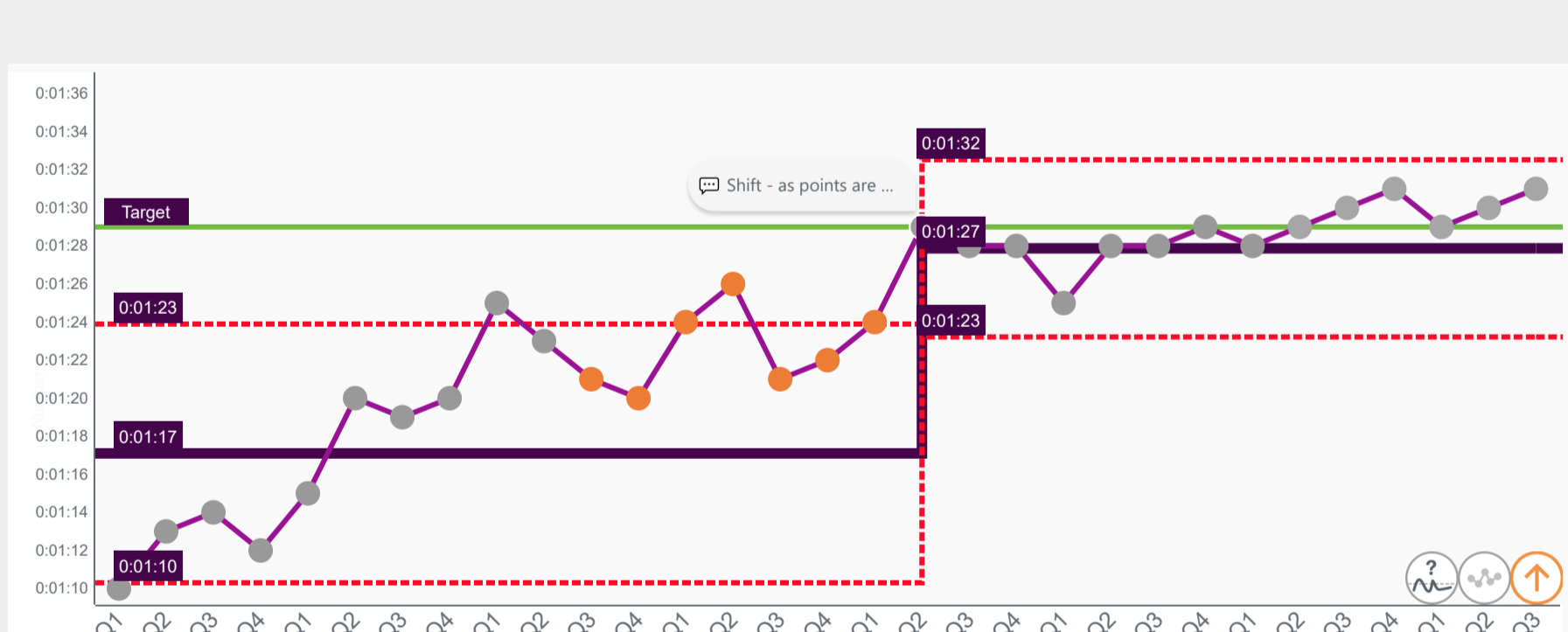
Median Response Time to Life Risk Incidents - East SDA



KPI 15 Median Call Handling Time for Life Risk Incidents - National

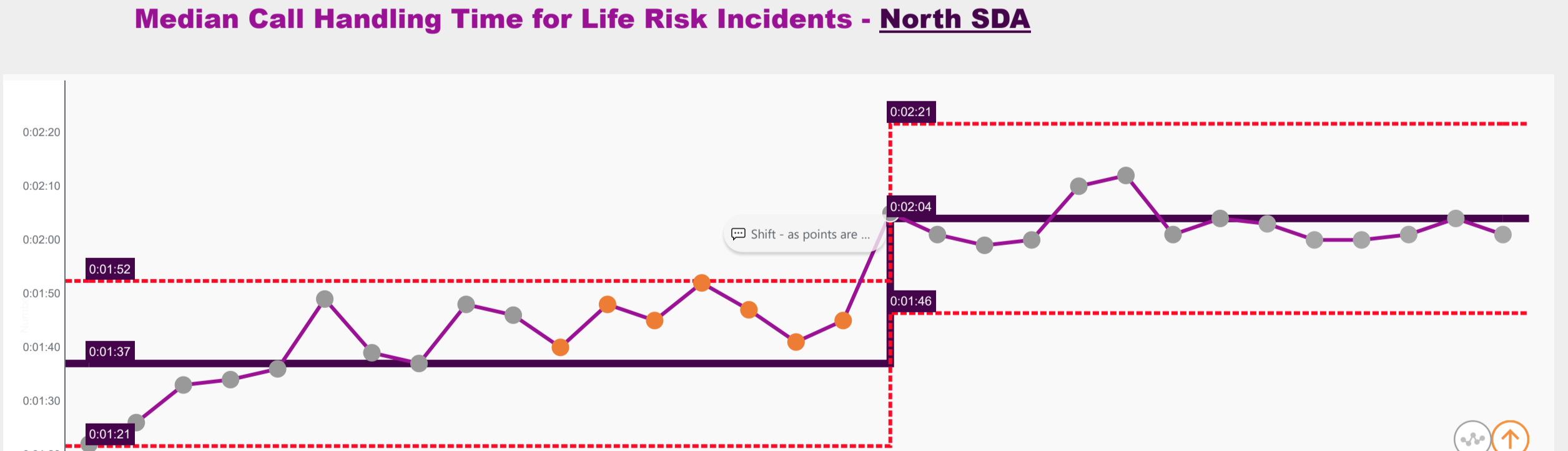
PURPOSE: SFRS are adapting to the changing risks of communities and using a place based approach in how they manage, train and respond to incidents

OWNER: Head of Service Delivery - East

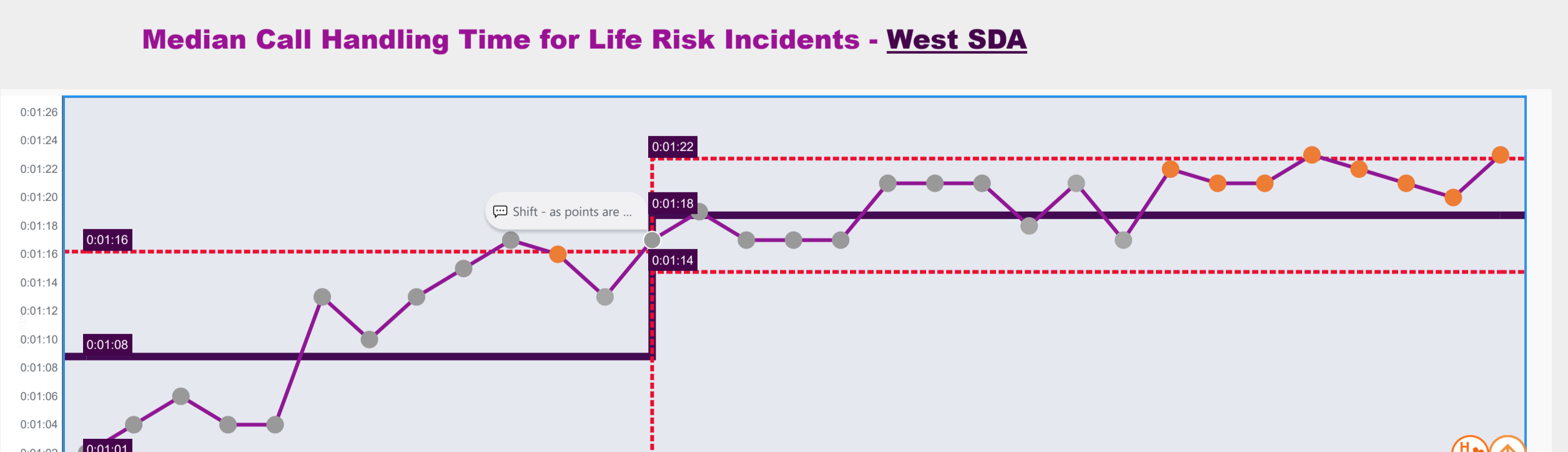


SUMMARY
No Performance Statement Available

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



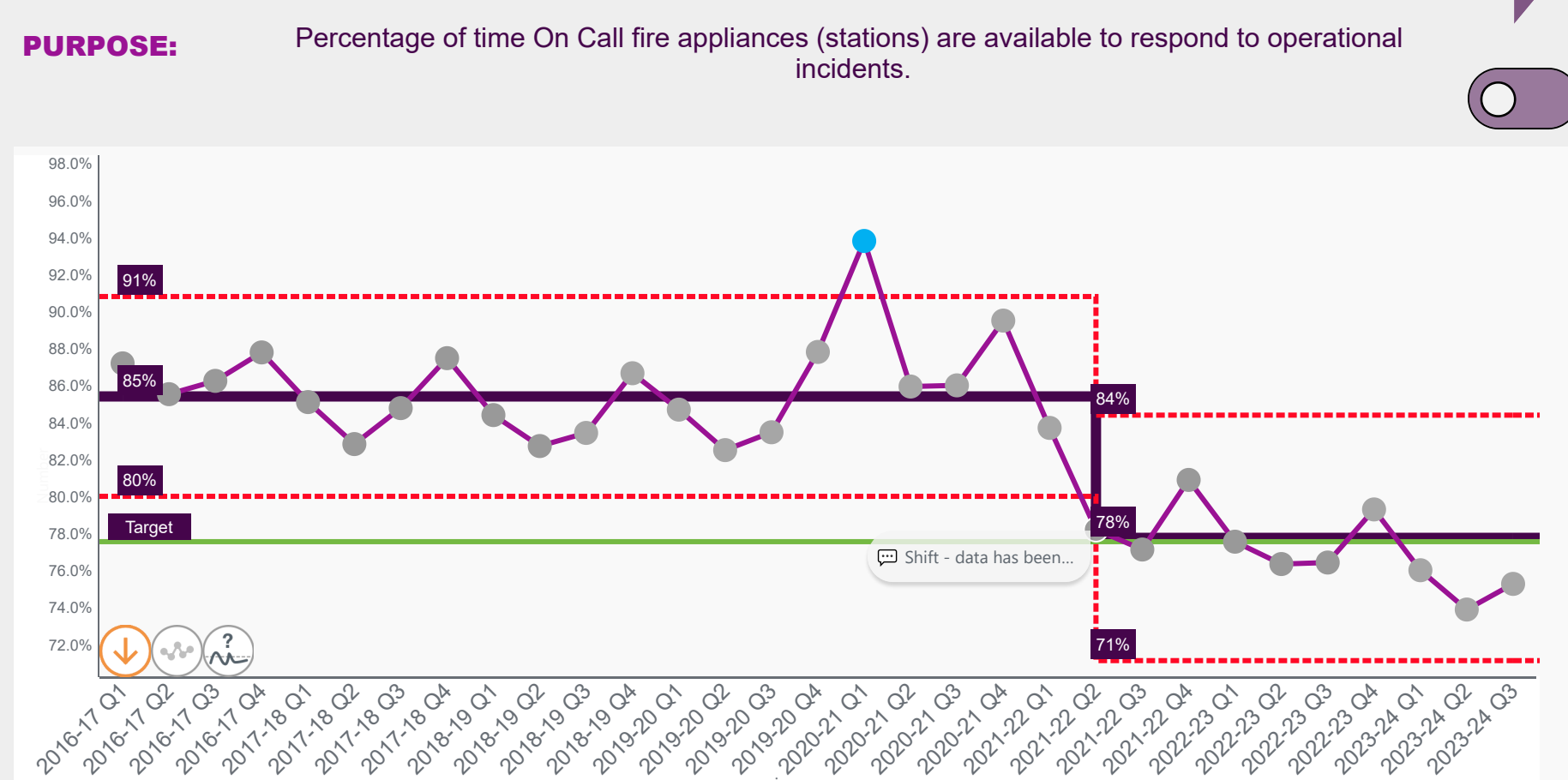
Response



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

KPI 16 On-Call 1st Appliance Availability

Increase against previous year



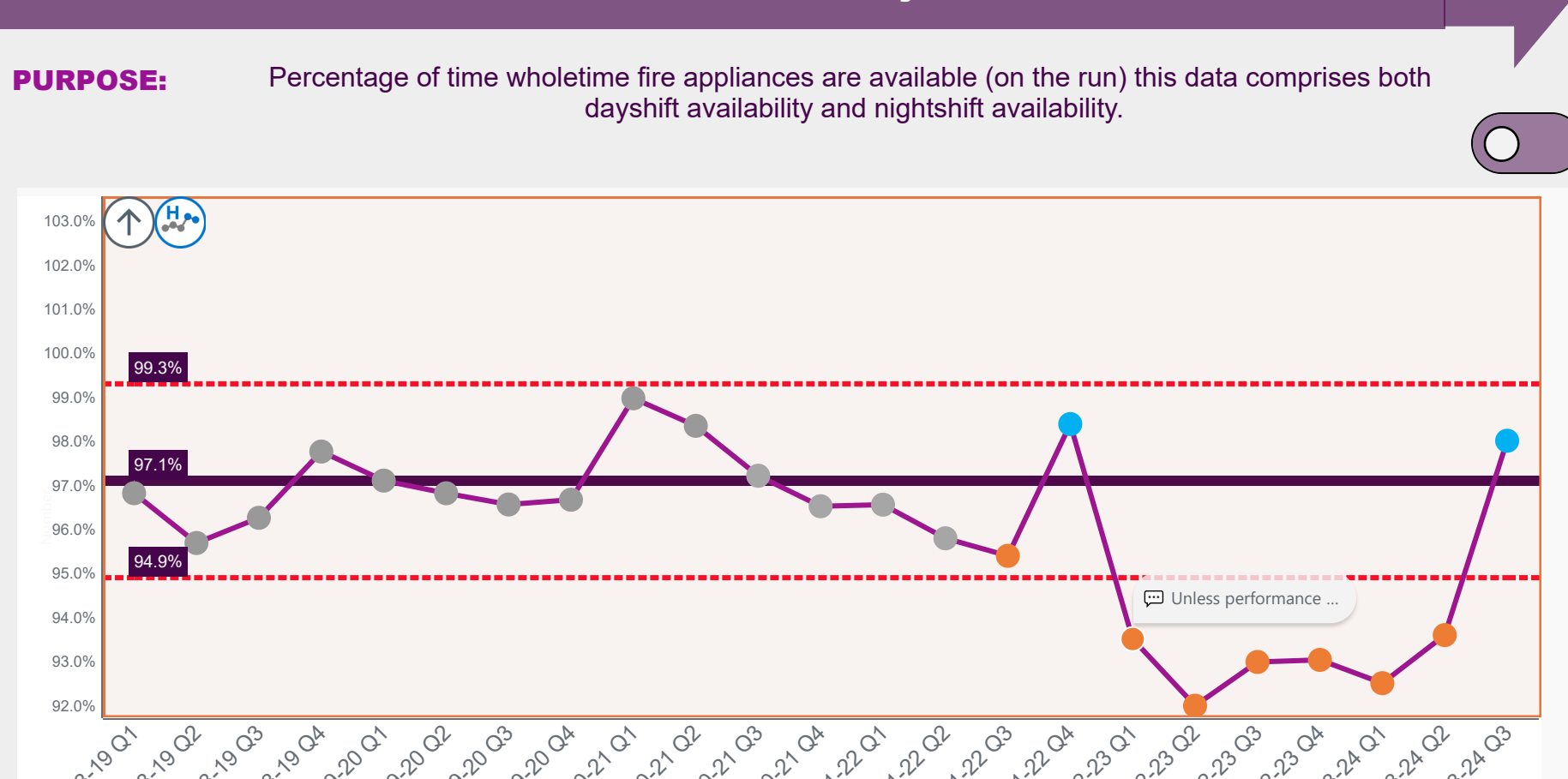
OWNER: Head of Operations - Service Delivery

SUMMARY

There is currently an On Call Strategic Coordination Group 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 the LSO's monthly CIF reports to respective DACOs.

KPI 17 Wholtime Availability

% compliance against confidence levels



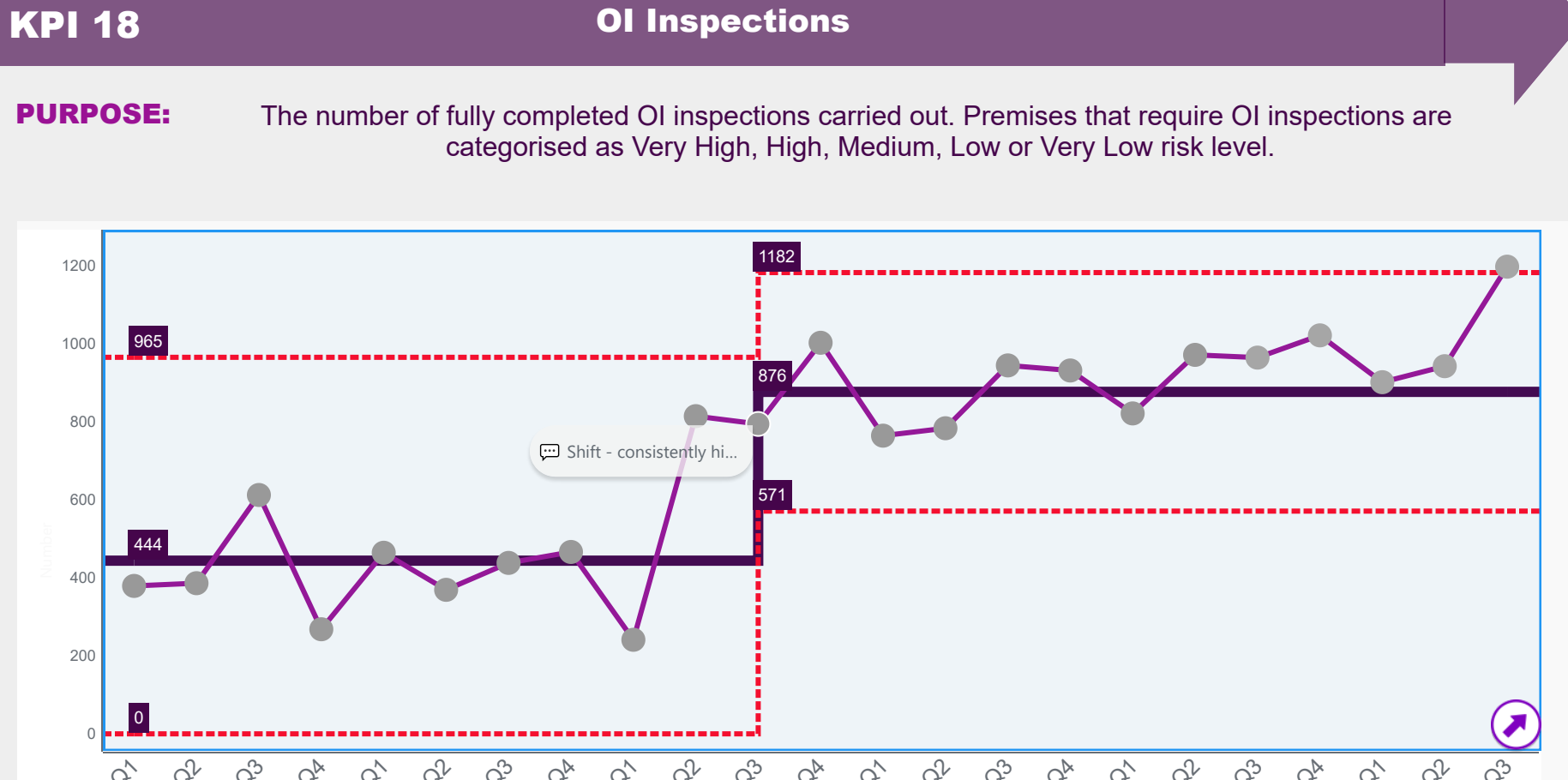
OWNER: Head of Operations - Service Delivery

SUMMARY

No Performance Statement Available

KPI 18 OI Inspections

Track



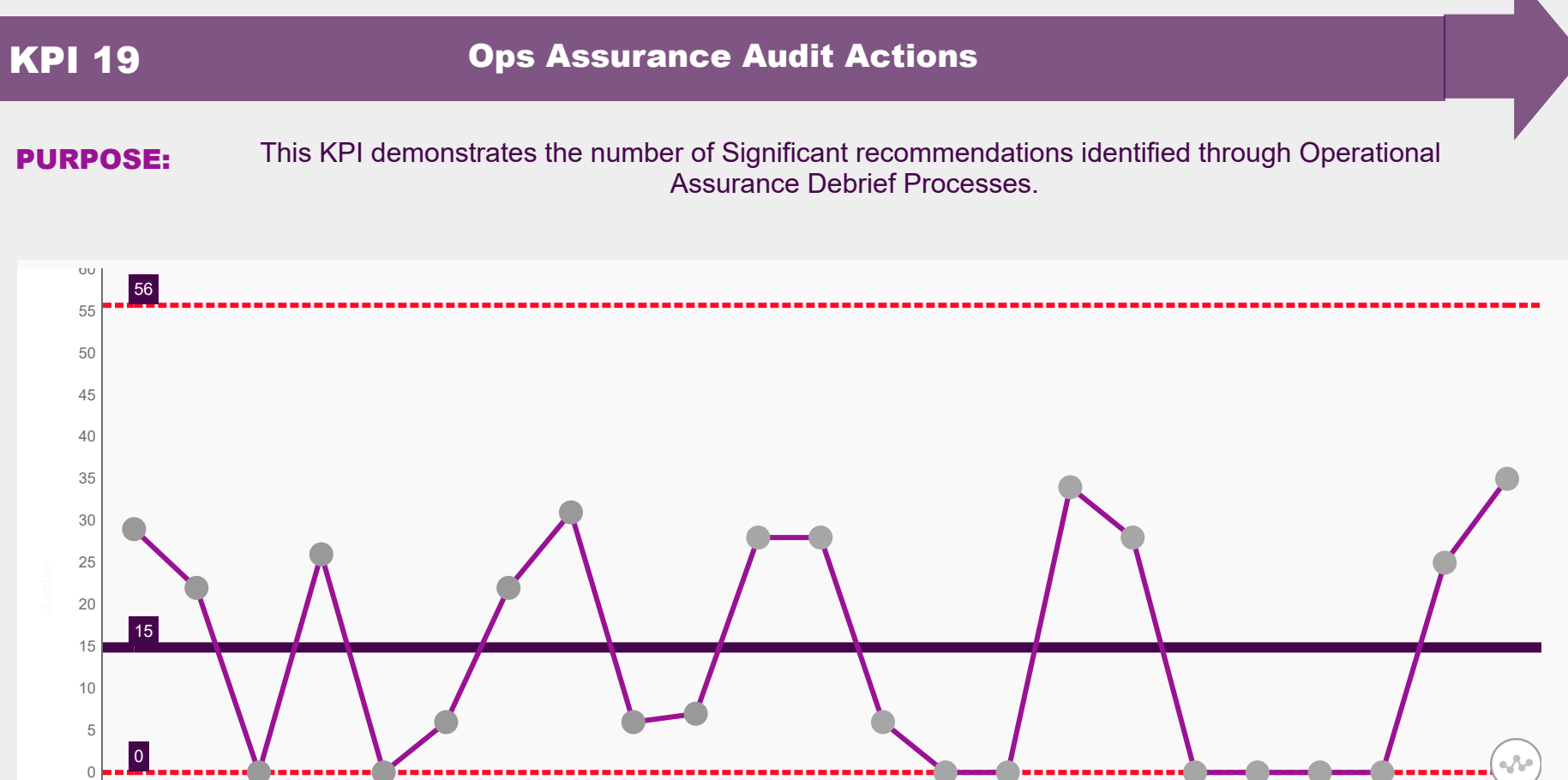
OWNER: Head of Operations - Service Delivery

SUMMARY

OI Inspections are the responsibility of LSO areas. The OI Department monitors OI Performance output.

KPI 19 Ops Assurance Audit Actions

Track



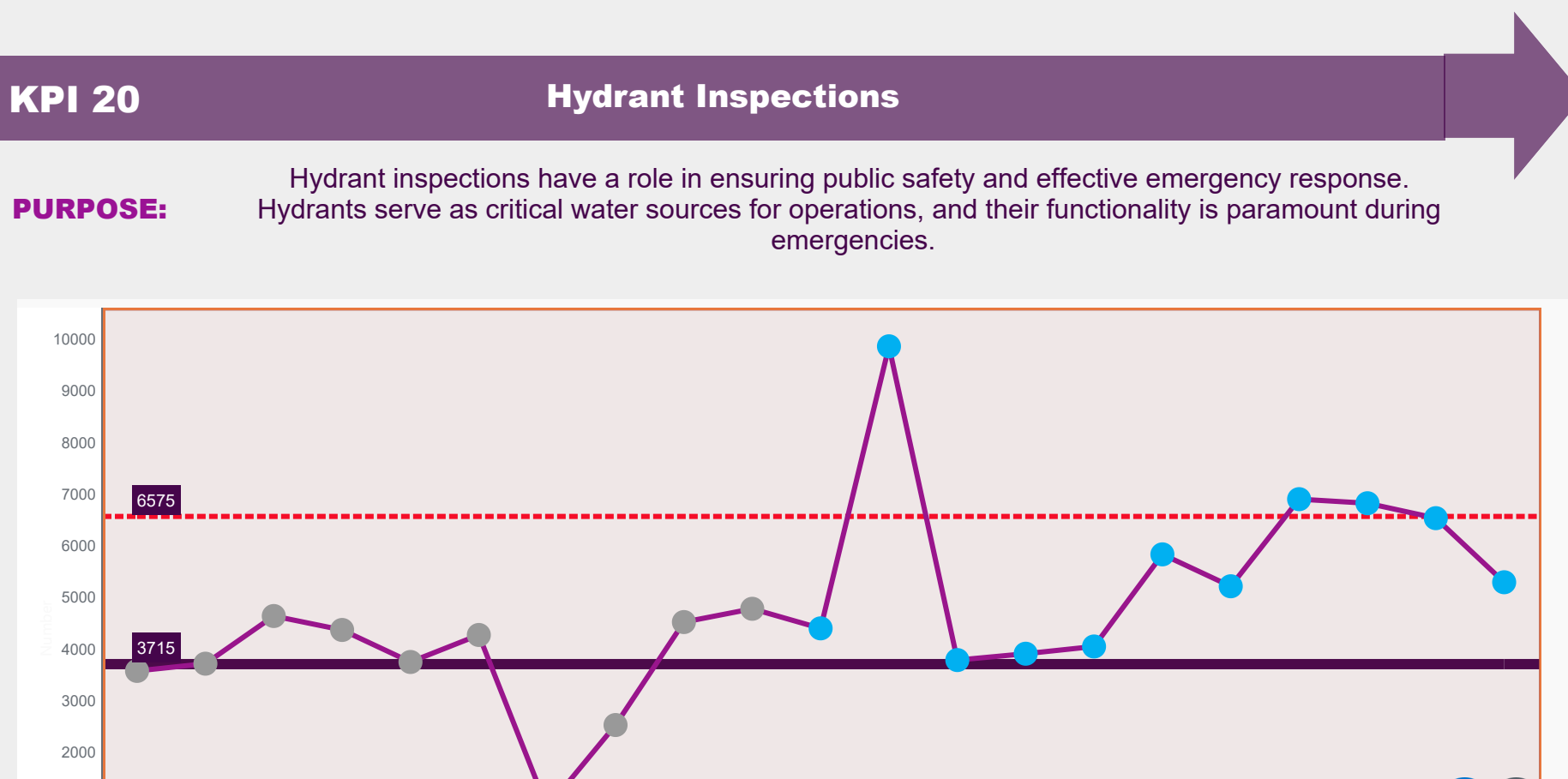
OWNER: Head of Safety and Assurance

SUMMARY

Operational Assurance aim to identify Learning from Significant Operational Incidents and other events. An increase in the number of Audit Actions ensures that this learning is being captured and is then managed through the Organisational Learning Group (OLG).

KPI 20 Hydrant Inspections

Track



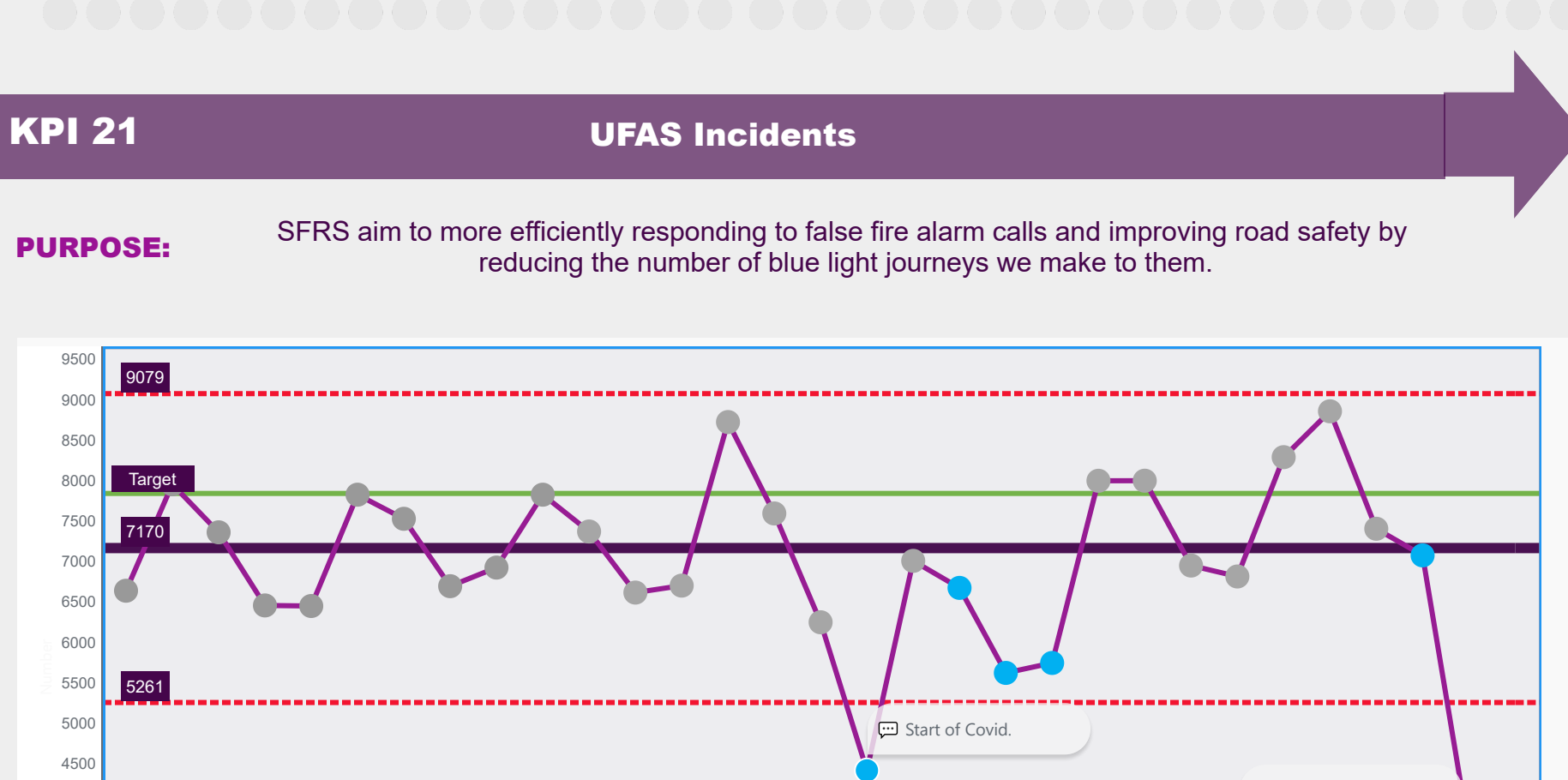
OWNER: Head of Operations - Service Delivery

SUMMARY

Target of 4588 inspections exceeded for Q3, this was due to periods of favorable weather allowing for additional inspections to take place.

KPI 21 UFAS Incidents

Reduce against previous year



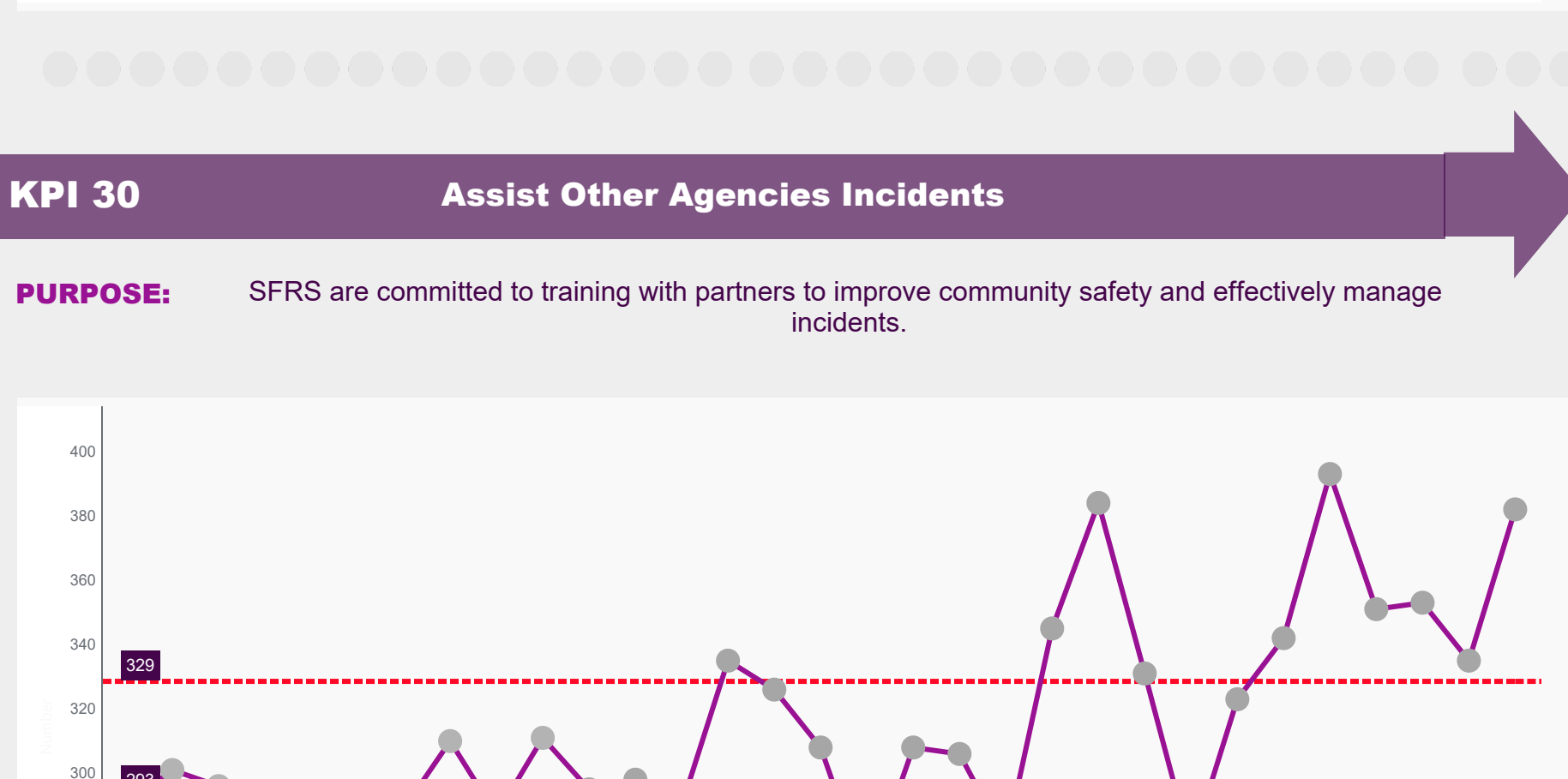
OWNER: Head of Service Delivery - East

SUMMARY

No Performance Statement Available

KPI 30 Assist Other Agencies Incidents

Track



OWNER: Head of Service Delivery - East

SUMMARY

No Performance Statement Available

KPI 31 Effect Entry/Exit Incidents

Track



OWNER: Head of Service Delivery - East

SUMMARY

No Performance Statement Available

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.

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- 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.

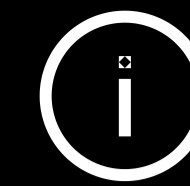
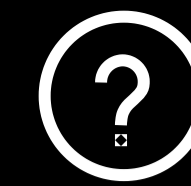
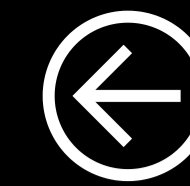
Interpreting statistics and trends:

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.

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Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	27 FEBRUARY 2024							
Report Title:	UNWANTED FIRE ALARM SIGNAL (UFAS) REPORT							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	To update the Service Delivery Committee on the implementation of a new Unwanted Fire Alarm Signals (UFAS) response model, to demonstrate the impact of this to date and to note recommendations for the future.							
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 for sleeping premises.							
2.2	A phased approach to UFAS reduction measures was agreed in January 2023. The introduction of the 'Call Challenge' protocol, through existing and amended Operations Control (OC) processes, enabled the SFRS to commence UFAS reduction measures on 01 July 2023.							
3	Main Report/Detail							
3.1	Implementation							
3.1.1	The initial plan for implementation of the new response model was to include two separate phases of the UFAS project: <ul style="list-style-type: none"> • Phase 1- Implementation of the new response model to non-sleeping premises only. Upon receipt of calls generated by an AFA, introduce a call challenge process and deliver against the expected benefits of the new response model. • Phase 2 - Implementation of the new response model to further include premises that provide sleeping accommodation. Calls generated by an AFA system would be call challenged with further reductions to the Pre-Determined Attendance (PDA), dependant on the time-of-day Operations Control (OC) receive a call. 							
3.1.2	During the initial planning phase, a range of options were generated that offered SFRS several response models which would deliver cashable and non-cashable benefits. The range of options presented during the consultation period are detailed within the Time for Change document, of which Option A was selected (see Section 8 appendices / further reading).							

3.1.3	The recommended UFAS reduction model detailed in Phase 2, requires an intelligent system to recognise the difference in time periods of exempt premises. The current mobilising system is unable to be configured to manage the change in PDA at the variable times, therefore, unable to deliver a change to SFRS response to exempt premises as required as part of the initial recommended UFAS reduction model.
3.1.4	The initial date for the implementation for Phase 1 was 01 April 2023 however, the implementation was impacted by other SFRS change programmes. 01 July 2023 was the revised date for implementation, agreed by the SFRS Board in January 2023.
3.1.5	The additional lead in time (April-July) allowed for the existing mobilising system to be configured, additional staff training, and further time to engage with stakeholders. The UFAS Communications and Engagement Plan was subsequently amended to reflect this change.
3.1.6	<p>The UFAS project had six key workstreams, five of which have been completed with the exception of the sixth workstream, "ARC Operating Agreements." Further work is ongoing with certification bodies to improve SFRS call management processes which will fall under Business as Usual (BaU) activity. The six workstreams were as follows:</p> <ol style="list-style-type: none"> 1. Policy Review. 2. Performance Measures. 3. Communication & Engagement. 4. Training and Awareness. 5. Configure Mobilising System. 6. ARC Operating Agreements.
3.1.7	The project work plan was monitored regularly to assess the impact of resource and capacity challenges against time and quality, with priorities and resources being realigned accordingly, ensuring the project remained on track for implementation on 01 July 2023.
3.2	Initial findings of new UFAS Response Model
3.2.1	<p>Following a review of Q2 / Q3, 2023-24 performance data, the impact of the new UFAS Response Model can be summarised as follows:</p> <ul style="list-style-type: none"> • 55% drop in UFAS incidents (from the average over previous 5 years for the equivalent reporting period) • Average of 53 non-attended incidents per 24-hour period • A total of 9,757 incidents non-attended during Q2 / Q3 2023-24 • UFAS now accounts for 19% of all incidents, down from 32%.
3.2.2	<p>Work is ongoing to measure the benefits to SFRS which were articulated during the consultation phase:</p> <ul style="list-style-type: none"> • Free up capacity for firefighters to focus on building and maintaining their skills and increase prevention work. • Build a more agile and resilient response model that can cope with future demands. • Minimise disruption to our On-Call firefighters and their primary employers. • Reduce the associated costs of unnecessary blue light journeys: <ul style="list-style-type: none"> ○ Vehicle maintenance ○ Fuel (also linked to our carbon reduction programme) ○ On-Call turnout fees.
3.2.3	In addition, by reducing unnecessary blue light journeys SFRS will also reduce associated road risk to responding firefighters, other road users and pedestrians.
3.2.4	Aligned to the Scottish Government Fire Framework 2016, request for SFRS to review its UFAS Strategy with the aim to reduce the amount of UFAS Incidents attended, through the SFRS Performance Management Framework, SFRS committed to reduce UFAS Incidents attended by 15%, which SFRS are on target to exceed.

3.3	Data Capture and Analysis
3.3.1	To truly quantify the success of the new UFAS response model, further time will be required to harvest data, enabling the Business Intelligence (BI) team to accurately measure the efficiency savings that have been delivered. Work is ongoing to determine the breakdown of Wholetime / On-call activity reduction, which will allow a clearer determination of cost reduction, in addition to the overall ‘wear and tear’, fuel costs reduction and availability increase.
3.4	Political / Wider Interest
3.4.1	Positive initial findings aligned to the implementation of new UFAS response model, has generated political interest and subsequently staff involved have met with delegates from COSLA, SG and the Home Office (HO), to deliver an overview of the planning phase of the project, the impact of UFAS Incidents pre-implementation of the response model, and the impact on efficiency saving post-implementation. HO delegates have requested SFRS maintain communications during the review period and Performance reporting will continue to be provided to SG through existing processes.
3.4.2	As part of a reform agenda of the National Fire Chiefs Council (NFCC), a renewed priority has been set for UFAS across the UK Fire and Rescue Services (UKFRS). SFRS now form part of the membership of the wider UK UFAS working Group which will be used to highlight and share best practice.
3.5	Lessons Learned
3.5.1	A detailed Lessons Learned Exercise has taken place which included internal and external stakeholders. Information collated was aligned and themed with the six workstreams (Section 3.1.6). Information was noted as “what went well” and “learning points”. An Action Plan has been created to address the learning points that were raised (Section 8) which can be used as a reference for any future iterations to the response model. Appendix B notes wider lessons learned with additional recommendations.
3.5.2	<p>Following the lessons learned exercise, the following recommendations were agreed by the UFAS Board (December 2023):</p> <ul style="list-style-type: none"> • UFAS project work will continue within PPP Directorate, as BaU work activity. • PPP Directorate continually review data relating to performance at key reporting periods. • Review UFAS Project Outcomes and Procedure following a 12-month period. Any decision made to amend SFRS operational response model will be data driven therefore, a review will take place in September 2024, allowing suitable time for data to be harvested. Further details on Lessons Learned can be found in Appendix B. • PPP Directorate will ensure the implementation of Phase 2 is considered within the product specification phase of any future mobilising system. • PPP / Operations Control (OC) will continue to work with certification bodies within the ARC sector to improve efficiency of the call management process. • The review of the UFAS project should maintain “technological signs of fire” as a criteria for mobilising resources to an incident. • SFRS to support NFCC and HO by sharing best practice. • On-going CPD required for OC staff on fire detection technologies. • Continually promote awareness of the new response model via digital media. • Work in collaboration with SG to promote wider awareness of duty holder responsibilities that fall within the Fire Scotland Act 2005. • LSO management teams / UFAS Champions to focus on working with duty holders within the care sector to reduce UFAS Incidents (Q2 / 3 2023-24 51% of all UFAS incidents occur in care premises).

4	Recommendation
4.1	The Service Delivery Committee are asked to scrutinise: <ul style="list-style-type: none"> • The initial findings from the implementation of new UFAS Response Model • The recommendations from the UFAS Board.
5	Key Strategic Implications
5.1	Risk
5.1.1	Risk will be managed through ongoing analyses of data, with a full review scheduled for September 2024; additionally, an action plan from the lessons learned exercise has been created and will be actioned through Business as usual (BaU).
5.2	Financial
5.2.1	Work is ongoing to establish directly attributed cost reductions.
5.3	Environmental & Sustainability
5.3.1	Work is ongoing to establish directly attributed environmental benefits.
5.4	Workforce
5.4.1	The implementation of SFRS new response model has significantly reduced operational demand, resulting in a more agile workforce.
5.5	Health & Safety
5.5.1	The health and safety benefits will reflect over a longer reporting period and will be fully scoped during the review.
5.6	Health & Wellbeing
5.6.1	There were no issues identified though the delivery of the UFAS work plan.
5.7	Training
5.7.1	All training has now been concluded.
5.8	Timing
5.8.1	Five of the workstreams were completed prior to the implementation date. The sixth workstream (ARC Operating Agreements) is progressing with certification bodies and will be concluded through BaU work activity.
5.9	Performance
5.9.1	Appropriate performance measures (KPI's) and tagged incident data have been identified and a process has been put in place to harvest data.
5.10	Communications & Engagement
5.10.1	A comprehensive communications and engagement plan was implemented and is now complete.
5.11	Legal
5.11.1	There were no legal issues though the delivery of the work plan. Any potential legal challenges identified through the options appraisal and consultation phases, were managed accordingly.
5.12	Information Governance
5.12.1	DPIA completed - No. If not applicable state reasons. A Data Protection Impact Assessment is not required as no personal information has been used within the creation of this report.

5.13	Equalities	
5.13.1	EHRIA completed - Yes. A comprehensive EIA, assessing the impact of changes to SFRS response to AFA activations was completed as part of the consultation process.	
5.14	Service Delivery	
5.14.1	The key issues for Service Delivery were 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 Lockhart, Director of Prevention, Protection and Preparedness.
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	Although robust governance processes are in place, UFAS is a high priority, for the organisation.
8	Appendices/Further Reading	
8.1	Appendix A – Q2 Performance.	
8.2	Appendix B – Lessons Learned and further information is available from Prevention, Protection and Preparedness	
8.3	Further reading: - iHub Link to - Time for Change Consultation Document . - Internet Link to – Fire and Rescue Framework for Scotland 2016 .	
Prepared by:	Steven Low, Group Commander Prevention, Protection and Preparedness.	
Sponsored by:	Iain Macleod, Deputy Assistant Chief Officer, and Stephen Nesbit, Area Commander, Prevention, Protection and Preparedness.	
Presented by:	David Lockhart, Assistant Chief Officer, Director of Prevention, Protection and Preparedness.	
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
UFAS Group	14 December 2023	For Approval
UFAS Board	18 December 2023	For Decision
PPP DMT	1 February 2024	For Information
Service Delivery Committee	27 February 2024	For Scrutiny

Q2 / 3 2023-24 UFAS Performance Summary

THE NEW UFAS POLICY

THE STORY SO FAR - Q2/3 2023-24

Initial figures are showing a **55% REDUCTION** in UFAS attendances in **Q2/3 2023-24**



Operations Control are reporting an **AVERAGE OF 53 non-attended Incidents** each day



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

UFAS Incidents for Q2/3 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 to **NON SLEEPING RISK PREMISES**



Compared to **PREVIOUS 5 YEARS AVERAGE OF 65%**

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

51% of UFAS attendances since 1st July have been to **Hospital and care type premises**



UFAS Project – Lessons Learned**Alarm Receiving Centres (ARC) Operating Agreements**

Learning point:

It was agreed by the UFAS Board not to progress this workstream as it would not impact on the “go live date”. The true impact of not setting up Operating Agreements was only realised after implementation of the new response model; Information being passed from ARC’s is ambiguous and inaccurate.

Only after reaching out to ARC “worst offenders” was the true appreciation of the impact of not setting up Operating Agreements identified.

Subsequently, SFRS were signposted to the British Security Industry Association ((BSIA) an organisation that provides guidance to ARC’s that process fire alarm signals). This action proved to be invaluable. As a result of this partnership, SFRS are now working in collaboration with the National Security Inspectorate (NSI) and Security Systems Alarm Inspection Board (SSAIB), (certification bodies for alarm installers and ARC’s).

Positives:

As SFRS were unable to set up Operating Agreements with ARC’s, reaching out to umbrella organisations such as the NSI, SSAIB has enhanced collaborative working, with the aim of implementing commonality in language, share best practice and streamline the call management process.

Further opportunities have arisen to have direct links with ARC’s and OC staff. The creation of an email address for ARC’s to email OC UFAS champions directly, has opened up a communication channel and improved collaborative working.

Policy Review

Learning point:

During the review of the existing UFAS Policy, it was decided by the UFAS Group to have a “sanction” (stage 4) added to the UFAS Procedure to allow a further option to manage repeat offenders. The implementation of this stage to the UFAS procedure would involve a significant amount of work.

Section 85 of the Fire Scotland Act 2005(FSA) is a chargeable offence, *where persons are knowingly giving a false alarm to the SFRS* (the sanction that was agreed). This was pursued through various workstreams; however, the legal team were not involved at the initial stages. For a sanction such as section 85 of the FSA to be added to the UFAS procedure, the legal team would be required to carry out external consultation with various legal services, such as the Crown Office and Kings Council, both of which would have financial implications for the SFRS and extensive consultation time.

For the UFAS Board to get a full appreciation of the impact of “repeat offenders” it was agreed by the Board not to progress Stage 4 at this time. A review of the procedure should be conducted following a twelve-month period from implementation of our new response model.

If any additions / amendments such as a “sanction” are to be made to the UFAS Procedure, this should have been identified early within the project, with timelines added to the workplan accordingly. Due to competing priorities, the review of the procedure was delayed several times, which resulted in a compressed timeframe for the UFAS Group to review and issue any revisions for familiarisation purposes.

Consultation

It was recognised by Legal Services that the UFAS consultation process, both pre and during consultation phases had very positive feedback from other Directorates and Functions within SFRS. The format used has now been implemented across the SFRS for other consultation processes.

Technological Signs of Fire

Due to stakeholder demand, it was agreed in February 2023 that SFRS would accept signals generated from those provided by a technological solution, through the form of an activation of fire detection technology, examples include;

- a multi sensor detector
- heat detector
- sprinkler
- manual call point; or,
- where at least two or more smoke detectors have actuated.

Learning point:

The list was never meant to be prescriptive however, this is what the list had become. Several stakeholders reached out to SFRS requesting various additional types of fire detection technologies to be included. After collating this information and reaching out to industry experts, the UFAS Group and Board agreed to amend communications to include the wording, “*SFRS will treat any fire alarm signal as a sign of fire, other than from a single smoke detector*”.

Positive:

The inclusion of additional fire technologies assisted with duty holder compliance and enhanced our stakeholder engagement.

Promote Awareness of Fire Detection Technology with OC Staff

Learning Point:

When ARC’s pass information to OC staff relating to fire detection technologies that have activated an AFA. It has become apparent that OC staff do not have an awareness of the different type of technologies that are available. On occasions, this has resulted in a non-attendance by the SFRS to premises where the AFA has activated. There is a requirement to educate OC staff through CPD on the various types of fire detection technologies that are available.

Consistency of messaging

Feedback from members of the UFAS Group suggest that support from strategic management was excellent, this cannot be underestimated. Specifically, when decisions were made to be consistent in SFRS approach to requests by organisations for exemptions to our policy or extensions to timelines. The courage of conviction during difficult conversations with stakeholders, many at a high level, demonstrated a united front. The support and consistency was undoubtedly a positive factor.



Report No: C/SDC/06-24

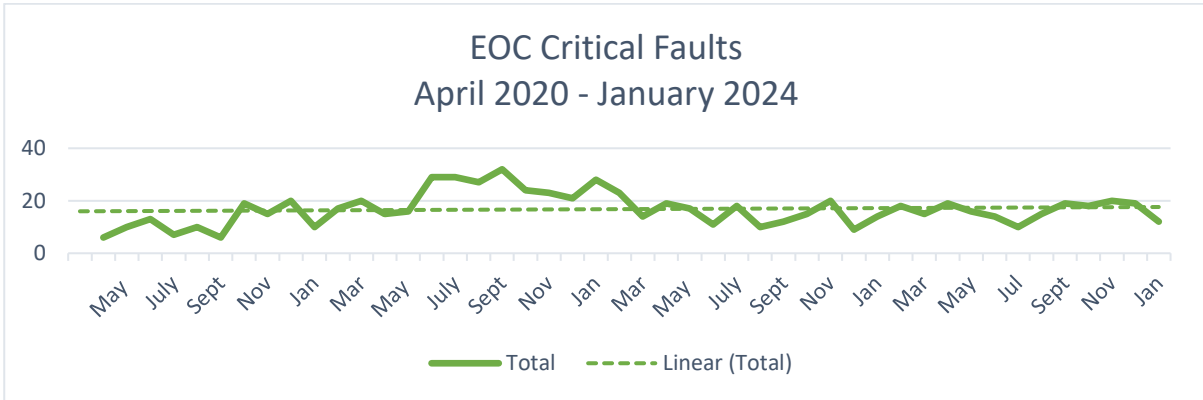
Agenda Item: 9.4

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	27 FEBRUARY 2024						
Report Title:	OPERATIONS CONTROL SYSTEMS RESILIENCE						
Report Classification:	For Information Only	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<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 the current state of Operations Control (OC) legacy systems.						
2	Background						
2.1	The current mobilising solutions within the OCs are based on old technology, and as such our system Suppliers are only able to provide a reasonable endeavours maintenance response.						
3	Main Report/Detail						
3.1	Details of the ongoing critical fault trends are provided in Appendix A.						
3.2	The most significant event in the reporting period was the loss of the Vision System within Dundee Operations Control (DOC) for approx. 2 hours. This type of outage is not uncommon however the significance on this occasion was that the recognised resolution which is to reboot the servers took approximately 20 mins to re-instate (normally around 5 mins). SSS were aware of the elongated timescale but could not attribute this delay to a particular circumstance. Business Continuity fallback procedures were invoked, and no calls or incidents were impacted.						
3.3	Several operating positions within Edinburgh Operations Control (EOC) have reported crackling noises on telephone calls – this includes emergency calls. Each instance is being reviewed by ICT Comms, with no resolution at present. This impacts the standard and quality of the call but not the ability to process it.						
3.4	Vision 5 Disaster Recovery training completed for DOC personnel. Testing to station end equipment commenced early February 2024 and was successful. OC systems will continue to roll out to stations beyond the test sites.						
4	Recommendation						
4.1	It is recommended that the Committee note the contents of this report.						
5	Key Strategic Implications						
5.1	Risk						
5.1.1	Risk contained within Service Delivery Risk Register.						

5.2 5.2.1	Financial Finance in place for maintenance contracts with suppliers to support existing systems.
5.3 5.3.1	Environmental & Sustainability Operating systems at end of life
5.4 5.4.1	Workforce Not applicable
5.5 5.5.1	Health & Safety Limit on data within systems may impact firefighter safety
5.6 5.6.1	Health & Wellbeing Additional pressures placed on OC personnel due to limitations of existing systems.
5.7 5.7.1	Training Limited training systems available for legacy systems.
5.8 5.8.1	Timing Timelines for replacement mobilising system not yet available.
5.9 5.9.1	Performance Key performance indicators for Operations Control.
5.10 5.10.1	Communications & Engagement On-going local engagement with OC personnel.
5.11 5.11.1	Legal Not applicable
5.12 5.12.1	Information Governance DPIA completed Yes/No. If not applicable state reasons.
5.13 5.13.1	Equalities EHRIA completed Yes/No. If not applicable state reasons.
5.14 5.14.1	Service Delivery Failure of existing systems may impact service delivery
6	Core Brief
6.1	Not applicable
7	Assurance (SFRS Board/Committee Meetings ONLY)
7.1	Director: David Farries, Director of Operational Delivery
7.2	Level of Assurance: (Mark as appropriate) Substantial/Reasonable/Limited/Insufficient
7.3	Rationale: Board members are fully aware of the ongoing challenges with OC systems and are extremely well briefed in this regard. Reasonable assurance that current systems are being monitored and maintained to the best of SFRS ability given the current challenges is provided.
8	Appendices/Further Reading
8.1	Appendix A: Operations Control System Faults overview

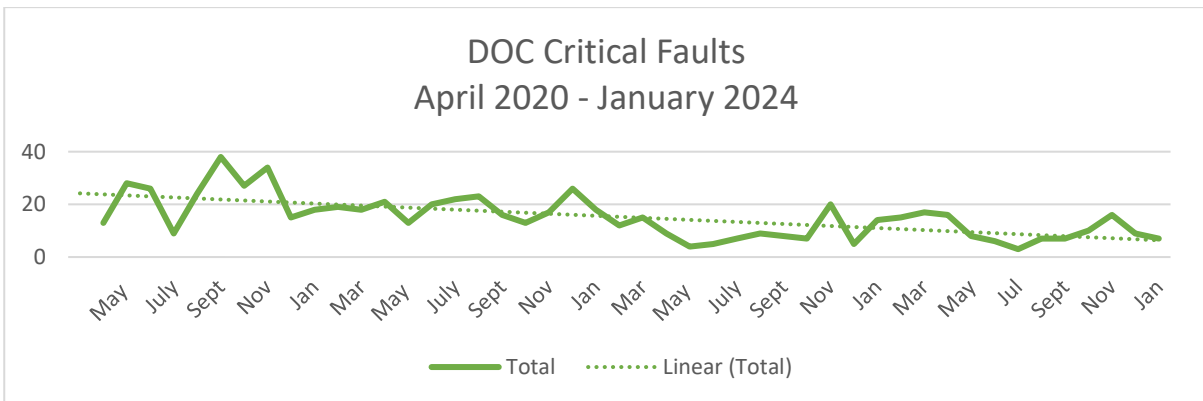
OFFICIAL

Prepared by:	Jacqui MacDonald, Area Commander	
Sponsored by:	Garry MacKay, Deputy Assistant Chief Officer	
Presented by:	David Farries, Assistant Chief Officer	
Links to Strategy and Corporate Values		
SFRS Strategic Plan 2022-2025 Outcome Two: Communities are safer and more resilient as we respond effectively to changing risks.		
SFRS Strategic Plan 2022-2025 Outcome Three: We value and demonstrate innovation across all areas of our work.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Service Delivery Committee</i>	<i>27 February 2024</i>	<i>For information</i>



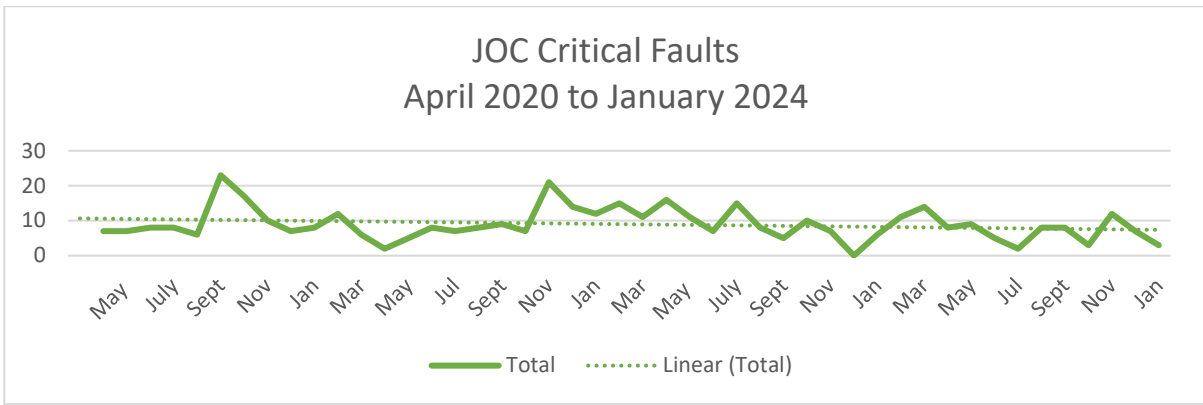
LAST 12 MONTHS STATISTICS FOR EOC

EOC	Jan	Feb	Mar	Apr-23	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan
Position freezing	0	0	0	0	0	0	1	0	0	0	0	0	0
ICCS/Telephony	5	10	8	7	5	4	4	6	9	5	8	8	4
vision issues	4	1	5	5	4	5	1	3	2	10	4	5	3
Bearer Failure	5	7	2	7	7	5	4	6	8	3	8	6	5
Power issues	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	14	18	15	19	16	14	10	15	19	18	20	19	12



LAST 12 MONTHS STATISTICS FOR DOC

DOC	Jan	Feb	Mar	Apr-23	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan
Position freezing	0	0	0	0	1	1	0	0	0	1	0	0	0
ICCS/Telephony	3	5	8	3	4	3	0	1	2	2	5	4	0
vision issues	10	8	4	9	2	1	3	5	5	6	7	3	5
Bearer Failure	1	2	5	4	1	1	0	1	0	1	4	2	2
Power issues	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	14	15	17	16	8	6	3	7	7	10	16	9	7



LAST 12 MONTHS STATISTICS FOR JOC

JOC	Jan	Feb	Mar	Apr-23	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan
Position freezing	0	0	1	0	2	2	0	2	2	0	0	0	0
ICCS/Telephony	3	9	10	8	3	1	1	5	5	1	7	6	0
Procad Issues	3	1	1	0	3	1	1	1	1	2	3	1	3
Bearer Failure	0	1	1	0	1	1	0	0	0	0	2	0	0
Power issues	0	0	1	0	0	0	0	0	0	0	0	0	0
Total	6	11	14	8	9	5	2	8	8	3	12	7	3

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Report No: C/SDC/08-24

Agenda Item: 9.5

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	27 FEBRUARY 2024							
Report Title:	FATAL FIRE ANALYSIS REPORT 2021/22							
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 paper is to present the Fatal Fire Analysis Report for 2021/22.							
2	Background							
2.1	Scottish Fire and Rescue Service (SFRS) prepare an annual report following the analysis of all fatal fires within the reporting period. This report had been delayed due to technical issues informing statistical anomalies following submission through governance.							
2.2	SFRS has a working group that meets quarterly to monitor and review the progress of the recommendations highlighted in the report whilst considering the impact on current annual performance.							
2.3	Moving forward, future SFRS Fatal Fire Analysis reports will be submitted in a different format using modernised Business Intelligence software that will be supported by the Business Intelligence team.							
3	Main Report/Detail							
3.1	The attached Fatal Fire Analysis Report 2021/22 is presented following detailed analysis of all fatal fires that have occurred during the reporting period.							
3.2	This was presented to the Prevention & Protection Function Management Team on 17 June 2023, with the recommendations agreed. These have since been actioned.							
3.3	The report is attached for information.							
4	Recommendation							
4.1	That the Service Delivery Committee are scrutinise the contents and agreed recommendations of the attached report.							
5	Key Strategic Implications							
5.1	Risk							
5.1.1	The risk will be mitigated as the recommendations within the attached report have been adopted.							

5.2 5.2.1	Financial To address this increased risk, there may be a required investment in both capital purchase and staff time.
5.3 5.3.1	Environmental & Sustainability There are no anticipated environmental requirements at this point.
5.4 5.4.1	Workforce There will be an impact on workforce capacity to deliver on the recommendations.
5.5 5.5.1	Health & Safety There are no anticipated H&S requirements at this point.
5.6 5.6.1	Health & Wellbeing There is no anticipated H&W requirement at this point.
5.7 5.7.1	Training Training will be required to support this work.
5.8 5.8.1	Timing This is an annual report and the recommendations are currently being delivered.
5.9 5.9.1	Performance Business Intelligence will be required to support the delivery of the recommendations.
5.10 5.10.1	Communications & Engagement Communications and Engagement will be required to support the delivery of the recommendations.
5.11 5.11.1	Legal Legal will be required to support the delivery of the recommendations.
5.12 5.12.1	Information Governance No DPIA has been completed as this is an operational issue.
5.13 5.13.1	Equalities No EHRIA completed as this is an operational issue.
5.14 5.14.1	Service Delivery Service Delivery will be required to support this work.
6	Core Brief
6.1	Not applicable
7	Assurance (SFRS Board/Committee Meetings ONLY)
7.1	Director: David Lockhart, Director of Prevention, Protection and Preparedness
7.2	Level of Assurance: (Mark as appropriate) Substantial/Reasonable/Limited/Insufficient
7.3	Rationale: The contents and governance of this report have been scrutinised through Service Delivery and Business Intelligence for accuracy.
8	Appendices/Further Reading
8.1	Appendix A – Fatal Fire Analysis Report 2021/22

Prepared by:	Paul Cunningham, Group Commander
Sponsored by:	Iain Macleod, Deputy Assistant Chief officer
Presented by:	David Lockhart, Assistant Chief Officer Director of Prevention, Protection and Preparedness

Links to Strategy and Corporate Values

Strategic Outcomes

Outcome 1: Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

Outcome 2: Communities are safer and more resilient as we respond effectively to changing risks.

Outcome 3: We value and demonstrate innovation across all areas of our work.

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

Outcome 7: Community safety and wellbeing improves as we work effectively with our partners.

Values

Safety: Our number one priority is to work together for a safer Scotland and safety is at the core of everything we do.

Teamwork: Is the foundation of what we do and what we achieve and is essential across the SFRS

Respect: Everyone has the right to be treated with dignity at work and respect is an important principle for our desired organisational culture.

Innovation: Being innovative will help us grow, adapt, and be more responsive to change and the needs of our communities.

Governance Route for Report	Meeting Date	Report Comments	Classification/
<i>P&P FMT</i>	<i>17 June 2023</i>	<i>For Recommendation</i>	
<i>SDDMT</i>	<i>18 October 2023</i>	<i>For Information</i>	
<i>Service Delivery Committee</i>	<i>27 February 2024</i>	<i>For Scrutiny</i>	



SCOTTISH

FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Fatal Fire Analysis Report 2021/22

1 Introduction

- 1.1 This report is for internal use only and should not be used for external statistical purposes. SFRS publish Official Statistics that can be referenced here - [SFRS Official Statistics](#)
- 1.2 The following report provides information for SFRS managers relating to the fatal fire casualties in Scotland, during the reporting period 2021/22. This period also witnessed the emergence of the Covid19 pandemic, impacting on all aspects of Scottish communities.
- 1.3 Due to the limited data sample and the relatively low numbers and fluctuations over a 12-month period, a longer time period is required to identify trends relating to fatal fire incidents. For this reason, the report will present 2021/22 data as well as data from the previous five-years, to provide a longer-term comparative analysis of fatal fire patterns and trends.
- 1.4 The data and identified patterns and trends, should be used to inform how SFRS focuses its prevention and intervention activities to target those most at risk from fire, reduce fire casualties and fatalities and improve outcomes for communities across Scotland.
- 1.5 The report is divided in to two parts. Part A looks on fire fatality data over the 2021/22 period and the longer-term five-year period, capturing all the available information relating to the fatal fire incidents. Part B outlines the subsequent appropriate actions and recommendations.

Part A - Fire Fatalities Data

2 Number and Geographic Location of all Fire Fatalities

- 2.1 All fatal fire information is based on fiscal year data. During the 2021/22 period, SFRS recorded a total of 40 fire fatalities.
- 2.2 During the last five years a total of 207 people have lost their lives in fire-related incidents across Scotland. The total fatality figure of 40 over the 2021/22 reporting period is below the five-year average of 41.
- 2.3 Whilst Part A will analyse data from 2021/22 and the previous five-years, it is useful at this point to briefly review data over a longer ten-year period.
- 2.4 As can be seen in *Table 1* below, the number of fatalities per year have remained fairly consistent over a ten-year period, except for a low of 27 during 2019/20 and a high of 52 in 2020/21. The fatalities experienced over the 2021/22 period are in line with that consistent trend over the last ten-year period and below the 10-year average of 41.

Table 1

Year	Number of fatalities	Trend against previous year	Above or below 10 year average	Above or below 5 year average
2021-22	40	↓	Below	Below
2020-21	52	↑	Above	Above
2019-20	27	↓	Below	Below
2018-19	44	↔	Above	Above
2017-18	44	↔	Above	Above
2016-17	44	↓	Above	
2015-16	45	↑	Above	
2014-15	40	↑	Below	
2013-14	31	↓	Below	
2012-13	46	↓	Above	

2.5 Fatalities per Local Senior Officer (LSO) Area are shown below in Table 2. This table shows the total number of fatalities in each LSO Area over a five-year period and provides the total five-year fatality figure Per Million Population (PMP).

Table 2

LSO Area	2017-18	2018-19	2019-20	2020-21	2021-22	Total	5 year average per million population (PMP)
Aberdeen City, Aberdeenshire and Moray	5	5	2	5	4	21	6.8
Argyll and Bute, East Dunbartonshire and West Dunbartonshire	4	1	1	4	4	14	14.1
City of Edinburgh	1	2	1	2	3	9	5.8
Dumfries and Galloway	5	0	0	2	1	8	6.7
Dundee, Angus, Perth and Kinross	0	3	1	3	4	11	9.6
East Ayrshire, North Ayrshire and South Ayrshire	5	6	3	4	3	21	8.1
East Renfrewshire, Renfrewshire and Inverclyde	1	6	0	6	2	15	5.7
Falkirk and West Lothian	2	2	4	2	1	11	2.9
Glasgow City	5	4	3	9	6	27	9.6
Highlands	2	3	0	1	7	13	29.7
Lanarkshire	6	3	8	4	1	22	1.5
Midlothian, East Lothian and the Scottish Borders	3	4	0	5	1	13	3.2
Stirling, Clackmannanshire and Fife	4	4	2	4	3	17	5.8
Western Isles, Orkney and Shetland Islands	1	1	2	1	0	5	0.0
Total	44	44	27	52	40	207	

2.6 For the 2021/22 period, eight of the LSO Areas had an increase or decrease of one fatal fire casualty compared to the previous year. City of Glasgow (COG) LSO Area seen a decrease in fatalities, from nine in 2020/21 to six in 2021/22. A significant increase was evident in Highland LSO Area in the same period, from one to seven fatalities.

2.7 Over the five-year period, the fatality rate “Per Million Population” (PMP figures provided in table 2), highlight that Highland LSO Area and Argyll and Bute, East Dunbartonshire and West Dunbartonshire LSO Area experienced a significantly higher rate of fatal fires, with a disproportionate fatality rate over the five-year period of 29.7 PMP and 14.1 PMP respectively. These relatively low population areas have experienced a higher fatality rate over the longer period. Scotland has the highest PMP fatality rate in the UK at 9.5 PMP for 2021/22 and 7.7 PMP for the five-year period. This disproportionate fatality rate will be considered later in Part B.

3 Property/Dwelling types

- 3.1 The types of property in which fatal fires occurred during the 2021/22 period are compared to the same property types over the five-year period in *Tables 3 and 4* below.

Table 3

Property Type	2021-22	5 Yr Ave
Dwelling	31	34.4
Car	5	3
Other outdoors (including land)	2	0.6
Non Residential	1	0.8
Grassland, woodland and crops	1	0.8
Total	40	

- 3.2 *Table 3* indicates most fatalities (31) occurred within dwelling-type properties (domestic) and nine fatalities in other “property” types. *Table 4* breaks down the data into “Dwelling Types” and indicates a significant number of fatalities occurred in single occupancy dwellings.

Table 4

Dwelling type	2021-22	5 Yr Ave
House - single occupancy	9	14.2
Purpose Built Flat/Maisonette - multiple occupancy	9	9.2
Bungalow - single occupancy	4	3.4
Self contained Sheltered Housing	4	3
Tenement Building	3	3.3
Caravan/mobile home (permanent dwelling)	1	2.3
Converted Flat/Maisonette	1	1.3
Total	31	

4 Origin and Cause

- 4.1 The locations of fire origin, over the 2021/22 period, are shown below in *Table 5*.

Table 5

Location of fire origin	2021-22	5 Yr Ave
Living room	13	14.8
Bedroom	11	8.2
Kitchen	5	4.8
Driver/Passenger area	4	2.0
Not known	2	4.2
In open area next to housing	2	1.5
Bathroom/Toilet	1	1.3
On or near tracks or paths	1	1.0
Bedsitting room	1	1.0
Total	40	

4.2 During the 2021/22 period, 13 fatalities resulted from fires which started in the living room. This room also accounts for the highest number of fatal fires over the five-year period. The trend of the highest number of fatal fires originating in living room, bedroom and kitchen respectively, recorded throughout 2021/22, is also consistent with the five-year period data.

4.3 The recorded causes of fires over the 2021/22 period are detailed below in *Table 6*.

Table 6

Cause of fire	2021-22	Percentage	5 Yr Ave	Percentage
Careless handling - due to careless disposal	12	30%	7.4	22%
Other	7	18%	7.0	21%
Suicide/attempted: setting fire to self	5	13%	2.4	7%
Careless handling - due to sleep or unconsciousness	4	10%	6.2	19%
Combustible articles too close to heat source (or fire) - (and vice versa)	3	8%	4.2	13%
Homicide/attempted: setting fire to other person/s	2	5%	2.0	6%
Fault in equipment or appliance	2	5%	2.0	6%
Negligent use of equipment or appliance (heat source)	1	3%	1.3	4%
Suicide/attempted: setting self to fire	1	3%	1.0	3%
Cooking - chip pan/deep fat fryer	1	3%	1.3	4%
Bonfire going out of control	1	3%	1.0	3%
Cooking - other cooking	1	3%	1.5	5%
Total	40		33	

4.4 During the five-year period, 41% of fires have been caused by smoking-related actions (careless handling percentages combined). This trend has slightly decreased to 40% in the 2021/22 reporting period.

5 Fire Fatality Demographics

Age

5.1 As seen in *Table 7*, over the last five years, 54% of all fatalities were aged 60 years and over.

5.2 The 2021/22 figures show a reduction in the number of fatalities occurring in the 0-19, 40-59 and 60+ age ranges compared to last year, with the 0-19 and 60+ ages recording the most significant reduction over the five-year period. Those aged between 20-39 age range increased by one from 2020-21 (3) to 2021-22 (4).

5.3 Statistically, the older you are the more likely you are to be at risk of becoming a fire fatality. The 60+ age group are shown as the most vulnerable age group over the five-year period. In addition to age, other contributory factors such as living alone, smoking, reduced mobility and poor health affect all age groups. Circumstances surrounding all age categories are explored through the SFRS Case Study and Case Conference Policy and Procedure and lessons learned are used to inform future practice and improve outcomes.

Table 7

Age Range	2017-18	2018-19	2019-20	2020-21	2021-22	5 Yr Total	5 Yr percentage
0 - 19	0	1	0	3	0	4	2%
20 - 39	7	3	2	3	4	19	9%
40 - 59	14	14	11	18	16	73	35%
60 +	23	26	14	28	20	111	54%
Total	44	44	27	52	40	207	

6 Gender

- 6.1 Over the last five years, the gender breakdown of people who have died in fire-related incidents is 67% male and 33% female. This is shown in *Table 8* below. During the 2021/22 reporting period, that breakdown has changed to 60% male and 40% female.

Table 8

Gender	Female	Male	Total
2017-18	18	26	44
2018-19	15	29	44
2019-20	7	20	27
2020-21	13	39	52
2021-22	16	24	40
Total	68	139	207

7 Contributory Factors

- 7.1 There are several other circumstances or factors that contribute to fatal fire incidents occurring or influence the incident outcomes. The contributory factors shown in *Table 9* align with Prevention Portfolio workstreams.
- 7.2 The majority of the 40 fatalities during the 2021/22 period had one or more contributory factor.

Table 9

Fire Related Crime	Smoker	Alcohol/Drugs	Medication	Mental Health	Health/Sensory Impairment	Mobility Issues
2	14	8	9	7	2	10
Oxygen Use	Emollient Use	Air Mattress Use	Heating Poverty	Social Isolation	Care Package Provided	Suicide
0	3	1	0	3	4	6

- 7.3 It is evident from *Table 9*, that smoking, mobility issues, alcohol/drug abuse, medication and social isolation are dominant contributory factors.

8 Preventable and Non-Preventable Fire Deaths

- 8.1 Up to this stage, the report has considered **all** fatal fires, consisting of both Preventable and those classed as non-preventable fire deaths**.
- 8.2 SFRS engagement activity primarily focuses on preventable fire deaths, those that could have been avoided with appropriate fire safety advice or intervention by SFRS or other partner organisations before the fire event.

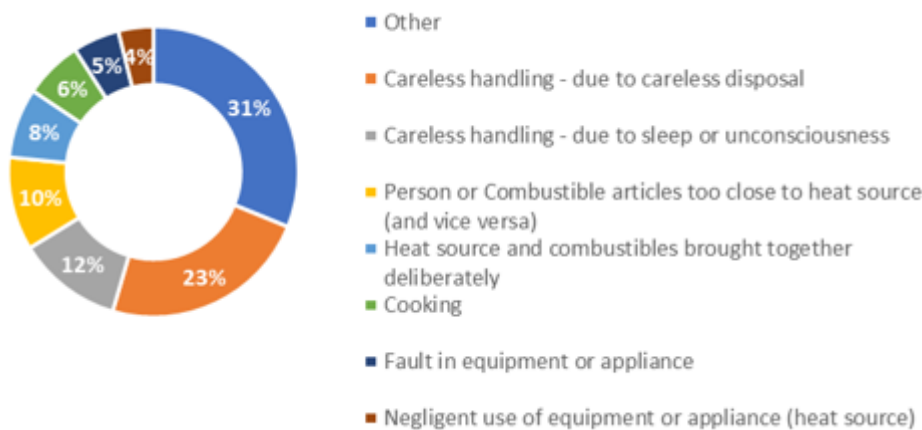
*** *Non-Preventable fire deaths* are those fire deaths that cannot be prevented through fire safety education. These include unintentional harm from fire due to a Road Traffic Collision, deliberate fire setting or fire used as a self-harm medium. Other intervention programmes across SFRS (and our partners) target our resources towards education and intervention for unintentional harm however, for the purposes of this analysis these types of fire deaths are defined as “non-preventable fire deaths”.

- 8.3 Non-Preventable fire deaths are those caused by Road Traffic Collisions (RTC), incidents involving intentional harm and those where SFRS and partner organisation attempts to engage and provide intervention and support, have been declined.
- 8.4 Over the five-year period, the average number of non-preventable fire deaths per year is **six**. During the 2020/21 period **nine** fatal fire casualties were recorded as non-preventable and **31** preventable.
- 8.5 To ensure SFRS and our partners identify appropriate actions to support a reduction of fire deaths, the report will focus on the data relevant to the preventable fire fatalities.

9 The Cause of Preventable Fatal Fires

- 9.1 During the five-year period from 2017/18 to 2021/22, the single highest identified primary cause of preventable fatal fires is attributed to smoking materials (careless handling data combined), which accounts for 35% of all preventable fire deaths across Scotland. This is an increase from the previous five-year average of 32% due to more specific reporting.

Figure 1: Preventable Fatal Fire Casualties 5 Year Average (2017/18 - 2021/22)



10 Fire Fatalities by Month, Day and Time of Day.

Fire Fatalities by Month

- 10.1 The data presented in *Table 10* below shows that, over a five-year period, 21 fatal fire casualties were recorded in the month of July of which most were preventable. This is closely followed by December and November with 19 and 18 respectively. The figures over a five-year period demonstrate that over the 12 months, the winter months are predominantly where there is an increased reporting of fatal fire casualties. This coincides with seasonal factors, such as:
 - Increased periods of individual isolation during the colder, darker months when British Summer Time (BST) ends,
 - More time spend inside rather than outside,

- Increased use of heating equipment/fuel poverty,
- Increased cooking activity,
- Single room confined space living.

Table 10

Preventable fire deaths by month						
	2017-18	2018-19	2019-20	2020-21	2021-22	5yr total
Apr	3	2	2	4	4	15
May	0	1	3	5	4	13
Jun	0	1	3	3	4	11
Jul	5	2	1	7	6	21
Aug	3	4	2	2	2	13
Sep	1	1	1	6	2	11
Oct	6	1	2	2	1	12
Nov	9	7	0	2	0	18
Dec	5	4	5	4	1	19
Jan	2	1	3	3	3	12
Feb	2	6	0	4	3	15
Mar	1	8	1	4	1	15
Total	37	38	23	46	31	175

11 Fire Fatalities by Day of the Week

- 11.1 The table below in *Table 11* shows that the highest number of preventable fire deaths over the 2021/22 period occurred on a Wednesday.

Table 11

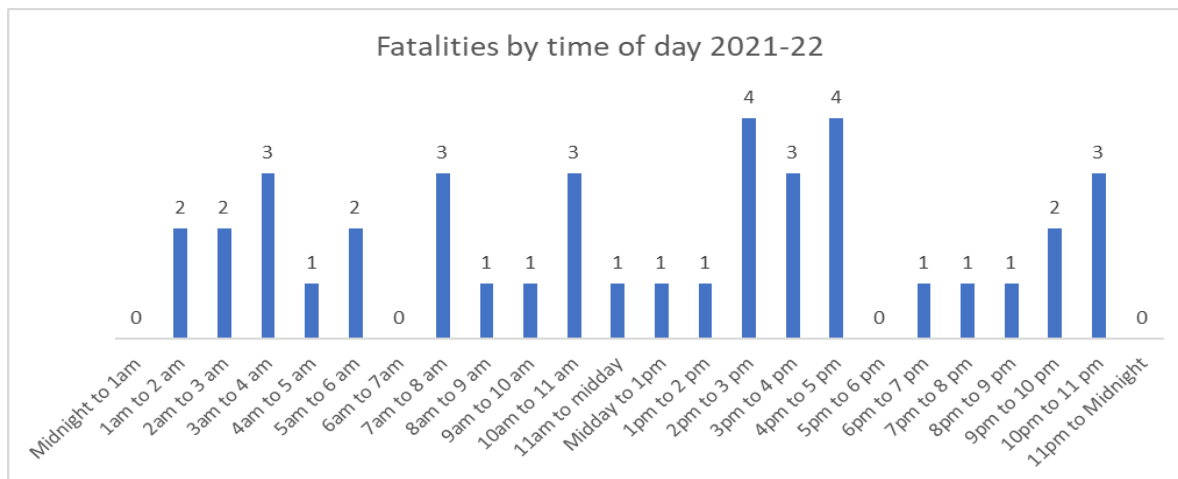
Preventable fire deaths by day						
	2017-18	2018-19	2019-20	2020-21	2021-22	5yr total
Mon	5	3	2	6	2	18
Tue	5	6	4	1	5	21
Wed	6	5	4	6	7	28
Thu	3	7	2	5	4	21
Fri	7	5	4	13	3	32
Sat	7	5	5	4	5	26
Sun	4	7	2	11	5	29
Total	37	38	23	46	31	175

- 11.2 The highest number of preventable deaths over the five-year period occur on a Friday, with 32. With Sunday, Wednesday and Saturday recording 29, 28 and 26 respectively. Mondays demonstrate the lowest fatality rate over the five-year period with 18.

12 All Fire Fatalities by Time of Day

12.1 It can be seen in *Figure 2* below that during 2021/22, 13 fatal fire casualties occurred in the early morning period (00:00 to 08:00), 6 during morning hours (08:00 to 12:00), 13 in the afternoon (12:00 to 18:00) and 8 fatalities occurred in the evening period (18:00 to 00:00)

Figure 2



13 Smoke Detection

13.1 During the five-year period, 69% of the premises were known to have smoke detection fitted (*Figure 3*), and 61% of these successfully raised the alarm (*Figure 4*).

13.2 It should be noted that fire within a premises may have been detected by other means such as human intervention, prior to alarm actuation.

Figure 3

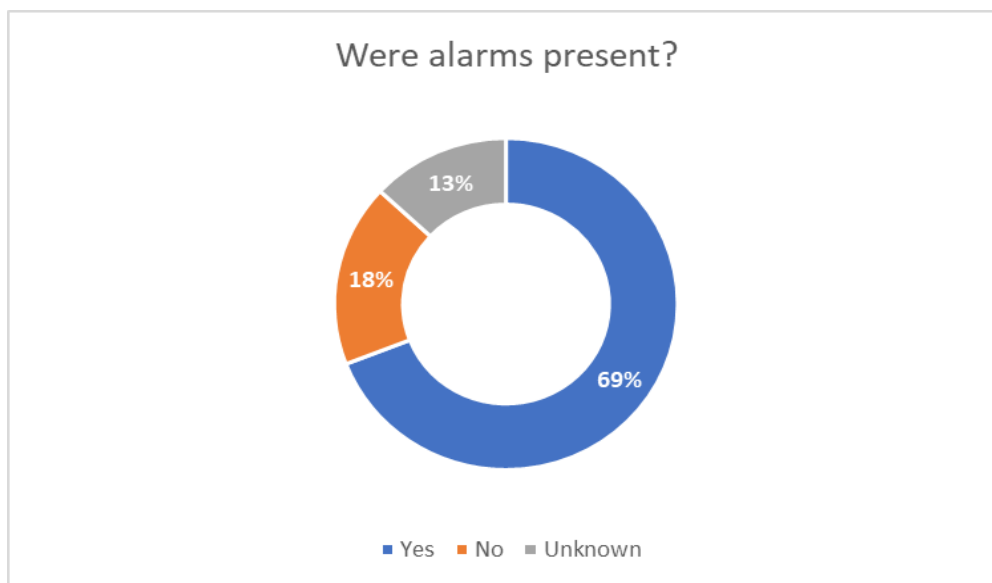
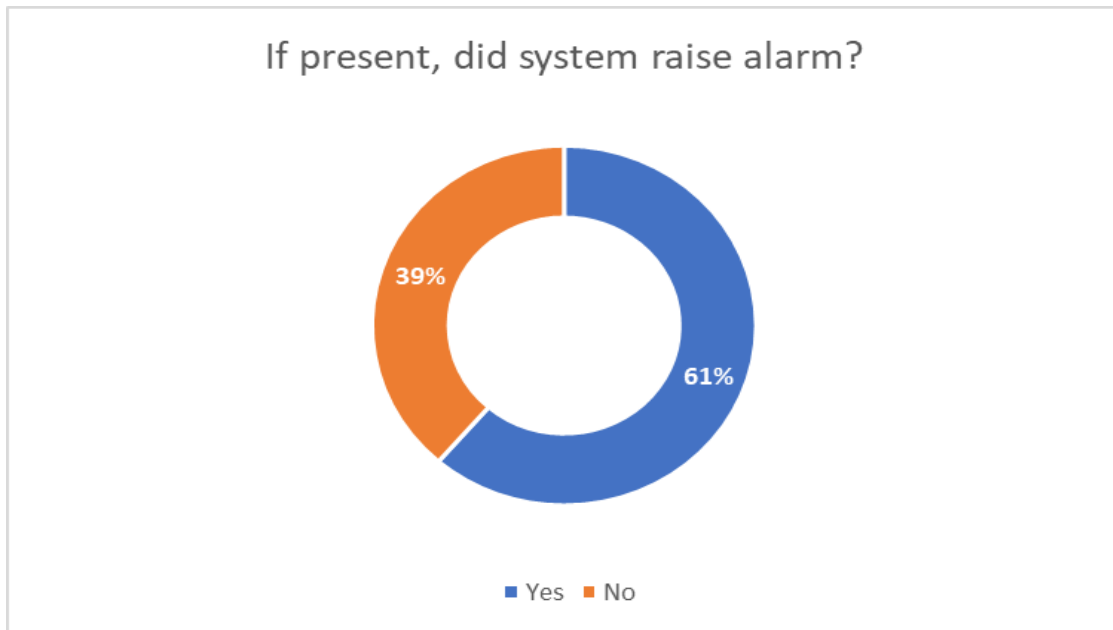


Figure 4



- 13.3 SFRS strives to identify those most at risk from fire in their home and to undertake a Home Fire Safety Visit (HFSV) at these properties. Further targeted prevention work is required as only 69% of fatal fires have detection fitted.
- 13.4 Also of concern, are those premises where detectors are fitted but may not have raised the alarm. More needs to be done to educate individual owner/occupiers to test smoke detection equipment and ensure any organisation that interacts with vulnerable individuals, recognises the best practice regarding the appropriate quantity and positioning of smoke detectors aligned to the risk presented.

Part B

14 SFRS Considerations, Conclusion and Recommendations

14.1 Part B of this report discusses the data presented in Part A and will offer considerations relevant to each of the sections. These considerations will be used to inform specific detailed recommendations, to support ongoing preventative work and influence new initiatives, carried out by SFRS and our partners across the country to reduce fire fatalities and improve public safety.

14.2 Number and Geographic Location of all Fire Fatalities

The data shows that the high population LSO areas of City Of Glasgow, Aberdeen City, Aberdeenshire and Moray (ACAM), Lanarkshire and East, North and South Ayrshire, all experienced over 20 fatalities over the five-year period. It should be noted that the amalgamation of LSO areas for Lanarkshire and ACAM show a higher number than the original LSO areas.

Considerations

- Community Safety resources in the LSO Areas that experienced 20 or more fatalities over the five-year average should be reviewed,
- Ensure Community Safety Advocates are appropriately engaged in meaningful preventative work,
- Function engagement with these LSO Areas should be prioritised to identify the specific outcomes from Learning Review processes, relating to fatal fires experienced over the period,
- Campaign action and specific thematic action plans should be introduced to these areas, designed to target the known risk profile,
- Additional resources from neighbouring LSO Areas could be redirected to support prevention activity in high-risk areas where available,
- New and existing partnership working arrangements should be prioritised, reviewed, and developed to ensure information regarding individuals most at risk is identified and shared so that appropriate actions are taken.

14.3 Property/Dwelling types

This section provided information relating to types of property/dwellings where fatal fires have occurred. By far the highest in terms of fire fatalities occur in residential dwellings. Single occupancy dwellings continue to be the highest fatal fire property type over the 2021-22 period and the five-year period. Previous years' have shown sharp increases in Sheltered Housing to four fatalities. Caravan accommodation had one fatality; this marks a continued decrease in these types from 2020/21.

Considerations

- Ensure campaigns target and educate those living in single occupancy houses, sheltered housing, tenement and caravan type premises,
- Fire Safety Enforcement to annually audit sites where employees stay in provided accommodation (including caravans), that are relevant premises and ensure appropriate advice is delivered.

14.4 Origin and Cause

Using the five-year data, the living room is the most common room for a fire to originate for fatal fire incidents. This may be due to lifestyle factors that result in single-room living. It may also be the room where people spend most of their time. Single-room living may also be linked with mobility issues, mental health issues, smoking and drug/alcohol use.

Considerations

- Continued promotion and evaluation of “*Make the Call*” to maximise opportunities to reach those most vulnerable,
- Improve local partnership working arrangements to ensure a robust information sharing process, identifying those most at risk in order to effectively target actions,
- Improve processes to ensure that Telecare Enabled Technology is fitted, where the risk represented justifies installation, <https://ihub.firescotland.gov.uk/download.cfm?ver=73496>
- Improved fire detection in the room(s) of origin may support a reduction in the fatal fires attributed to these areas. The new Tolerable Standard Guidance (link below) should help to address this over the coming years. <https://www.gov.scot/publications/fire-and-smoke-alarms-tolerable-standard-guidance/>

This section also provided information relating to ignition sources with smoking-related actions as the ignition source responsible for 41% of fatal fires over the five-year period. The act of smoking introduces several potential ignition sources to an individual’s home.

Those with mobility issues are most at risk due to confined space living and the inability to move themselves away from a fire in its incipient stages. People with mobility issues are also more likely to use emollient creams, which increases the risk from fire due to the increased ignitability of clothing and bedding.

Awareness campaigns to publicise the risks associated with emollient products will continue to be delivered by SFRS and our partners, to outline the risks associated with their use. In support of the campaigns, Prevention and Protection are delivering training to trainee Firefighters, to help them identify when emollient products may be used so appropriate advice can be given during HFSVs.

Considerations

- Develop and deliver improved and sustained national campaigns to highlight the increased risk to individuals who smoke and/or are subject to the use of emollient products. Particularly those who are deemed to be vulnerable,
- Provide targeted education delivered and accessible to those most vulnerable in society,
- Promote the use of fire-retardant aprons / blankets where there is evidence of previous near miss fire events, but the individual is unwilling or unable to change their behaviour,
- To support the emollient cream campaign, instigate an emollient cream testing project, where the outcomes can be used to train SFRS personnel and partners in the risks associated with these products.

14.5 Fire Fatality Demographics

54% of all fatalities over the five-year period were in the 60+ age group. This group is more likely to be a fatal fire victim than any other age category. The increasing year on year trend for the 60+ age group over the last five years is a cause for concern, however data shows 2021/22 is the second lowest within this period. This may be due to the population increase of over 60s living longer, but other lifestyle factors such as isolation, mental health issues, mobility and medication use are factors impacting on individual's safety.

Considerations

- Continue to focus on this age group across all Community Safety Engagement activity,
- Champion and promote partnerships where this age group are stakeholders,
- Provide guidance and training to care providers and family members to recognise fire risk in these environments and the appropriate control measures to reduce the risk,
- Deliver local engagement sessions for this age group to provide advice and raise awareness.

14.6 Gender

This section provided information relating to gender. Over the five-year period males were more likely to be fatal fire victims than women. This figure has been increasing over the previous four years from 2017/18 to where 59% of fatal fire casualties were male, increasing to 66% in 2018/19, 74% in 2019/20 and 75% in 2020/21. Data for 2021/22 represents a decrease to 60% of male fatal fire casualties in the reporting year.

Considerations

- Champion and promote partnerships to deliver local engagement for this group to help raise awareness and keep themselves safe from fire.

14.7 Contributory Factors

It is evidenced that at least two contributory factors were present at the majority of all the fire fatalities for 2021/22. Each contributory factor must be recognised by SFRS, our partners and those people who interact with individuals (family, friends, neighbours). This recognition may lead to an individual at risk being referred to SFRS and our partners, so that action can be taken to reduce that risk.

Considerations

- Provide guidance and training to care providers, local authority and third sector partners to recognise contributory factors and the related fire risk in certain environments and ensure a referral to SFRS so appropriate intervention can be provided,
- Invest in and promote further, the "*Make the Call*" campaign to highlight the important role that family, friends and neighbours can play to refer individuals to SFRS and partner organisations and improve the safety of individuals with two or more known contributory factors,
- Deliver a program of training for operational crews. This will support the published Awareness Briefing that detail how SFRS Level One fire investigations, carried out by operational crews, should recognise emollient product use and, ensure it is accurately logged on the Incident

Recording System (IRS). The improved data will support future campaigns to educate emollient cream users, care providers and SFRS staff in the use of emollient creams.

14.8 Preventable and Non-Preventable Fire Deaths

Although the main focus of SFRS is on preventable fire deaths, the organisation should seek opportunities to reduce those classed as non-preventable fire fatalities.

In terms of the non-preventable fire fatalities, such as those involving RTCs, continued road safety education may support this to encourage safer driving and reduce overall RTC occurrences. Similarly, ongoing suicide prevention work may support a reduction in incidents of intentional harm, particularly those involving fire.

Considerations

- Close partnership working with Police Scotland, local community groups and the third sector, to promote road safety advice and information may support a reduction in these types of fire fatality.
- The support of existing partnerships and the development of new partners to promote mental health campaigns may support a reduction of incidents of intentional harm, particularly those involving fire.

14.9 Fire Fatalities by Month, Day and Time of Day

Over the five-year period, July is the month that has the highest fatality rate, followed closely by December and November respectively. Across the five-year period, the months from October to March, when BST ends (the winter months), all demonstrate higher fatal fire figures than the other months of the year. This may be due to reduced ambient temperatures, increased use of portable heating appliances (as evidenced in fire investigations), more time spent indoors, social isolation and single-room living in response to fuel poverty.

Friday is the day with the highest number of fire fatalities over five-year period and for 2021/22. Between the hours of 08:00– 20:00 is when the majority of fire fatalities occurred during the reporting year.

Considerations

- Review the seasonal Thematic Action Plans (TAP) and extend the Winter TAP across the entire winter period, focusing on targeting those most at risk, this should include the emergence of fuel poverty as an increase in bills become more prevalent.
- Sustain a specific, targeted educational campaign across the full period to encourage family, friends, neighbours and carers to refer individuals at risk,
- Ensure SFRS personnel involved in engagement activity recognise the elevated risks at these times of the year, and take cognisance of this when delivering Home Fire Safety Visits, ensuring that appropriate follow up action is instigated,
- Provide guidance and train care providers to recognise fire risk in these environments and ensure effective steps can be taken to reduce the risk.

14.10 Smoke Detection

Section 13 provided information relating to smoke detector provision and the number of times it effectively raised the alarm. By cross referencing the data provided in this report that considers age, contributory factors, type of property, room of origin and ignition cause, we can establish that the location and provision of smoke detection remains key to early warning. Where smoke detection is not operational or has not operated, the reasons for this need to be explored and actioned. The new smoke detection standard should address these issues for the majority of new builds and retro-fitting will improve the likelihood of early warning for occupants in the event of fire. Notwithstanding this, existing detection provision inadequacy will still exist for those unable or unwilling to upgrade detection to the new standard, with many homes across Scotland suspected to have inadequate smoke detection provision or no provision at all.

Considerations

- Enhance training for SFRS personnel to take recognition of single room living and provide and site appropriate detection devices,
- Train and educate partner agencies to review smoke detection provision considering the new detection standards to ensure it is appropriate to the risk and meets new legislation,
- Continue to deliver educational campaigns that encourages homeowners/occupiers and family, friends and neighbours of the most vulnerable in society to test and maintain smoke detection equipment,
- Provide guidance and train care providers to recognise different fire risks individuals have and ensure effective steps can be taken to provide appropriate detection,
- Provide guidance and training to Linked Alarm/Telecare providers who will often have first alert and contact with individuals in a fire situation.

15 Conclusions

- 15.1 The number of fire fatalities recorded for 2021/22 is the second lowest recorded by SFRS in the last five years and a reduction of 12 from 2020/21. SFRS remains committed to reducing the number of fire fatalities. SFRS and our partners must redouble our efforts to strive towards the goal of zero fire fatalities.
- 15.2 SFRS must work in close partnership with other organisations across all sectors and ensure that our combined resources continue to target those most at risk. It is widely understood that as a Service we cannot achieve this alone. As such the emphasis for the coming years must be to work closely with existing partners and forge effective working relationships with new ones.
- 15.3 The key to successful engagement rests with those agencies who are frequently in contact with the most vulnerable in society. SFRS must continue to seek out and engage nationally and locally with these agencies, otherwise the opportunity to intervene and reduce the risk to such individuals will be missed. Partnerships should strive to identify those most at risk and ensure that robust mechanisms are in place to refer individuals to the organisation best equipped to improve the safety of these individuals.

- 15.4 The Fire Investigation-led Serious Fire Task Group (SFTG) has a remit to review all Case Conference returns for each fire fatality experienced. Case Conference returns indicate a recurring theme that, more often than not, one or more agencies have had dealings with a fatal fire victim before the incident date. This indicates a missed opportunity and suggests that perhaps more could have, and should have, been done to safeguard the individuals involved.
- 15.5 To reduce the number of fatal fire victims we need to continue focusing on prevention activity, prioritising those most at risk and support action to ensure that messages contained in our campaigns highlight the safeguarding role that carers, family, friends and neighbours can play in identification and referral of those individuals who are most vulnerable in our society.
- 15.6 By continuing to learn from previous prevention activity through robust evaluation processes, SFRS and our partners can sustain delivery of the high-quality prevention work already in place and develop new and innovative methods of identifying those most at risk.

16 Recommendations

The following recommendations come from the main considerations and conclusion of this report:

1. LSO areas and the P&P Function should continue to consider peripatetic community safety support across LSO areas, based on this Fatal Fire Analysis.
2. LSO Areas to review all partnership relationships and ensure that effective arrangements are in place to share information. Referral processes must be two-way and the information flow between partners must prioritise those most at risk. Fire risk recognition training should be available to all partners.
3. LSO Areas Local P&P Plans should be updated to take account of the findings of this Fatal Fire Analysis.
4. LSO areas and the P&P Function should continue to use SFRS evaluation processes to support continuous improvement of community safety activity.
5. LSO areas and the P&P Function should continue with sustained campaign-messaging targeting the at-risk age groups and carers, family, friends and neighbours, focusing on the risks identified in the Fatal Fire Analysis – smoking related actions, fires in caravan-type premises and safe use of emollient products.



Report No: C/SDC/07-24

Agenda Item: 10.1

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	27 FEBRUARY 2024						
Report Title:	RISK UPDATE REPORT						
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an overview of the current risks highlighted by Directorates.						
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 we face 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	The Strategic Leadership Team (SLT) has responsibility for the identification and management of risk and will ensure that Risk Registers present a fair and reasonable reflection of the most significant risks impacting upon the organisation. The SLT will champion the importance of risk management in supporting the achievement of the Service's strategic outcomes and objectives.						
2.4	Risk Registers are prepared in consultation with the Board and SLT and are managed collectively by the SLT, with each Directorate Risk allocated to an identified Head of Function. These Responsible Owners provide information on the current controls in place and identify additional actions still required.						
3	Main Report/Detail						
3.1	Risk Overview						
3.1.1	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.						
3.1.2	Following discussion within SLT all Directorate risks will be aligned to the Strategic Plan with only those risks rated 15 or above to be included within reporting templates. This will allow scrutiny to be focused on the most significant risks impacting upon Directorates and consideration of related control actions.						

3.1.3 The table below identifies the alignment between the 2022-25 Strategic Outcomes and all current Directorate Risks, with the number of related live control actions in brackets:

Strategic Outcomes		Directorate Risks					Total
		VH	H (15+)	H (<15)	M	L	
Outcome 1	Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.						0
Outcome 2	Communities are safer and more resilient as we respond effectively to changing risks.	3 (8)	1 (3)	4 (4)	3 (9)		11
Outcome 3	We value and demonstrate innovation across all areas of our work.	1 (2)		2 (2)	4(5)		7
Outcome 4	We respond to the impacts of climate change in Scotland and reduce our carbon emissions.				1 (1)		1
Outcome 5	We are a progressive organisation, use our resources responsibly and provide best value for money to the public	2 (4)	2 (3)	6 (9)	3 (5)		13
Outcome 6	The experience of those who work for SFRS improves as we are the best employer we can be.	2 (2)		3 (5)	2 (4)		7
Outcome 7	Community safety and wellbeing improves as we work effectively with our partners			1 (1)			1
		8	3	16	13		40

3.1.4 Outcome 1 has no aligned Directorate risks with Outcomes 4 and 7 having 1 risk each. Directorates were asked to align risk to a single outcome so there may be overlaps with other outcomes not identified. Work will be undertaken to ensure current risk alignment is accurate and Directorates will consider whether any additional risks need to be provided.

3.1.5 Each of the identified risks also have a number of closed actions, 141 in total, which can be viewed within the risk dashboard.

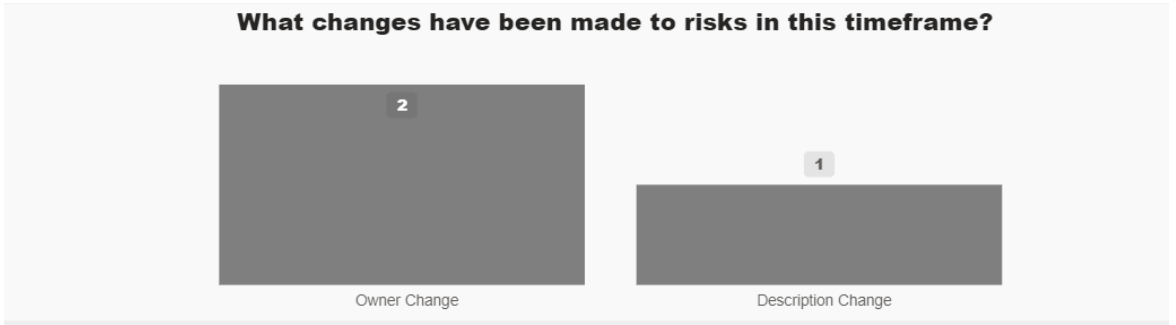
3.1.6 In relation to the current period Directorates reviewed registers identifying 6 Directorate risks, aligned to the Service Delivery Committee, with 2 risks rated at 15 or above (falling to the right of the shaded line):

		Probability				
		1	2	3	4	5
Impact	1					
	2					
	3			1		
	4		1	2	1	
	5			1		

3.1.7 Appendix A to the report provides information on the two risks aligned to the Service Delivery Committee, rated 15 or above, together with their associated live control actions. The information is also available through the risk dashboard and a copy of the link is attached for information - [Risk Dashboard](#). The information provided has still to be updated to reflect changes within the corporate structure:

- FSC012 - 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.
- SD001 - There is a risk of failure to mobilise to an incident due to a technical failure of the existing mobilising systems.

3.1.8 Following review in November the following changes have been made to all Service Delivery Committee risks over the last quarter:



3.1.9 The table below highlights FSC012, which is rated 15 or above, and identifies an owner change to its risk rating:

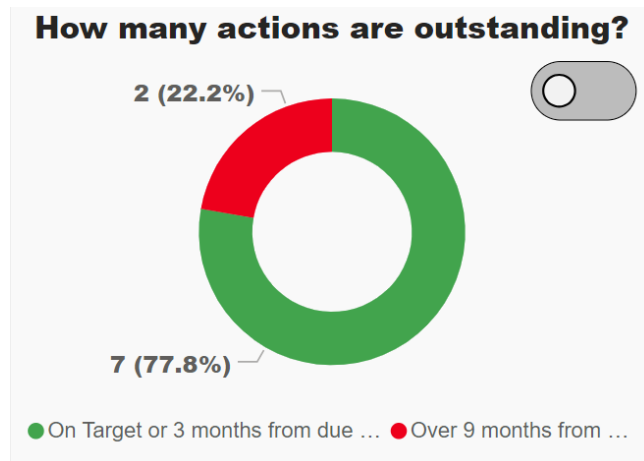
Risk ID	Risk Name	Change Type	Changes Made
FSC012	Supply Chain Shortages	Owner Change	From Acting Director of Asset Management To Head of Asset Management

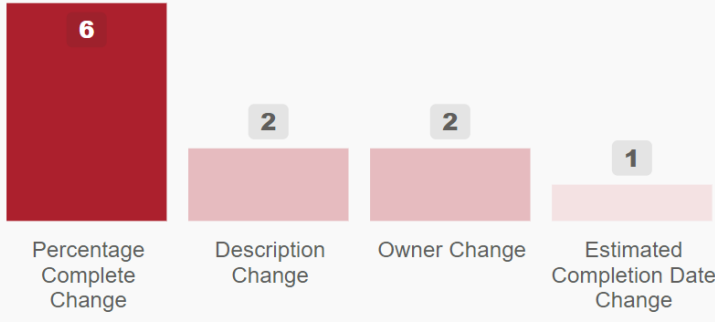
3.2 **Progress of Control Actions**

3.2.1 Without action taken on progressing identified controls, risks are likely to remain static and additional reporting has been put in place to manage control actions through a RAG status, similar to internal audit. This will focus scrutiny on priority areas, allowing responsible officers to provide assurance updates.

Green	On target or within 3 months of original due date
Amber	3-9 months delay from original due date
Red	Delay of over 9 months from original due date

3.2.2 In relation to all 6 risks aligned to the Service Delivery Committee there are 2 current control actions delayed by over 9 months none of which are risk rated 15 or above.



<p>3.2.3</p>	<p>Following review, the following changes have been made to all current control actions:</p> <div data-bbox="459 219 1305 638" style="text-align: center;"> <p>What changes have been made to actions?</p>  <table border="1" style="margin: auto;"> <thead> <tr> <th>Change Type</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Percentage Complete Change</td> <td>6</td> </tr> <tr> <td>Description Change</td> <td>2</td> </tr> <tr> <td>Owner Change</td> <td>2</td> </tr> <tr> <td>Estimated Completion Date Change</td> <td>1</td> </tr> </tbody> </table> </div>	Change Type	Count	Percentage Complete Change	6	Description Change	2	Owner Change	2	Estimated Completion Date Change	1
Change Type	Count										
Percentage Complete Change	6										
Description Change	2										
Owner Change	2										
Estimated Completion Date Change	1										
<p>3.2.4</p>	<p>In relation to FSC012 and SD001, which are rated 15 or above, the control percentage completed has changed:</p> <p><u>FSC012 from 20% to 60%</u></p> <p>Action</p> <ul style="list-style-type: none"> Continue to monitor and re-phase 2023/24 Capital Programme as required, ensuring required levels of governance maintained. <p>Update</p> <ul style="list-style-type: none"> Continue to monitor and re-align workplan to address current challenges experienced, accelerating or delaying projects, and moving priorities aligned to available supplies. <p><u>SD001 from 80% to 85%</u></p> <p>Action</p> <ul style="list-style-type: none"> Procurement and implementation of Vision 5 Disaster Recovery System (for EOC and DOC) <p>Update</p> <ul style="list-style-type: none"> Training of DOC personnel in the Vision 5 DR system commencing November 2023. A number of faults remain outstanding whilst working closely with SSS to provide a resolution. Ongoing discussions with SSS regarding EOC routing issues. OC Systems running tests on EOC area to establish any essential work required in order to progress training for EOC personnel. 										
<p>3.2.5</p>	<p>All risks and related control actions are discussed with relevant owners on a quarterly basis.</p>										
<p>4</p>	<p>Recommendation</p>										
<p>4.1</p>	<p>The Service Delivery Committee is asked to:</p> <ul style="list-style-type: none"> Scrutinise the information presented within the report. 										
<p>5</p>	<p>Key Strategic Implications</p>										
<p>5.1 5.1.1</p>	<p>Risk</p> <p>The report identifies risks from each Directorate together with the significant changes made since the last update. Each Directorate will be responsible for the identification and mitigation of any associated risk and for the update of relevant risk registers.</p>										
<p>5.2 5.2.1</p>	<p>Financial</p> <p>The report identifies risks from each Directorate with financial implications arising from control decisions to be managed by the relevant Directorate.</p>										

5.3 5.3.1	Environmental & Sustainability Any implications arising from the report will be managed by the relevant Directorate.	
5.4 5.4.1	Workforce Any implications arising from the report will be managed by the relevant Directorate.	
5.5 5.5.1	Health & Safety Any implications arising from the report will be managed by the relevant Directorate.	
5.6 5.6.1	Health & Wellbeing Any implications arising from the report will be managed by the relevant Directorate.	
5.7 5.7.1	Training Any implications arising from the report will be managed by the relevant Directorate.	
5.8 5.8.1	Timing The report is provided to the Audit and Risk Assurance Committee on a quarterly basis.	
5.9 5.9.1	Performance The risk report is used to ensure risks are identified and suitably managed by relevant Directorates.	
5.10 5.10.1	Communications & Engagement 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 identified by Directorates. Each 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 – Significant Risks	

8.2	Further Reading: Link to Risk Dashboard	
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:		
<p>Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</p> <ul style="list-style-type: none"> • Objective 5.1: Remaining open and transparent in how we make decisions. • Objective 5.6: Managing major change projects and organisational risks effectively and efficiently. 		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Service Delivery Committee</i>	<i>27 February 2024</i>	<i>For Scrutiny</i>

**Appendix A – Significant Risks and Related Control Actions
(Risks rated 15 or above)**

Risk ID	Strategic Outcome	Risk Description			Governance Alignment	SLT Risk Owner	Risk Rating	Target	Previous Risk Rating
FCS012	2	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.			SDC (AMLB)	Head of Asset Management	16	8	16
Controls Actions		Original Due Date	Est' Completion Date	Owner	Comment			Action Status	
Continue to monitor and re-phase 2023/24 Capital Programme as required, ensuring required levels of governance maintained.		31/03/2024	31/03/2024	Head of Asset Management	Continue to monitor and re-align workplan to address current challenges experienced, accelerating or delaying projects, and moving priorities aligned to available supplies			On Target or 3 months from due date	

**Appendix A – Significant Risks and Related Control Actions
(Risks rated 15 or above)**

Risk ID	Strategic Outcome	Risk Description			Committee Alignment	SLT Risk Owner	Risk Rating	Target	Previous Risk Rating
SD001	2	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.			SDC (AMLB)	Head of Operations	15	10	15
Controls Actions		Original Due Date	Est' Completion Date	Owner	Comment			Action Status	
Procurement and implementation of Vision 5 Disaster Recovery System (for EOC and DOC)		31/12/2023	31/12/2023	Head of Function	Training of DOC personnel in the Vision 5 DR system commencing November 2023. A number of faults remain outstanding whilst working closely with SSS to provide a resolution. Ongoing discussions with SSS regarding EOC routing issues. OC Systems running tests on EOC area to establish any essential work required in order to progress training for EOC personnel.			On Target or 3 months from due date	
Procurement and implementation of DS300 ICCS (for DOC and JOC)		31/03/2024	31/03/2024	Head of Function	Work has been progressed in relation to Dundee and Johnstone and will continue to be managed through an ICT Project.			On Target or 3 months from due date	
Support the design, procurement, delivery and implementation of the New Mobilising System (NMS) - Phase 1		31/12/2023	31/12/2023	Head of Function	Service Delivery will support the delivery of the SFRS Project as required.			On Target or 3 months from due date	



**Service Delivery Committee – 27 February 2024
Risk Spotlight Briefing Note
Operational Intelligence**

Submitted by: Group Commander Graeme Nicoll

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

The Scottish Fire and Rescue Service (SFRS) is committed to Firefighter safety. Operational Intelligence (OI) is the principal component in providing readily accessible information, tailored to support each operational risk type, for delivery at the time and point of need or on-demand.

The SFRS has a statutory obligation under the Fire (Scotland) Act 2005, which directs the SFRS to have arrangements in place for obtaining information required or likely to be required for fires and other emergencies.

The requirement for the SFRS to obtain and provide specific information on risks is further reinforced by legislation which includes:

- The Health and Safety at Work Act;
- The Civil Contingencies Act 2004; and
- Control of Major Accidents Hazards (COMAH) Regulations.

Operational incidents, particularly those within premises that present a greater inherent risk, will benefit from the availability of additional information to provide the Incident Commander (IC) with sufficient intelligence to develop a suitable Dynamic Risk Assessment (DRA) or Analytical Risk Assessment (ARA) and an effective tactical plan. OI is the process to identify risk, collate relevant data and ensure that it is made available, in an easily understood format, at the time and point of need.

As of 8 February 2024, SFRS held 11,122 OI records with 1,260 (11.3%) requiring revalidation as part of an ongoing programme of work, across Local Senior Officer (LSO) Areas.

	SFRS	East SDA	North SDA	West SDA
Total OI	11122	1833	4421	4868
Revalidations Required	1260	143	521	596

Figure 1: Graphics showing % of Total SFRS OI and % of SFRS total Revalidations per SDA area and Data Table providing full figures

The OI reporting system is extremely dynamic and the information is updated daily therefore this information is only accurate at the time of the report being published. Time scales for revalidations are based on a risk matrix which highlights the risk within the property and date of last inspection. Through a recommendation from SFRS Safety and Assurance Board there is a requirement for a review of the process in which to identify the need for Operational Intelligence and the revalidation process as documented within the Safety an Assurance Improvement Plan.

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

A reviewed and updated OI Policy and Operational Guidance (OIPOG) Document is in its final stages of consultation which outlines SFRS legal requirements, responsibilities, monitoring, and performance. It details risk identification and risk categorisation creating a SFRS guide to OI ensuring that SFRS meets its legislative and organisational requirements.

The OI Unit (OIU) collate monthly performance reports which are then circulated to all LSO Areas identifying the numbers of OI re-accreditations that are due. The Operational Intelligence Liaison Group (OILG) meets on a monthly basis to discuss performance and provides a platform to discuss best practice, identify and mitigate challenges relating to the gathering and management of OI. The OILG also provides the OI Manager and Supervisors a platform to liaise with ICT on the current systems and those that are in development.

Following HMFSI Inspections recommendations have been made with a specific reference to OI. Operational Planning (OP) are working through each recommendation and progressing as detailed below:

- Water Hazards OI – OP are liaising with National Fire Resilience Scotland (NFRS) Water Capability leads to consult on a 'Water Hazard matrix'. This will allow LSO Areas to identify appropriate water risks that require specific OI. The OIU will focus on the production of these specific OI's over the next quarter once information is received;
- Wide Area Flood Planning – OP OIU will liaise with NFRS Water capability leads for advice and guidance regarding the creation of specific OI plans for areas of predicted widespread flooding. The OI plans will incorporate floodplain data and historic Local Incident Response Plans (LIRP) detail. The OIU will support and guide LSO Management Teams through the OILG; and
- Standardise approach to OI for High Rise Buildings (HRB) – There is a disparity between inspection routines across LSO Areas, the OIU is currently collating the inspection programs for each LSO Area for comparison. The OIU will then make a recommendation on a standardised approach nationally with a view on introducing a 'Risk Based' Operational Assurance Visits (OAV) inspection that is aligned to Fire Safety Audits (FSA) and OI generally. This will ensure that a consistent inspection routine for HRB Nationally.

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

The In-Vehicle solutions (IVS) Project are currently working on a replacement programme for Getac Tablets and Mobile Data Terminals (MDTs), that will provide a new and improved model of vehicle mounted digital display. This will allow for far greater scope of accessibility to retrieve and review OI. Commercial off the shelf (COTS) software is being procured, which is due to be completed by March 2024. This software will enable operational personnel to view OI on an enhanced platform. Once purchased, software testing will be conducted over a 6-month period, with the transition of devices to a Panasonic CF 33 tablet, taking 18 / 24 months to complete across the entire Red Fleet.

The Emergency Services Mobile Communication Programme (ESMCP) in partnership with IVS Project have successfully carried out a test instal of the new hardware, awaiting the contract being awarded for the COTS software.

SCOTTISH FIRE AND RESCUE SERVICE

SERVICE DELIVERY COMMITTEE



Report No: C/SDC/09-24

Agenda Item: 11.1

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	27 FEBRUARY 2024						
Report Title:	OCTOBER 2023 SEVERE WEATHER PRESENTATION						
Report Classification:	For Information	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		A	B	C	D	E	F
1	Purpose						
1.1	The purpose of this report is to provide an overview and some background of the October 2023 Severe Weather Presentation which is to be delivered to the Service Delivery Committee (SDC) on 27 February 2024.						
2	Background						
2.1	This report details some incident information, debrief findings and recommendations of both the severe weather event that occurred on 7 and 8 October 2023 and Storm Babet that occurred between the 19 and 21 October 2023.						
2.2	There was exceptional rainfall over the weekend of 7 and 8 October 2023. Much of Scotland experienced widespread and prolonged rainfall with 100 to 150mm falling widely across the country. The Met office issued amber weather warnings for rain and high winds and a broader yellow warning was issued for much of the country. It was the wettest 2-day period on record for Scotland.						
2.3	On Wednesday 18 October, the Met Office issued numerous amber and yellow weather warnings and the first of 2 very rare red weather warnings.						
2.4	On both occasions of severe weather, major incidents were declared by more than one category 1 responder and a multi-agency response was actioned. Incident Support Rooms were established at Operations Control Rooms, regular multi-agency meetings were held where Joint Emergency Service Interoperability Programme (JESIP) principles were applied. Gold Command was established to set strategic direction, co-ordinate responder agencies and provide appropriate resources to effectively manage the major incidents. During the debrief, the Scottish Co-ordination and Advisory Framework (SCAF) document was referenced by gold command when applying strategic decisions. This was used to good effect.						
2.5	Following the debrief process, including two structured debriefs, the Operational Assurance (OA) Department have identified 13 recommendations for progression to the Organisational Learning Group.						
3	Main Report/Detail						
3.1	During October 2023, the SFRS had to deal with two significant severe weather events including Storm Babet. Across two separate events, Major Incident declarations were made by one or more category 1 responder.						

3.2	Given the significance and the opportunities for gathering learning, the OA department initiated a full and thorough debrief process.
3.3	<p>The OA department issued a combined total of 142 OA13 debrief forms to all staff who were assigned to or involved with either of the incidents/events including, Flexi-Duty Officers and Operations Control personnel. A total of 130 OA13 returns were submitted through the Operational Assurance Reporting and Recording System (OARRS). Please note, some of the returns were collated into one. The OA13 debrief forms were used to capture the operational learning in the following categories.</p> <ol style="list-style-type: none"> 1) Incident Command System. 2) Partnership Working. 3) Operational Procedures. 4) Communications. 5) Resources. 6) Health and Safety. 7) Appliances and Equipment. 8) Welfare. 9) Other.
3.4	Following the debriefs, the OA department produced a Debrief Report and Action Plan for the combined events. This report will now progress through governance for approval and progression of the recommendations.
4	Recommendation
4.1	That the Service Delivery Committee note the contents of this cover report and associated PowerPoint Presentation to be delivered on the 27 February 2024 for information.
5	Key Strategic Implications
5.1	Risk
5.1.1	Risk to Firefighter Safety and Organisational reputation if findings from the Severe Weather events are not shared in a reasonable timescale.
5.2	Financial
5.2.1	Some financial considerations if Appliances, PPE and Equipment are to be enhanced following some recommendations contained within.
5.3	Environmental & Sustainability
5.3.1	No risk identified through this paper although with the impact of climate change, SFRS are likely to respond to this type of incident more frequently.
5.4	Workforce
5.4.1	Risk to Firefighter Safety if findings are not progressed following operational learning.
5.5	Health & Safety
5.5.1	Health and Safety implications have been considered and contained within main report.
5.6	Health & Wellbeing
5.6.1	Health and Wellbeing implications have been considered and contained within main report.
5.7	Training
5.7.1	There would be an implication on training if all recommendations are approved and new practices are adopted to deal with these types of incidents.

5.8 5.8.1	Timing Operational Learning requires to be captured and shared across the organisation in a timely manner to ensure the safety of our workforce and the public we serve.	
5.9 5.9.1	Performance The Operational Assurance processes are designed to enhance SFRS Performance through Operational Learning.	
5.10 5.10.1	Communications & Engagement Findings will be shared via report with recommendations sent to risk owners.	
5.11 5.11.1	Legal No Legal implications identified.	
5.12 5.12.1	Information Governance DPIA completed – No Not required for this type of report.	
5.13 5.13.1	Equalities EHRIA completed – no. OA have an EHRIA to cover all aspects of work.	
5.14 5.14.1	Service Delivery The role of Operational Assurance is to identify learning to ensure and enhance firefighter safety.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Andy Watt, Director of Training and Safety Assurance
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	A robust and structured debrief process has been conducted by Operational Assurance in relation to Storm Babet to ensure all organisational learning is captured and recommendations progressed.
8	Appendices/Further Reading	
8.1	Appendix A: Operational Assurance Storm Babet and Sever Weather Events Presentation	
Prepared by:	Des Donnelly, Group Commander	
Sponsored by:	Andy Watt, Assistant Chief Officer Director of Training, Safety and Assurance	
Presented by:	Des Donnelly, Group Commander	
Links to Strategy and Corporate Values		
<p>Outcome 2 - Communities are safer and more resilient as we respond effectively to changing risks, Outcome 3 - We value and demonstrate innovation across all areas of our work, Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public, Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be. SFRS Values – Safety and Innovation.</p>		

OFFICIAL

Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Service Delivery Committee</i>	<i>27 February 2024</i>	<i>For Information</i>

Storm Babet and Severe Weather Events

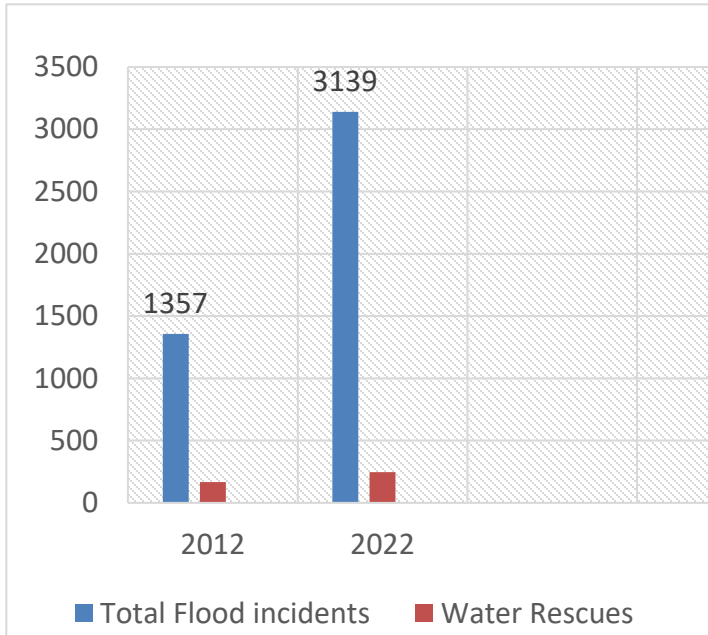
APPENDIX A

Operational Assurance



**SCOTTISH
FIRE AND RESCUE SERVICE**
Working together for a safer Scotland

Climate Emergency



The mapped areas in red are predicted to be under water by 2050. Source - Climate Central.

Water Rescue Resources

78 Flood Response Stations

20 Swift Water Rescue Stations.

WATER RESCUE
Elgin
Central (Aberdeen)
Glenrothes
Perth
Kingsway East (Dundee)
Inverness
Oban
Motherwell
Ayr
Polmadie (Glasgow)
Knightswood (Glasgow)
Clydesmill (Cambuslang)
Dumfries
Stirling
Bathgate
Galashiels
Marionville (Edinburgh)
Fort William
Newton Stewart
*Hawick



SCOTTISH
FIRE AND RESCUE SERVICE

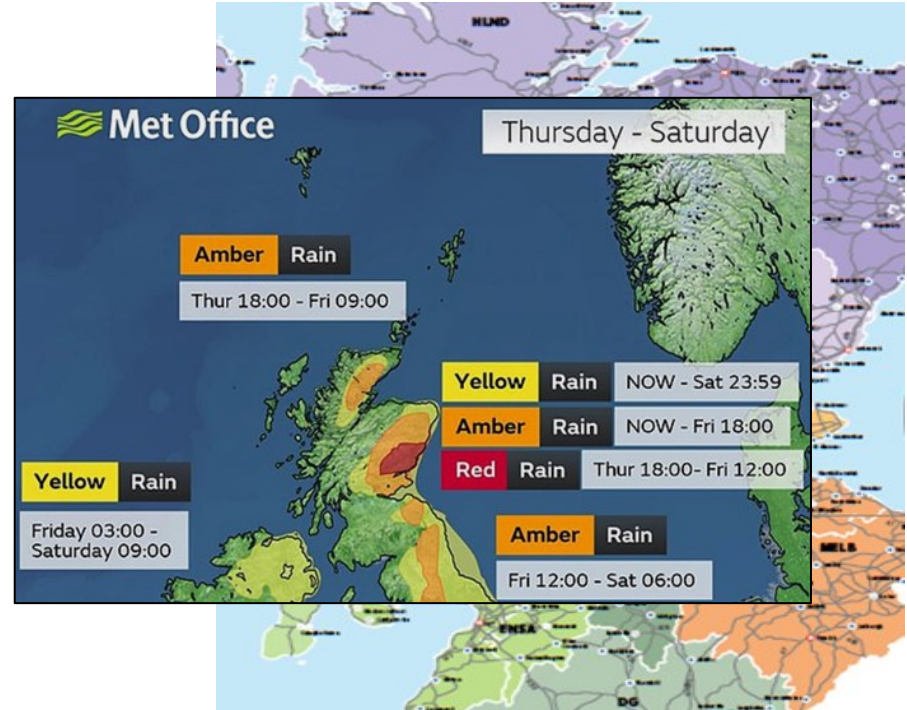
Working together for a safer Scotland

Pre-Planning

Friday 6th October,

Wednesday 18th October 2023

- Met Office Weather warnings
- Strategic Holding Areas
- Response Partner working.



Incidents Attended

Brechin

19/10/2023

20/10/2023

Major Incident

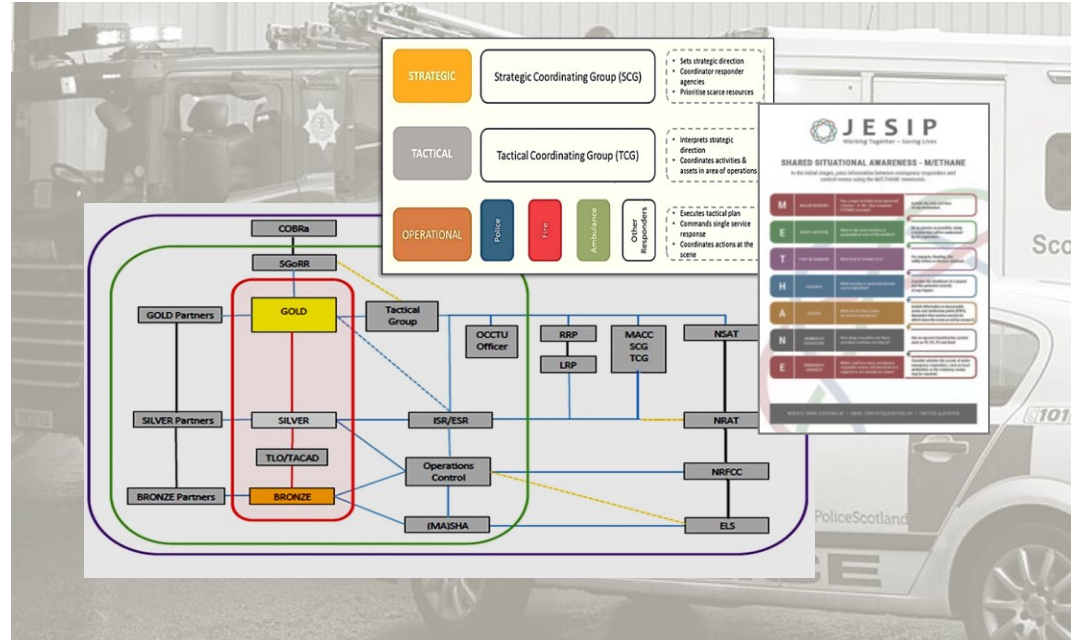
- Assist other agencies with evacuations
- Multiple flooded properties
- Water Rescues.



Command Overview

Incident Command

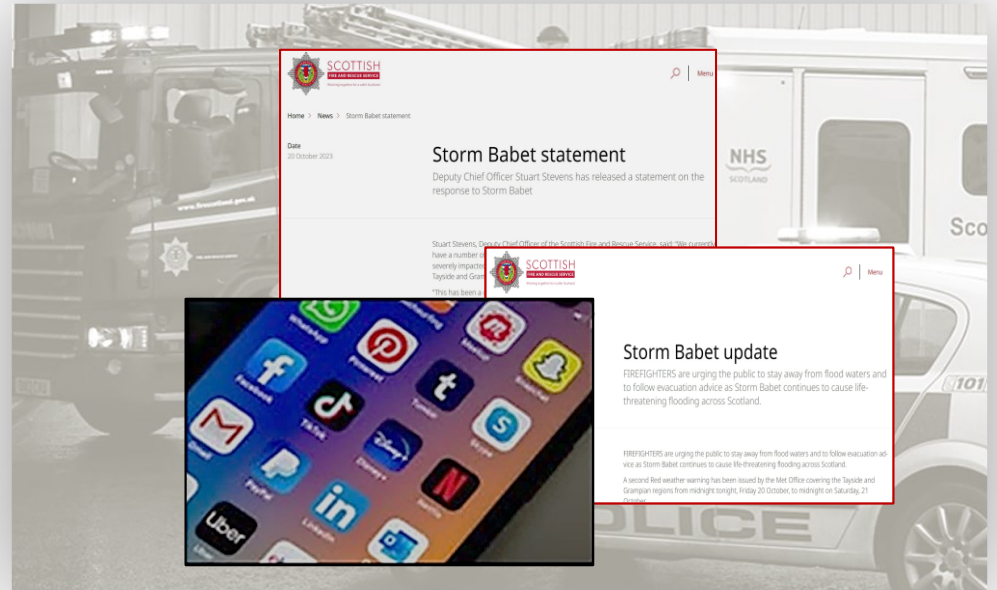
- Command Structure
- Major Incident declaration
- Scottish Co-ordination and Advisory Framework
- Partner Working.



Command Overview

Media

- Warn and Inform Messaging
- Multi-media Messages
- Safety Advice
- Liaison/Partnership working.



OA13s

What Worked Well

- Communications - Microsoft Teams
- Goodwill crewing arrangements
- Evacuation Boards utilised
- Water Rescue Tactical Advisors
- ISR Communications/JOC Logistics
- Re-location of specialist resources
- SDA shared resources
- Partnership Working
- Welfare.



OA13s

What Didn't Work Well	Action taken / proposed
4x4s allocated to off-duty FDOs due to command group change	Consider redistribution of existing 4x4/AWD fleet to all 1st call FDOs.
Level 2 flood response stations are not listed within OC mobilising system	Mobilising system to be updated allowing OC to view specialist resource locations.
Boat resources were limited due to extreme conditions	Consider Community Asset Register, provide better awareness of CAR benefits.
Welfare and relief arrangements for operational crews was challenging to implement due to the conditions.	Consider forward deployment of welfare units.

OA Actions

- Debrief actions assigned to risk holder(s).
- OA compile a joint Debrief Report (Severe Weather and Storm Babet) presented to the Safety and Assurance Sub Group.



Questions?



All images sourced from Google

SERVICE DELIVERY COMMITTEE – FORWARD PLAN

Agenda Item 12.1

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

SERVICE DELIVERY COMMITTEE – FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
26 NOVEMBER 2024	<ul style="list-style-type: none"> Chair's Welcome Apologies for Absence Consideration of and Decision of any Items to be taken in Private Declaration of Interests Minutes Action Log Review of Actions Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Update from HMFSI Operational Learning <p><u>New Business</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Service Delivery Update (incl NMS/OC Resilience) Service Delivery Performance Reporting: Quarterly Performance Report, HMFSI 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 – PUBLIC (DF) <p><u>New Business</u></p> <ul style="list-style-type: none"> SFRS Complaints and Compliments Annual Report 2023/24 	<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">
25 FEBRUARY 2025	<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, HMFSI 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 – PUBLIC (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">

SERVICE DELIVERY COMMITTEE – FORWARD PLAN

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