



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

WEDNESDAY 29 MAY 2024 @ 1000 HRS

**MORAY ROOM, 16 HARBOUR ROAD, INVERNESS COMMUNITY FIRE STATION,
INVERNESS IV1 1TB / VIRTUAL (MS TEAMS)**

AGENDA

- 1 WELCOME**
- 2 APOLOGIES FOR ABSENCE**
- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 4 DECLARATION OF INTERESTS**
Members should declare any financial and non-financial interest they have in the items of business for consideration, identifying the relevant agenda item, and the nature of their interest.
- 5 MINUTES OF PREVIOUS MEETING:**
5.1 Tuesday 27 February 2024 (*attached*) *T Wright*

The Committee is asked to approve the minutes of this meeting.
- 6 ACTION LOG (*attached*)** *Board Support*

The Committee is asked to note the updated Action Log and approve the closed actions.
- 7 COMMITTEE STATEMENT OF ASSURANCE (*attached*)** *T Wright*

The Committee is asked to approve the attached report.
- 8 SERVICE DELIVERY UPDATE (*attached*)** *S Stevens*

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 INSPECTIONS/AUDITS

9.1 Update from HM Fire Service Inspectorate (*attached*)

HMFSI

The Committee is asked to note the attached report.

10 SERVICE DELIVERY PERFORMANCE REPORTING

10.1 Quarterly Performance Report for Q4 2023/24 (*attached*)

S Stevens

10.2 Unwanted Fire Alarm Signals Update (*attached*)

D Lockhart

10.3 Fatal Fire Analysis Report (*attached*)

D Lockhart

The Committee is asked to scrutinise the attached reports.

11 SERVICE DELIVERY RISK REGISTER

11.1 Committee Risk Report (*attached*)

S Stevens

11.2 Risk Spotlight: Management of Contaminants (*attached*)

A Watt

The Committee is asked to scrutinise the attached reports.

12 REPORTS FOR INFORMATION ONLY:

The Committee is asked to note the following report(s):

12.1 **Response to FBU Fire Storm Report** (*attached*)

S Stevens

13 FORWARD PLANNING

13.1 Committee Forward Plan (*attached*)

T Wright

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

T Wright

14 REVIEW OF ACTIONS

Board Support

15 DATE OF NEXT MEETING:

Thursday 22 August 2024

Please note that the public meeting will be recorded for minute taking purposes only.
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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 TEAMS)**

PRESENT:

Tim Wright, Chair (TW)
Angiolina Foster (AF)
Madeline Smith (MS)

Paul Stollard, Deputy Chair (PS)
Andrew Smith (AS)

IN ATTENDANCE:

Stuart Stevens (SS)	Deputy Chief Officer
David Farries (DF)	Assistant Chief Officer, Director of Operational Delivery
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
David Lockhart (DL)	Assistant Chief Officer, Director of Prevention, Protection and Preparedness
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager (Item 9.1 only)
John Joyce (JJ)	HMFSI
Stephen Nesbit (SN)	Area Commander, Prevention, Protection and Preparedness (Item 10.2 only)
Des Donnelly (DD)	Group Commander, Operational Assurance (Item 11.1 only)
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Iona Milne (IM)	Business Support Executive / Minutes

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 Robert Scott, Chief Inspector, HMFSI

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

- 3.1 The Committee agreed there were no agenda items to be taken in private.

4 DECLARATION OF INTERESTS

- 4.1 Madeline Smith advised the Committee that she sits on the Scottish Ambulance Service

Board.

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

5 MINUTES OF PREVIOUS MEETING: 28 NOVEMBER 2023

5.1 28 November 2023 – Public

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

5.2 28 November 2023 – Private

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

5.3 Matters Arising

5.3.1 There were no matters arising.

5.4 **The minutes of the public and private meeting held on 28 November 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:

- On the anniversary of the tragic loss of Barry Martin a joint event with the Fire Brigades Union (FBU) took place at McDonald Road Fire Station to celebrate Barry's life. The unveiling of the FBU Red Plaque took place to commemorate Barry. SS thanked the FBU and City of Edinburgh Local Senior Officer (LSO) management team for a very fitting but poignant event for Barry.
- Function Structure - Restructure within Service Delivery has taken place. Service Delivery is now called Operational Delivery which incorporates the three Control rooms, Operations Function and Service Delivery Areas and is under the leadership of ACO Farries. Prevention, Protection and Preparedness is now a standalone Directorate and is under the leadership of ACO Lockhart. Training, Safety and Assurance has remained the same.
- Policy & Procedures – A pilot has been launched in the East, North and South Ayrshire LSO area to test policies regarding contaminants.
- Policy & Procedures - Document conversion project is continuing at pace and ties in with in vehicle solutions.
- On Call – Restructure has commenced to ensure there is a permanent dedicated team to support the On Call improvement programme.
- Civil Contingencies – Community Asset Register (CAR) has been referenced in a number of HMFSI reports therefore has been promoted in communications strategies to highlight its use to staff and introduced into Incident Command Courses.
- Frontline Support – Digital handheld radio roll out is continuing at pace and has been picked up in HMFSI reports and the FBU FireStorm Report.
- Operations Control – 15 Trainees have now started their training course.
- Activism Campaign- Through the Women's Experience Liaison Forum, SFRS have committed to roll out a national pilot to support Scottish Government's (SG) Close the Gap campaign.
- East Service Delivery Area (SDA) Workshop – Development session took place for Flexi Duty Officers which focused on leadership and performance, mental wellbeing and culture and the wider organisational challenges relating to this.

- Safeguarding – Training materials available to support the ongoing commitment to safeguarding children and adults.
- Community Safety Engagement: Older people – ‘Ageing Safely – Living Well’ document has been developed and sets out the ambitions to support those who are vulnerable in communities.
- Fire Safety Enforcement (FSE) – There has been an increase in formal notices issued. No trends identified but this is being monitored.
- Training Strategic Asset Management Plan – The development of the plan is underway and will be delivered in Q2 2024/25.
- Breathing Apparatus (BA) Recovery Plan – The BA Recovery Plan has now been launched and Phase 1 has commenced. Feedback has been positive.

7.2

Regarding the contaminants trial in Ayrshire the Committee enquired if it was a data recording exercise or a test of process. AW advised that it was both. The trial will test elements of the Standard Operating Procedure (SOP) around recording of exposure and also supplies of PPE. The Committee noted there were 5 stations in the trial and asked if the stations were all wholetime. AW advised the stations were mixed. The Committee enquired if the 5 stations will be enough or will another trial be required. AW advised the 5 stations should be enough and there will be a number of different control mitigations dependent on each particular station to manage the risks. The Committee advised a Risk Spotlight on contaminants would be beneficial in the near future.

ACTION: BST

7.3

The Committee asked for some detailed feedback on the FSE formal notices being issued to be provided, along with further information in relation to the inconsistencies regarding high rise building inspections. In relation to the High Rise Audit, DL advised there was ongoing discussions with SG regarding standardisation of information provided on the exterior of buildings and SFRS are standardising the approach to the audit of common areas within high rise buildings. This is aligned to the HMFSI recommendation and work is ongoing. The Committee asked for an update to be provided at a later date.

ACTION: DL

7.4

Regarding CPR partnerships, AS enquired if SFRS charge for training and if so, what were the legal parameters for this. SS advised that the SFRS charge for certain events that are not statutory responsibilities such as COP26 and communities can pay to use some community fire station facilities, however the organisation tends to take a partnership approach in these situations. There is an ambition from the Board to explore income generation and this is an ongoing conversation. AW advised that work is currently ongoing to look at producing an accredited fire specific health and safety course through a third party, with the view to potentially selling this or delivering to other Fire and Rescue Services (FRS). DF advised CPR partnership work is voluntary and would not consider charging for these events.

7.5

The Committee enquired how the effectiveness of the Safeguarding training would be determined. DL advised evaluation of the training would be captured through feedback from the candidates. Safeguarding training is to ensure staff are aware of signs of adult and children at risk and an effective measure of this would be referrals being made to social care services. The measures are managed locally through partnership arrangements and preventative activity is hard to measure. Youth Engagement activities are delivered for a number of different reasons such as young people suffering from low self-esteem and one evaluation could be seeing an improvement in confidence. SS noted the programmes are good examples where SFRS contribute to wider community outcomes and do not always get the appropriate recognition. SFRS submit a lot of safeguarding referrals predominantly through HFSV. SS advised wider commitments and benefits are not always captured and this needs to be gathered through SSRP. RW noted there has been information captured regarding youth activity and SFRS have

recently been asked to attend The Promise Scotland Board based on the work colleagues do.

7.6

The Committee asked where National Fire Resilience Assets risks were captured within SFRS and the timescales for resolving these. DF advised the information has been shared with SG and the risk is recorded internally. Currently SFRS are developing a Business Case for SG to secure funding to start the replacement programme.

7.7

The Committee enquired how frequently Multi Agency events take place. AW advised the Scottish Multi Agency Resilience Testing Exercise Unit (SMARTEU) provides a schedule in a 3-yearly programme and local exercises feed into SMARTEU. AW highlighted SFRS are currently delivering the Joint on Scene Incident Command (JOSIC) Course.

7.8

Regarding the New Mobilising System (NMS), the Committee enquired how the involvement with staff has been to inform the tender and specification. DL advised staff have had the ability to feed into a representative who sat on the User Intelligence Group (UIG). The UIG have developed the specification which is an outcome-based specification, with all feedback having been considered. SS advised that engagement and communication with end users has been transparent due to previous lessons learned.

7.9

Following the previous discussion regarding Safeguarding the Committee noted a short-term output for training would be to collate Safeguarding's raised, as it would be a good reflection the training has been effective. SS advised there are examples where within days of training being provided to a crew there are Safeguarding referrals. Safeguarding has been undertaken for a long time and there are mechanisms in place to record that.

7.10

Regarding Equipment Information Cards (EICs), the Committee noted the production of these was previously the responsibility of HQ functions and this has now changed. The Committee enquired if SFRS are on the lookout for more opportunities like this, where the lines can be blurred between functions and stations to provide development. DF agreed that the model has given people development opportunities and will be incorporated into SSRP. SS advised the BA Recovery Plan has been based on feedback from frontline crews. In terms of Operational Intelligence (OI) submissions that have been input, each individual is contacted to provide a reason for acceptance or rejection of the submission.

7.11

Regarding 'Brew with the Crew' the Committee enquired how many attendees there had been. DF advised that this information would be recorded locally.

7.12

The Committee scrutinised the report.

8

UPDATE FROM HM FIRE SERVICE INSPECTORATE

8.1.1

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

- East SDA inspection report has been completed.
- West SDA inspection is ongoing. The report should be published by summer 2024.
- Early planning for the North SDA inspection has started. Meetings with DACO Steven Wood have taken place to look at devising a schedule for the islands. JJ thanked SFRS for the work officers are doing to assist in the inspection.
- Mental Health and Wellbeing Report has been published and was laid in Parliament in December 2023. There are 20 recommendations and there were 16 notable areas of success in the report.
- Organisational Culture inspection is on the horizon. Workshops and talks have taken place with SFRS regarding the approach. Due to the topics involved, it

could be delivered over a number of inspection reports.

- HMFSI Mid-Term report is due to be laid in Parliament and published on 6 March 2024.
- Chief Inspector continues to support Northern Ireland Fire and Rescue Service to consider action plans related to the recent HMFSI inspection report.

8.1.2 The Committee enquired if the HMFSI Mid–Term report is a new report. JJ advised the report is a new approach to a traditional report. The report is the Chief Inspector's update from 2021-24 and will reflect on past activity and forward look. The report relates to the Chief Inspector's tenure.

8.1.3 Regarding the NSDA inspection beginning April 2024 and running for up to 18 months, the Committee asked what the rationale was for the projected timescales and where the trade-off sits regarding usefulness, usability of the insights versus length and thoroughness of the inspection. JJ advised there is a trade-off between the resource and capacity that HMFSI have. There are challenges with travelling to the islands. Due to the number of stations and the geographical area to cover, 18 months is the best estimate, but during the process HMFSI will be engaging with the SDA DACO and LSO teams. New members of the Committee were updated on the approach HMFSI are taking to these types of inspections.

8.1.4 The Committee enquired when the Organisational Culture inspection will start and be finalised. JJ advised the plan is currently being developed. HMFSI have engaged with SFRS and representative bodies to develop a Terms of Reference. The inspection will take 12 months to complete from the start date which is imminent. It is envisaged there will be an overarching document and volumes with different topics following the initial report.

8.1.5 Regarding the depth of some of the subjects HMFSI are reporting on, such as Mental Health and the upcoming Organisational Culture Inspection, the Committee asked if HMFSI use internal resources and/or external expertise. JJ advised HMFSI use internal resources however for the Organisational Culture inspection the Chief Inspector has co-opted external resources to assist.

8.1.6 **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 updates on the following action plans:

8.2.2 Arrangements for Firefighting in High Rise Buildings

There are 8 actions in the Action Plan. There are 4 actions that have been completed, 2 actions have an amber rating and 2 actions have a red rating. Amber rating is applied when there has been a timeline slippage and a red rating is applied when there has been a further slippage to the timeline; normally this is due to delays in conflicting resources. Action 1 and Action 4 are delayed due to time and resources but are envisaging being finished by the end of the financial year. Action 6 is dependent on the new iHub and Document Conversion Project being completed which is due to be finished by the end of March 2024. The overall RAG rating is amber.

8.2.3 Inspection of the Scottish Fire and Rescue Service: East Service Delivery Area

The action plan has been developed by SFRS and there are 9 actions. The first update is due to be presented to the Corporate Board in April 2024 and Service Delivery Committee thereafter.

8.2.4 Climate Change: managing the operational impacts of fires and other weather-related emergencies

The report was published in September 2023 and contains 8 recommendations and highlights 4 areas of good practice. The action plan has been developed and contains 12 actions. The Action Plan will be presented to the Corporate Board in April 2024 and Service Delivery Committee thereafter.

8.2.5 Contingency Planning for Industrial Action

The report was published in May 2023 and there has been a delay in progressing the Action Plan. The development of the Action Plan has been transferred to the newly established Prevention, Protection and Preparedness Directorate. The Action Plan will be presented to the Strategic Leadership Team (SLT) in March 2024.

8.2.6 Mental Health and Wellbeing Support in the Scottish Fire and Rescue Service

The report was published in December 2023 and contains 20 recommendations. There is a slight delay in terms of the Action Plan due to resources. The Action Plan is due to be presented to SLT in April 2024.

8.2.7 Regarding the number of actions requiring to be progressed, the Committee asked about resources to take the actions forward. RW advised new procedures and improved internal governance and reporting has improved the time for actions to be completed, however, noted that delays can occur due to interdependences and busy workloads. One of the challenges is around the original timescales that have been set and if these are appropriate. Resourcing when it slips to a red rating is covered in internal Executive Meetings. SS advised the two actions that are red are dependent on outside organisations and SFRS have become more realistic with the timescales. RW advised the main focus is giving the reports the due regard that is required to satisfy the recommendations.

8.2.8 **The Committee scrutinised the report.**

The meeting broke at 1120 hrs and reconvened at 1130 hrs.

(J Joyce left the meeting at 1130hrs)

9 SERVICE DELIVERY PERFORMANCE REPORTING

9.1 Quarterly Performance Report for Q3 2023-24

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

- In the Quarterly Performance Report the KPIs in section 3 have been grouped into 4 sections which form the strategic outcomes 1 and 2.
- KPI 1 – Non-domestic building fires has reduced for the second quarter in a row.
- KPI 7 - % of high-risk Home Fire Safety Visits (HFSV) has seen a slight reduction over the last 3 quarters.
- KPI 12 – Total incidents for the quarter is over 18,000 which is roughly 5,000 incidents less than the quarterly average which runs from Quarter 1, 2016.
- KPI 14 – Median response time to life risk incidents has increased by 16 seconds from the previous quarter. Quarter 3 has been high the past couple of years due to calls to flooding events which has an effect on response times.
- KPI 17 – Wholtime availability has increased to 98%. The performance that was reported in the previous 6 quarters was below expectations and is being monitored.
- KPI 21 – The 5,000 fewer incidents reported in KPI12 is linked to UFAS incidents. There were around 3,500 UFAS incidents for the quarter which equates to roughly 38 incidents a day, previously this would have been around 98 incidents a day. Geographically seeing a reduction in attendance at education premises from the

previous year when there were 1,500 UFAS incidents at that property type in Q3 compared to 84 incidents in this Q3.

- KPI 31 – Effect Entry/Exit incidents have been a similar pattern for the past 3 years and each year peaks in Q3, drops in Q4 and then rises in Q1-2.
- KPI 30 – Assist Other Agencies incidents for the last 6 quarters activity has reported above the upper control limit. KPI's 30 and 31 contribute to the majority of the Special Service incidents.
- KPI 6 – HFSV's Conducted has seen a decrease since the COVID19 pandemic. An annual target of 50,000 has been set and has been split into 4 which created a target line which equates to 12,500. For the year to date the target would be 37,500 and at the end of Q3 there has been 26,389 visits recorded which is 70% of the target.
- KPI 15 – Median Call Handling Time for Life Risk Incidents continues to rise with much less quarterly variation than previously seen. ESDA has been higher than expected, WSDA are pushing on the upper limit and NSDA have been maintaining the average base line.
- KPI 16 – On Call 1st Appliance Availability for the quarter has been reported at 75% and the target from previous years was under 78%. There is an On Call Strategic Co-ordination Group to progress recommendations and pilots from the On Call Improvement Programme.
- KPI 4 – Fire Fatalities has seen a change since the report was submitted. One fire fatality that was reported has been corrected by Fire Investigation to not being a fire related death. It is now reported that there are 9 fatalities reported for the quarter.
- KPI 5 – Fire Casualties have reduced.
- KPI 9 – Audits completed has seen an improvement.
- KPI 10 – Total number of accidental dwelling fires continues to report below the current average.

9.1.2 DF noted it was a positive report regarding ongoing performance. DF advised that the context of capacity created by UFAS has been discussed at previous Board meetings. Regarding HFSV's, Operational Delivery have done work to identify and understand the challenges. There have been a number of HFSV's that have been cancelled due to individuals not meeting the requirement for SFRS to fit interlinked fire alarms and then no longer want the visit, HFSV's not satisfying the criteria for a Fire Risk Assessment on short term let properties so are no longer required, and where individuals were unaware they had been referred by a partner for a HFSV and do not want one. Regarding partnership working HFSV's are one metric within the Service Delivery Performance Report to measure the impact on Home Fire Safety and there have been conversations on how the work carried out by local crews is captured more effectively.

9.1.3 The Committee suggested a report be presented to a future SDC to provide information on the long term future of HFSV's and that this item be taken to the Integrated Governance Forum (IGF).

9.1.4 With regards to risk SPPC001 and the need to have accurate data to make decisions, RW advised that some processes for checking data quality are manual which contributes to this key risk. A report was presented at ARAC regarding the risks and RW would share this with Committee members. AF highlighted the reference to capability and capacity issues and TW proposed this be taken to IGF for further discussion.

9.1.5 **The Committee scrutinised the report.**

(C Fitzpatrick left the meeting at 1204hrs)

9.2 Year One Strategic Service Review Programme Changes and Impact to Date

9.2.1 DF provided a verbal update on the Strategic Service Review Programme (SSRP) year 1 changes and highlighted the following:

- Since the last update SFRS continue to receive questions of a political nature, conduct local meetings with elected members and there has also been one further meeting at the Scottish Parliament.
- The political questions have related to when resources will be reinstated now that the budget settlement for the next year has been agreed and around the evaluation and impacts of the changes so far. The evaluation takes in 3 main strands which are data, Operations Control learning and Operational Assurance.
- Since 4 September 2023 there were only 4 issues raised through the Operational Assurance process. Two issues related to the height appliance changes and were more comments than potential areas of improvements and did not have any impact on resolving the incidents. One water rescue issue involved a change of crews, and the fourth was a commercial fire in Dundee with a comment that the second appliance could have been sent from Kingsway, again bearing no impact on the outcome.
- Benefits that have arisen from the changes are a slight reduction in detached duties within Q3 as well as a reduction in pre-arranged overtime.
- Availability is sitting above 98% and it should be easier to maintain the availability at that level, notwithstanding the absence/special leave rate which is currently a challenge, sitting at 15.5%. The Operational Availability Group are monitoring this.
- Evaluation will continue and response times will be looked at and will be brought to the next SDC meeting.

9.2.2 **The Committee noted the update.**

9.3 UFAS Update

9.3.1 DL 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:

- Phase 1 of the UFAS reduction measures was introduced in July 2023.
- Phase 2 is dependent on the introduction of a new command and control mobilising system.
- There has been a significant change in activity levels regarding UFAS. To date there has been a 55% reduction compared to the previous 5-year average. This is averaging a reduction of 53 non-attendances per day. UFAS now accounts for 19% of all incidents, down from 32%.
- Work to measure benefits is ongoing but so far there are less interruptions to training and other activities.
- Establishing events where On Call firefighters would have attended a UFAS is ongoing.
- Working with Fleet and Equipment workshops to establish the cost benefits associated with the reduction of vehicle movements.
- Work with Health and Safety to establish correlation between vehicle accidents and those that attributed to UFAS responses is ongoing.
- A report will be brought forward after a 12-month period and will include the benefits.
- SFRS previously committed to reduce UFAS incidents attended by 15% and are now on target to exceed this.
- There continues to be political/wider interest. The UFAS work has been recognised by the National Fire Chiefs Council (NFCC) and NFCC have asked for SFRS to share best practice. This will be shared once it has been formalised.

9.3.2 The Committee enquired when the benefits report will be presented to SDC. SS advised the report will be presented to the SFRS Board.

9.3.3 Regarding the benefits report, the Committee enquired if the report will not only include cost reductions but also staff experience. SS advised there has been positive feedback from colleagues and this needs to be captured. The Committee enquired if the report would be able to identify fires where SFRS attended but had not attended on activation of the first smoke detector, to quantify what the delay was. DL advised there is a process in place for this and where it is identified this is the case there is an investigation into the circumstances.

9.3.4 **The Committee scrutinised the report.**

9.4 Operations Control Systems Resilience Update

9.4.1 Regarding quality issues with sound at Edinburgh Operations Control (EOC) the Committee enquired about the quality control arrangements in place and how any issues were picked up. DF advised that Operations Control have access to Operational Assurance, with Supervisory Managers and buddies/mentors able to listen into calls. There is live time monitoring and the calls are recorded.

9.5 FATAL FIRE ANALYSIS REPORT

9.5.1 DL presented a report to the Committee to provide Fatal Fire Analysis for 2021/2022 and highlighted the following:

- There were 40 fire fatalities. 31 out of the 40 were identified as preventable while 9 were identified as not preventable.
- Every fire fatality is a tragedy and SFRS aim is to reduce fatalities to as low as possible.
- Statistics have been highlighted in the report.
- Contributory factors as seen previously are smoking, mobility, alcohol, drugs and mental health. These are the areas SFRS focus on to identify those most at risk of fire.
- In 69% of these incidents, fire detectors were present and in 61% of these the detector raised the alarm.
- The recommendations will be taken forward by the organisation and some have already been implemented.

9.5.2 The Committee enquired if there could be a benchmarking opportunity with the New Zealand Fire Service to see the comparison. RW advised there has not been a conversation regarding this, but it could be done. DL advised the comparison rate for the UK is included in the report.

9.5.3 The Committee advised of two expectations that were not in the report, one being an analysis against Scottish Index of Multiple Deprivation (SIMD) zones and the other one being whether any of the households had received a HFSV and if they had, the assessment recorded at the time. SS advised HFSV data is collected and would be included in the next report.

ACTION: DL

9.5.4 Regarding the causes stated in the report, the Committee enquired what the difference was between suicide/attempted setting fire to self and suicide/attempted setting self to fire. DL advised it was linked to the Incident Recording System (IRS) and would clarify the difference to the Committee off table.

9.5.5 The Committee enquired why the report is for 2021/2022. DL advised there was a delay however the 2022/23 report was currently in production and comments raised will be taken on board.

9.5.6 The Committee asked if any work with universities had been undertaken to research and understand fire fatalities. SS advised this has not been done to date but does recognise that the Service needs to supplement this area with some academic research.

9.5.7 The Committee enquired if the high rates for Highlands, Argyll and Bute, East and West Dunbartonshire were experienced elsewhere. DL advised the incidents are recorded against Local Authority areas and some of these incidents still take place in urbanised areas. For example, in the Highlands there were 7 fatalities of which 3 occurred in Inverness.

9.5.8 **The Committee scrutinised the report.**

(A Watt left the meeting at 1229 hrs)

(S Nesbit joined the meeting at 1234 hrs)

10 **SERVICE DELIVERY RISK REGISTER**

10.1 **Committee Aligned Directorate Risks**

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

- There are two risks rated at 15 and higher, one relates to supply chain shortages and the other relates to failure to mobilise to an incident due to a technical failure of the existing mobilising systems.

10.1.2 New members of the Committee were informed of the approach SFRS takes to streamline risks and how SFRS forecasts risks.

10.1.3 **The Committee scrutinised the report.**

10.2 **Risk Spotlight: Operational Intelligence**

10.2.1 DL introduced SN who presented the risk spotlight to the Committee to provide an update on Operational Intelligence (OI) and the challenges relating to new emerging risks, how they are identified and managed and how OI is developed in the future to mitigate risks. The following key points were highlighted:

- There is a list of requirements under the Fire (Scotland) Act 2005 and the process to do this is through the OI. OI is the process to identify risk and gather and analyse data to ensure it is available at the time and point of need.
- There are a total of 11,122 OI records.
- Part of the process for revalidation is cleansing data and to move OI from its current format into the new In-Vehicle solutions and making sure the data is valid.
- The creation of the new Prevention, Protection and Preparedness function will assist with mitigating risks as OI sits within Operational Planning and is at the forefront of the work of the Preparedness function. This has provided the opportunity to review the work within the OI team and a new planner will be implemented on 1 April 2024 to track the work.
- Operational Guidance and Policy which includes KPIs, and a list of requirements, is currently being reviewed.
- Operational Intelligence Liaison Group (OILG) meets monthly and is responsible for monitoring the KPIs and development of OI.

10.2.2 Regarding the 11,122 OI records, the Committee asked how this compares to other Services and why does the ESDA have significantly less than other areas. DL advised that the records are based on the built environment and disposition of buildings of higher risk in terms of the process and contents for firefighter safety; the basis of firefighter

safety being through generic risk assessments. There are several factors that determine whether a building requires OI. There is currently a review of the process to make the data fit for purpose. Regarding the ESDA, DL advised the numbers may change in other SDA's due to some OI changes as it refers to the legacy policy.

10.2.3 The Committee enquired if there was any engagement with HSE in Scotland. SN advised there is no direct engagement with HSE. SS advised Fire Safety Enforcement Officers are carrying out and identifying work.

10.2.4 **The Committee noted the report.**

(S Nesbit left the meeting at 1258 hrs)

(D Donnelly joined the meeting at 1258hrs)

11 **October 2023 Severe Weather Presentation**

11.1 DD presented to the Committee incident information, debrief findings and recommendations of the severe weather events that occurred on 7 and 8 October 2023 and Storm Babet that occurred between 19 and 21 October 2023, highlighting the following:

- In 2012 there were 1,357 weather related events compared to 3,139 events in 2022.
- SFRS have 78 Flood Response Stations and 20 Swift Water Rescue Stations. High volume pumping appliances are strategically located across the country.
- Met Office red weather warnings provided an early indication of areas that would be affected and SFRS pre-planned strategic holding areas in the affected areas. Water Rescue Tactical Advisors from the East and West SDA's were sent to strategic holding areas in Stirling and Perth to assist.
- There was very good collaborative working with partners including HM Coastguard who were stationed at Stirling and Perth.
- From 19-23 October 2023 there was a total of 129 flood weather related incidents across the 3 SDA's and 99 of the incidents were in NSDA. SFRS declared a major incident for this event.
- The Joint Emergency Services Interoperability Principles (JESIP), Scottish Co-ordination and Advisory Framework document and partnership working were used to assist Gold Commanders with decision making around how and when to respond to issues.
- The Media Team within SFRS were able to assist with protecting lives, saving property and preventing further rescues by providing warn and inform messaging, safety advice and collaborating with partners to ensure the same clear message was sent out.
- Operational Assurance issued OA13 debrief requests through the Operational Assurance reporting and recording system and the returns were reviewed and collated. Areas that worked well and areas for improvement were highlighted.
- OA Actions are debriefing actions assigned to risk holders that compile a joint Debrief Report (Severe Weather and Storm Babet) and will be presented to the Safety and Assurance Sub Group. The report actions will be approved and then go to the risk holders to manage the risks.

11.2 The Committee enquired how the report was linked to the previous OI report in agenda item 12 and how is the learning being adopted in the planning. DL advised a Flood layer within the Community Risk Index Model has been developed and this will be used to inform crews of the potential for an event. There is a direct link in terms of recording of OI but there is not a link with the severe weather.

11.3 DF noted the relocation of specialist resources was perceived as a negative in the media but SFRS sees this as a positive. DL advised this was a specific challenge received from the Cabinet Secretary for Justice and Veterans when it was reported that SFRS reached out to the National Resilience Arrangements around the UK to see what was available in the North of England so that SFRS could maintain business as usual through mutual aid arrangements. This shows the Political challenges being faced around perceptions of existing resources.

11.4 Regarding the rise in weather related events the Committee enquired about the people implications with fire statistics going down but weather related incidents rising. SS advised this highlights the need for SSRP. RW completed two Met Office Severe Weather Management Courses which was based on predictive analysis and long range forecasting and it clearly has strategic implications.

(D Donnelly left the meeting at 1320 hrs)

12 FORWARD PLANNING

12.1 Committee Forward Plan

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

- Risk Spotlight on Contaminants.
- Long Term Future of HFSV (May 2024)
- UFAS Response Benefits Realisation (November 2024)

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

12.2.1 The undernoted items would be considered for a future Integrated Governance Forum.

- Long Term Future of HFSV
- Data Quality/Analysis

13 REVIEW OF ACTIONS

13.1 KM confirmed that there were three formal actions recorded.

14 DATE OF NEXT MEETING

14.1 The next meeting is scheduled to take place on Wednesday, 29 May 2024.

14.2 There being no further matters to discuss, the public meeting closed at 1323hrs.

SERVICE DELIVERY COMMITTEE – ROLLING ACTION LOG



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FIRE AND RESCUE SERVICE
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Background and Purpose

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

The status of actions are categorised as follows:

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

Actions/recommendations

Currently the rolling action log contains 3 actions. A total of one of these actions have been completed.

The Committee is therefore asked to approve the removal of the one action noted as completed (Blue status), note 2 actions categorised as Green status and note not actions categorised as Yellow status on the action log.

Service Delivery Committee: 27 February 2024						
Minute Ref	Action	Lead	Due Date	Status	Completion Date	Position Statement
7 7.2	Service Delivery Update Add a Risk Spotlight to the Forward Plan covering the Contaminants trials, associated operational procedures, behavioural changes and the work of the Contaminants Group.	BST	May 2024		May 2024	Complete (29/05/2024): Contaminants risk spotlight had to the forward plan and on the agenda for the 29 May 2024 meeting.
7 7.3	Service Delivery Update Provide committee with further information relating to FSE audit outcomes and the increase in formal notices being issued, as well as work ongoing to standardise inspection visits to high rise premises.	DL	May 2024			Update (29/05/2024): To be covered within the PPP section, in Service Delivery Update report presented at the 29 May 2024 meeting.
9.5	Fatal Fire Analysis Report Committee requested consideration be given that when developing the next iteration of the report that analysis includes SIMD zones and if HFSV had been conducted.	DL	May 2024			Update (29/05/2024): To be covered within the Fatal Fire Analysis report presented at the 29 May 2024 meeting.

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/10-24

Agenda Item: 7

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	29 MAY 2024							
Report Title:	COMMITTEE STATEMENT OF ASSURANCE 2023/24							
Report Classification:	For Decision	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 present the annual Service Delivery Committee (SDC) Statement of Assurance 2023/24, outlining evidence of how the Committee supports the effective functioning of the Board.							
2	Background							
2.1	The Statement of Assurance was introduced to support the Board's overall approach to reviewing the effectiveness of its committee operating structure, and further to this feeds into the Service's Annual Governance Statement. The statement has evolved from previous Value Added Statements, in line with best practice, as outlined within the Scottish Fire and Rescue Service (SFRS) Good Governance Framework.							
3	Main Report/Detail							
3.1	A paper outlining the governance review arrangements for the Board and its Committees was approved at its meeting on 25 April 2024.							
3.2	The annual Statement of Assurance of this Committee will be appended to the subsequent paper relating to the SFRS Annual Governance Statement which will, thereafter, form part of the SFRS Annual Report and Accounts.							
3.3	Further information on the effectiveness of the Board and its Committees during the year of 2023/24 will be reported to the SFRS Board in June 2024.							
4	Recommendation							
4.1	The Committee is requested to approve the contents of the annual Statement of Assurance 2023/24 as set out in Appendix A and provide feedback as necessary.							
5	Key Strategic Implications							
5.1	Risk							
5.1.1	Information contained within this report highlights the benefits this Committee brings to the governance arrangements through the examination of Service Delivery related activities to reduce risk, while improving the safety of firefighters and communities we serve, two key strategic priorities of SFRS. The SDC continues the use of spotlighting certain risks where deemed appropriate and necessary.							

5.2 5.2.1	Financial The SDC scrutinises and evaluates Service Delivery across Scotland with regard to Best Value.
5.3 5.3.1	Environmental & Sustainability There are no environmental and sustainability implications arising from this report.
5.4 5.4.1	Workforce The SDC scrutinises the resources and capabilities required for effective Service Delivery.
5.5 5.5.1	Health & Safety This report highlights the contribution towards improving the operational Health & Safety of frontline staff.
5.6 5.6.1	Health & Wellbeing There are no Health & Wellbeing implications arising from this report.
5.7 5.7.1	Training There are no training implications arising from this report.
5.8 5.8.1	Timing This report will support the SFRS Annual Governance Statement which will be presented to the Board as part of the Annual Report and Audited Accounts for 2023/24.
5.9 5.9.1	Performance Information contained within this report deems that there are no significant gaps in the performance of Service Delivery.
5.10 5.10.1	Communications & Engagement This report provides an opportunity for SDC members to review the contents and provide feedback prior to its submission to the Board on the arrangements for reviewing the effectiveness of the Board and its Committees.
5.11 5.11.1	Legal Production of this report is consistent with Scottish Fire and Rescue Service (SFRS) Committee arrangements and generally accepted principles of good corporate governance as described in the SFRS Good Governance Framework.
5.12 5.12.1	Information Governance DPIA completed Yes /No. No DPIA was required for this paper as it contains no personal information.
5.13 5.13.1	Equalities EHRIA completed Yes /No. If not applicable state reasons. Covered by the SFRS Corporate Governance Arrangements 2024 EHRIA.
5.14 5.14.1	Service Delivery This report highlights the effective contribution that the SDC provides within SFRS Board and Committee governance arrangements, in relation to Service Delivery.
6	Core Brief
6.1	Not applicable.

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7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Richard Whetton, Head of Governance, Strategy and Performance
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.3	Rationale:	Effective governance arrangements relating to the Board and its Committees have been embedded in SFRS governance structures for a substantial number of years and are reviewed regularly. The annual Statement of Assurance allows for the Committee to outline evidence of its effectiveness.
8	Appendices/Further Reading	
8.1	Appendix A – Change Committee Annual Statement of Assurance 2023/24	
Prepared by:		Kevin Murphy, Group Commander, Board Support Manager
Sponsored by:		Tim Wright, Chair – Service Delivery Committee
Presented by:		Tim Wright, Chair – Service Delivery Committee
Links to Strategy and Corporate Values		
This links to all seven outcomes of the SFRS Strategic Plan 2022-25.		
Governance Route for Report		Meeting Date
<i>Service Delivery Committee</i>		<i>29 May 2024</i>
		Report Classification/ Comments
		<i>For Decision</i>



Service Delivery Committee

Annual Statement of Assurance

2023/24

1 Purpose

The purpose of this statement is to give an overview of the value added and assurance sought by the Service Delivery Committee over the period April 2023 – March 2024, in its role as a Committee supporting the work of the SFRS Board. The statement forms part of the annual review of effectiveness of the Board and its committees and is incorporated into the Service's Annual Governance Statement.

2 Background

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

3 Summary of the Committee's Work

During this reporting period the Chair of the committee changed, the role being assumed by the previous Vice Chair, and it welcomed two new members, thereby introducing new perspectives and experience to ensure a refreshed scope of scrutiny.

This reporting period has seen the Service and this Committee fully adopt online data reporting which ensures a greater currency of oversight and a much greater level of sophistication in terms of analytical capability.

During this period, the Committee has continued to scrutinise the operational output of the Service and over the 12-month period has received and discussed papers on a wide range of operational subjects. The Committee continues its remit of visiting operational locations and meeting staff. This year has seen Committee meetings being held at Clydesmill, Cowcaddens, MacDonald Road, and Cambuslang HQ. The on-site meetings are particularly useful to committee members as they provide opportunity to relate discussions to the reality of people, equipment and locations. Committee members value the time spent in discussion with operational staff members following these meetings.

At each meeting, the members continue to receive a Service Delivery Update report, updating key points of work from across the Service Delivery Directorate; this includes a regular review of existing control room equipment and the progress of obtaining a new mobilisation system,

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as well as operations control staffing levels. Additionally, the Committee welcomes and values the presence of the HMFSI representative, particularly in relation to receiving forthcoming workstream updates and input during HMFSI action plan updates, and we have witnessed a welcome growth of observers at meetings, notably from the Representative Bodies. During this period several significant changes took place to the Services' business-as-usual stance. Notably, the adjustment to UFAS response came into effect after a protracted period of consultation and planning. Monitoring this adjustment to Response activities and how this enables other preventative activities has been an important area of the committees focus.

Specific examples of the Committee's wider work are:

- Consideration of Fatal Fire comparative reporting
- Report on the response to the Severe Weather events of October 2023
- Management of Contaminants and the Services' innovative work in this area
- Operational Learning from the Manchester Arena Inquiry.

4 Future Work Priorities of the Committee

The Committee continues to fulfil its Terms of Reference and provides scrutiny and oversight of key operational initiatives, alongside business-as-usual activities.

We progressively develop our agenda to allocate sufficient time to discuss and explore substantive agenda items and that we maintain a balance of scrutiny across our key areas of focus as set out in the Terms of Reference – specifically safety and risk reduction, quality assurance, benchmarking and standards, performance and outcomes, and horizon scanning.

These terms of reference were reviewed in February 2024 at the annual governance workshop.

5 Actions to Improve the Committee's Governance Arrangements

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

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

Tim Wright
Chair, Service Delivery Committee
May 2024

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/11-14

Agenda Item: 8

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	29 MAY 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
1	Purpose						
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on relevant matters from a Scottish Fire and Rescue Service (SFRS) service delivery perspective.						
2	Background						
2.1	The overall purpose of SDC is to scrutinise and challenge the safety, quality and performance of service delivery across Scotland, providing assurance to the SFRS Board.						
2.2	To support SDC in this role, this Service Delivery Update Report is presented by the Deputy Chief Officer at each meeting of the committee. This highlights key issues from an SFRS service delivery perspective.						
2.3	For the purposes of the committee's role, and this update report, service delivery comprises SFRS' Operational Delivery, Prevention, Protection and Preparedness and Training, Safety and Assurance Directorates.						
3	Main Report/Detail						
3.1	Each Service Delivery Update Report provides details to SDC of key issues across SFRS' service delivery. Although these updates are provided at each quarterly meeting of the committee, some issues are longer-term and will span beyond the immediate timescale being reported upon.						
3.2	This report covers the period from February 2024 to May 2024 albeit as outlined in 3.1 above, some issues highlighted in Appendix A may precede this time period and/or extend beyond it.						
3.3	To assist with focussed scrutiny the highlight report has been restructured to align with the SDC priority areas as set out within the SDC Terms of reference, these being; <ul style="list-style-type: none"> • Safety and Risk Reduction • Quality Assurance, benchmarking and standards • Performance and Outcomes • Horizon Scanning 						

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 Operational Delivery, Prevention Protection and Preparedness and Training, Safety and Assurance Directorates. Where appropriate, this will be done through the Service's Business Case process.
5.3	Environmental & Sustainability
5.3.1	Although there are no direct environmental or sustainability implications associated with this report, SFRS is committed to protecting the environment from a service delivery perspective.
5.4	Workforce
5.4.1	Any workforce issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.5	Health & Safety
5.5.1	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	Health & Wellbeing
5.6.1	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	Training
5.7.1	Specific details in relation to operational training are contained within Appendix A.
5.8	Timing
5.8.1	This report covers the period from February 24 to May 24 and, where appropriate, the period prior to and following this.
5.9	Performance
5.9.1	A specific Service Delivery Quarterly Performance Report is also provided to each meeting of SDC, which complements this update report.
5.10	Communications & Engagement
5.10.1	Where appropriate, issues highlighted within Appendix A are communicated internally and externally.
5.11	Legal
5.11.1	Any legal issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.12	Information Governance
5.12.1	DPIA completed Yes/No. If not applicable state reasons. A Data Protection Impact Assessment is not required as no personal information has been used in the creation of this report.

5.13 5.13.1	Equalities EHRIA completed Yes/No. If not applicable state reasons. A specific Equality Impact Assessment is not required for this report, albeit these will have been undertaken where appropriate for relevant issues highlighted within Appendix A.	
5.14 5.14.1	Service Delivery This report provides an update to SDC on service delivery related matters.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Stuart Stevens, Deputy Chief Officer
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.3	Rationale:	Due to the breadth and depth of activity being undertake across the Service the DCO can offer the Committee reasonable level of assurance that SFRS is fulfilling its statutory duties and meeting the commitments as set out within the Strategic Plan. Concerns remain around capacity and prioritisation however significant focus is being placed on this. 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, PPP and Training, Safety and Assurance Directorates
Sponsored by:		Stuart Stevens: Deputy Chief Officer
Presented by:		Stuart Stevens: Deputy Chief Officer
Links to Strategy and Corporate Values		
This report supports the SFRS Objectives of <i>Prevention, Response and People</i> , and all four Values of <i>Safety, Teamwork, Respect and Innovation</i> .		
Governance Route for Report		Meeting Date
<i>Service Delivery Committee</i>		<i>29 May 2024</i>
		Report Classification/ Comments
		<i>Scrutiny</i>

SERVICE DELIVERY COMMITTEE HIGHLIGHT REPORT

SAFETY AND RISK REDUCTION	
OPERATIONAL DELIVERY DIRECTORATE	
OPERATIONS	
<u>Item</u>	<u>Commentary</u>
<u>Establishment of Operations Safety Sub-Group</u>	A forum has been created within the Operations Function to allow Ops managers to co-ordinate, monitor and progress various safety and assurance plans including those produced by the Organisational Learning Group, Operations H&S Action Plans and His Majesty s Fire Service Inspectorate in Scotland (HMFSI) Recommendations. The purpose of this is to ensure safety related actions are being prioritised appropriately without the potential for duplication of efforts across various groups.
<u>National Resilience – CSU's</u>	Dedicated Command Support Unit (CSU) has now been put on the run at Inverness following the rollout of a Specialist Operational Response Unit (SORU)/CSU in Aberdeen City, Aberdeen & Moray area. CSU's play a critical role in supporting Firefighter Safety at larger scale operational incidents and this work returns the CSU fleet to a full complement of 7 using an alternative approach pending the procurement of replacement dedicated CSUs.
<u>On Call Improvement</u>	The On-Call Support Team have worked closely with Finance and Risk & Audit colleagues to create an Awareness Briefing and guidance for On-Call in relation to ensuring financial accountability within processes. In addition, a further engagement exercise including a questionnaire has been commenced in relation to an evaluation of the bank hours schemes that were introduced as part of the On-Call Improvement programme, this will assist in the standardisation of approach and identification of any issues that may cause organisational risk.
<u>Operations Control (OC)</u>	Due to the fragility of existing systems and whilst SFRS awaits a New Mobilising System, various system upgrades and disaster recovery systems are being progressed: <ol style="list-style-type: none"> 1. CAD server upgrade at one OC to enhance system infrastructure and resilience. 2. DS3000 ICCS upgrade at Johnstone (JOC) and Dundee (DOC) hardware install commenced to enhance resilience. 3. Vision 5 CAD Disaster Recovery progressing for DOC and Edinburgh (EOC).
<u>Central Staffing</u>	Central Staffing Team C (formerly Training Scheduling Team) has been upskilled on operational availability systems to optimise efficiency, create resilience and support the Training Function's delivery strategy, specifically the BA recovery plan.

SERVICE DELIVERY AREAS	WEST
<u>Item</u> <u>High Risk HFSV Referral pathways</u> <u>Training and exercising</u>	<u>Commentary</u> The West LSO Areas have a targeted approach to those most vulnerable within the community and there is a clear focus on increasing the high-risk engagement. As part of this, several effective partner initiatives have been established including positive results from Lanarkshire and EWDAB. An example of which is the partnership with 'Carers of West Dunbartonshire', this partnership enables new and existing clients to be offered a HFSV on registration, generating new high risk HFSVs. This will soon be expanded to Argyll and Bute and East Dunbartonshire. A local initiative to improve training and exercising in Lanarkshire that enables ownership for station supervisory officers has taken place over the last 9 months. A total of 12 multi pump (6+) exercises took place with partner agencies covering specialist competencies such as USAR, Rope rescue and Hazmat. 49 appliances and specialist resources were used and 71 FFs in development also participated. The planning for future exercises both within Lanarkshire and other LSO Areas over the next 12 months is progressing well and seeks to build on the positive feedback already provided.
EAST	
<u>Item</u> <u>Partnership working</u> <u>Partnership working</u> <u>Vulnerable Persons</u>	<u>Commentary</u> Arrangements have been confirmed that will see Neighbourhood Watch Scotland (NWS) staff work from East HQ at Newbridge one day a week. This will allow SFRS to develop our relationship with NWS which will include national access to the neighbourhood alert system to promote safety and prevention messaging and activities. Multiple fire vulnerability and awareness training inputs were delivered to various partners including Housing, Care at Home, Police Scotland, Telecare, CAMHS across the CFS LSO area. This will hopefully support the generation of partner referrals including those most at risk in the community. The West Lothian Community Action Team have been working in partnership with West Lothian Drug and Alcohol Service (WLDAS) to support people attending addiction services. This has assisted in identifying difficult to reach people within the community who would benefit from a Home Fire Safety Visits and issuing fire retardant bedding where necessary.

	NORTH
<p><u>Item</u></p> <p><u>Joint Mobilising Pilot</u></p> <p><u>Wildfire Seminar</u></p> <p><u>Cost of Living Crisis Initiatives</u></p> <p><u>Battery Energy Storage Sites</u></p>	<p><u>Commentary</u></p> <p>The Joint Mobilising pilot was implemented across the North SDA initially within Highland LSO area with Bettyhill and Tongue Fire Stations. Both stations had crewing deficiencies but geographically were close enough to joint mobilise. Maintaining a SFRS presence in these stations has had a positive impact on morale within the area and has meant that the stations have been able to recruit and are now able to crew their appliances independently for the first time in several years. The Joint Mobilising pilot has now been expanded across the North SDA with 28 stations across Highland and WIOS now being involved in the trial.</p> <p>In March a Wildfire Seminar was held for all North SDA Flexi Duty Officers in preparation for the 2024 wildfire season. Sixty Officers from across all functions attended with the session recorded for those who were unable to attend. The subjects covered were Wildfire Strategy Overview, roll out and update on current and new equipment and vehicles, a general Wildfire input for FDO's and a Cannich Wildfire Incident tabletop presentation.</p> <p>NSDA personnel continue to “Challenge Poverty” with a number of community initiatives evolving and being adopted across the SDA. Stations were opened up through the winter with Warm Spaces and Brew with the Crew” events taking place. The initiatives bring the SFRS into the heart of our communities and as the initiatives evolve allow us to work closely with our partners, offering home safety advice and helping to tackle social isolation, food and fuel poverty.</p> <p>Other initiatives continue to grow with the Peterhead Breakfast Club gaining more partner support from Police Scotland, Rapid Relief Team, Community Alarms and NHS Grampian supporting and sees children being given a free dental kit to use after their breakfast with Sport Aid also donating sports clothing, including footwear.</p> <p>There is an increased number of current and proposed Battery Energy Storage Sites throughout the North SDA. Recording mechanisms have been set up on the LSO SharePoint to allow for information to be gathered on their location and for Operational Intelligence visits to be arranged to enhance Firefighter Safety in the event of an incident occurring with exercises being planned with sites to ensure that a thorough response is implemented. This information and approach will also feed into the recently established Electrical Infrastructure Working Group which is chaired by the DACO for P,P & P and brings together interested parties from across the Service.</p>

QUALITY ASSURANCE, BENCHMARKING, AND STANDARDS	
OPERATIONAL DELIVERY DIRECTORATE	
OPERATIONS	
<u>Item</u>	<u>Commentary</u>
<u>National Resilience</u>	Due to the continuing challenges associated with National Resilience assets a number of measures have been introduced to ensure an accurate picture is available. These measures include an Ongoing self-assessment and assurance process through the 10-year assurance program contained within the Capability Performance Framework. In addition, quarterly and annual reports are produced through the ongoing monitoring of assets using the Report on Capability Availability (RoCA).
<u>Operations Control - UFAS</u>	In line with previous updates, OC have introduced an OC specific Ops Assurance process to monitor and review UFAS calls to ensure compliance with SFRS policy and legislative requirements. Engagement with Alarm Receiving Centre (ARC) representative bodies is at an advanced stage and as a result a common practices document will be jointly developed, agreed and circulated.
<u>Central Staffing</u>	A new KPI workbook has been developed to link directly to the electronic availability system, providing accurate data to support informed decision-making regarding matters related to operational availability. This workbook is designed to assist with Quality Assurance processes and is also used to provide regular updates to various governance forums.
SERVICE DELIVERY AREAS	
EAST, NORTH & WEST	
<u>Item</u>	<u>Commentary</u>
<u>Continual Improvement</u>	<p>A dedicated Continuous Development team (GC & SC) has been introduced in the ESDA. The team will support the ESDA LSO's with Operational Preparedness and Assurance, Continuous improvement, Performance and Station Standards, whilst quality assuring the Station Audit programs within LSO areas.</p> <p>The team will be a shared resource and the work will benefit all three SDA's/Directorates with findings, best practice and areas for improvement being shared cross function and nationally.</p>
<u>Priorities & Staff Development</u>	A back-to-basics approach has recently been discussed and agreed at the Operational Delivery DMT. This includes a framework approach to focusing on key performance influenced within SDAs such as professional standards and station productivity. The approach represents a refocus for Service Delivery managers and staff towards core business that maintains FF and Community safety. This will promote a bottom-up approach for continual improvement whilst improving performance and developing staff.

<p><u>Preparing for Change</u></p>	<p>A similar approach to the above is being developed regarding preparing and developing staff to support SSRP and Service Change. It involves creating robust communication links from SLT to station-based staff whilst enhancing staff awareness of the need for change and how and when it might be implemented. It will also delegate responsibility to local staff such as identifying Change Champions/SPOCs. This will ensure that local staff are not only fully informed but also better placed to contribute to the change journey.</p> <p>It is intended that both Performance and Change frameworks will contribute to positive organisational Culture.</p>
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PERFORMANCE AND OUTCOMES

OPERATIONAL DELIVERY DIRECTORATE

OPERATIONS

Item

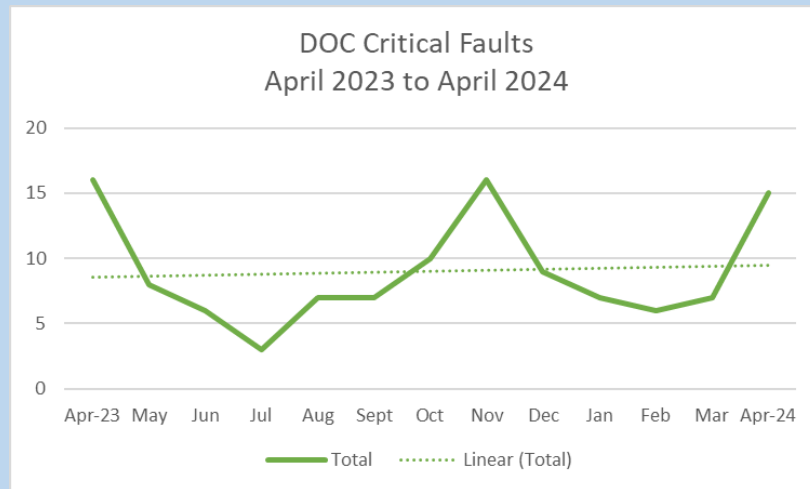
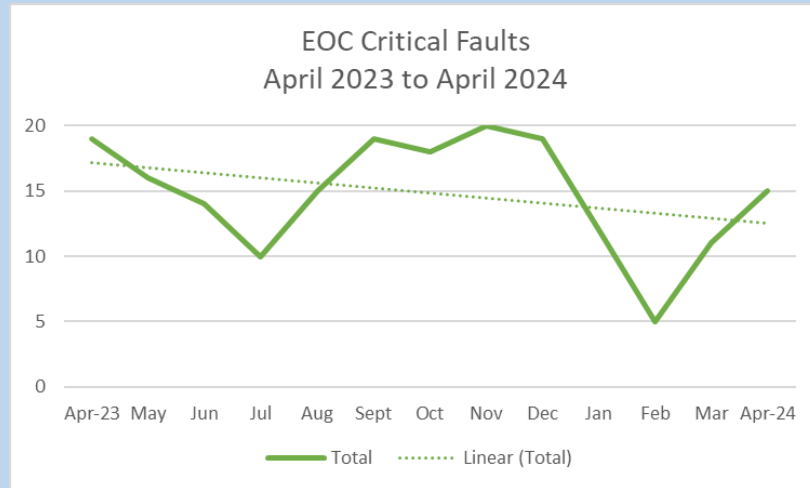
Central Staffing

Commentary

From 01/01/24 to 31/03/24, the average availability of wholetime appliances was 97.7%. The abstraction rate for the same period averaged 14.5%. During this timeframe, there were 1,775 requests for pre-arranged overtime, with 30.1% declined at the station level.

Operations Control – Systems Resilience

In relation to existing mobilising and telephony systems, there has been a slight increase in telephony/ICCS faults within DOC and EOC over the past 3 months. During the replacement of the CAD server within JOC in March 24, this created a spike of faults which have all now been resolved. Ongoing critical fault trends are detailed in charts below.



	<table border="1"> <caption>JOC Critical Faults Data</caption> <thead> <tr> <th>Month</th> <th>Total</th> <th>Linear (Total)</th> </tr> </thead> <tbody> <tr><td>Apr-23</td><td>8</td><td>7</td></tr> <tr><td>May</td><td>9</td><td>7</td></tr> <tr><td>Jun</td><td>5</td><td>7</td></tr> <tr><td>Jul</td><td>2</td><td>7</td></tr> <tr><td>Aug</td><td>8</td><td>7</td></tr> <tr><td>Sept</td><td>8</td><td>7</td></tr> <tr><td>Oct</td><td>3</td><td>7</td></tr> <tr><td>Nov</td><td>12</td><td>7</td></tr> <tr><td>Dec</td><td>7</td><td>7</td></tr> <tr><td>Jan</td><td>3</td><td>7</td></tr> <tr><td>Feb</td><td>1</td><td>7</td></tr> <tr><td>Mar</td><td>15</td><td>7</td></tr> <tr><td>Apr-24</td><td>5</td><td>7</td></tr> </tbody> </table>	Month	Total	Linear (Total)	Apr-23	8	7	May	9	7	Jun	5	7	Jul	2	7	Aug	8	7	Sept	8	7	Oct	3	7	Nov	12	7	Dec	7	7	Jan	3	7	Feb	1	7	Mar	15	7	Apr-24	5	7
Month	Total	Linear (Total)																																									
Apr-23	8	7																																									
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Apr-24	5	7																																									
<p>SERVICE DELIVERY AREAS</p>	<p>EAST, NORTH & WEST</p>																																										
<p><u>Item</u></p> <p><u>Key Performance Indicators</u></p> <p><u>Improving Performance and outcomes.</u></p>	<p><u>Commentary</u></p> <p>The following provides a national spotlight on selected KPIs and comparison to the previous quarter.</p> <ol style="list-style-type: none"> Total incidents attended Q4, 15,747 (-2977 from Q3) Total HFSV's, 9671 (+919 from Q3) ADF casualties, 98 (-19 from Q3) ADF fatalities, 11 (+5 from Q3) On Call availability: <ul style="list-style-type: none"> East total, 69%, (+6% from Q3) North total, 81%, (+6% from Q3) West total, 79%, (+7% from Q3) <p>Many of the stats above are influenced by seasonal trends and although it is disappointing to note an increase in fire fatalities, analysis did not reveal any common themes or causes.</p> <p>Despite a pleasing increase this quarter, On Call availability continues to pose issues in some LSO areas. This is due to ongoing challenges in attracting, recruiting and retaining On Call staff, in addition to full time employment and work life balance demands for existing staff. The newly formed On Call Improvement Support Team have scheduled engagements with LSO teams and the development of associated workplans and delivery of programme milestones, will be fully supported by SDA staff.</p> <p>Performance management has been a key focus across the SDAs and local management teams are proactively engaging with staff to reinforce national and local performance requirements and station standards/expectations. A guidance document is currently being produced which will be used by SCs to engage with station supervisory managers to confirm overall expectations.</p> <p>This and wider performance framework elements such as watch and stations planners, and how they contribute to LSO and SDA/ Strategic Plans are being considered through a joint SDA approach supported by the continual improvement and development team.</p>																																										

HORIZON SCANNING	
<u>OPERATIONAL DELIVERY DIRECTORATE</u>	
OPERATIONS	
<u>Item</u>	<u>Commentary</u>
<u>National Resilience</u>	<p>Further to previous updates on NR assets, work is now ongoing with both internal and external partners specifically around Detection, Identification & Monitoring (DIM). It is anticipated that this work will contribute to a new framework for the uplift program.</p> <p>SMARTEU are facilitating a CBRN ‘show and tell’ event at NTC on the 29th May. This is an opportunity for CPD across emergency sector response partners and supports shared understanding, current practices, and future developments.</p> <p>Work continues with the Research, Development and Innovation (RD&I) team on drone technology. This initiative has been ongoing for some time and opportunities to work with Police Scotland and operators designated through the Community Asset Register (CAR) are being explored alongside various potential SFRS specific models. The approach seeks to ensure closer alignment with the UK wide Enhanced Logistical Support (ELS) methodology.</p>
<u>New Operational Capabilities & Assets Pathway</u>	<p>Operations are engaged in an ongoing program of visits to NFCC and other UK FRS’ to research and gather information on new Command Support Units/Enhanced Logistical Support vehicles to inform and supplement SFRS user requirements.</p> <p>Ops working with Asset Management and Training Colleagues to create a standard SFRS document outlining a pathway for the Service to develop a systematic and consistent approach to introducing new vehicles, equipment and assets into Service.</p>
<u>Frontline Support</u>	<p>Smoke Curtain national roll out expected July/August, FBU receiving overview input at the beginning of May.</p> <p>Digital Radios national roll out continuing with phase two (distributing radios in the West SDA) ready to begin imminently.</p>
<u>On Call Improvement</u>	<p>Evaluation of Local Practical Selection Test’s & Fitness testing trials expected June/July 2024. Delivery of modular Task and Task Management/Breathing Apparatus pilots also commences in June/July. Evaluation and subsequent formalisation of Employer recognition scheme and migration pathway (both on call improvement programme initiatives) are progressing well.</p>
<u>Operations Control – systems upgrades</u>	<p>Over the next quarter the planning, implementation and training on upgraded system infrastructure or systems to enhance resilience of current Operations Control (OC) critical systems – Vision 5 Disaster Recovery, Procad Server, MIS, GIS Upgrades and DS3000 upgrade at JOC and DOC.</p>

	WEST
<p><u>Item</u></p> <p><u>British Open Golf Championship (Troon)</u></p>	<p><u>Commentary</u></p> <p>The 152nd Open Championship will be hosted at Royal Troon Golf Club. The Event will run from 14-21 July 2024 attracting approximately 46000 people each competition day and will be broadcast live to millions across the world on various TV networks. The first four days are practice days with the last four being the competition days.</p> <p>ENSA Local Area FS Enforcement Officers are aware of the impact on the increased occupancy within hotels, boarding houses and short term lets and have planned an audit programme as appropriate, which will be completed in advance of the event. A review of operational intelligence will also be carried out by local crews.</p> <p>ENSA are currently working with Preparedness and an Event Focus Group has been created to consider all requirements including supporting the ongoing Gold/Silver and Bronze meetings, officers and Logistics assigned to the MACC/Transparency/Strain, FSE support for the event and BAU.</p>
<p><u>Interpol Conference</u></p>	<p>The Interpol General Assembly will take place from the 4-7 November 2024 and will be held at SEC Glasgow. 120 countries to be represented with approximately 1200 delegates attending, consisting of Global Senior Law Enforcement and the potential for VIPs and Dignitaries.</p> <p>SFRS are represented on 3 multi-agency planning Sub-Groups – Security, Logistics and Event Management and so far, one meeting of security sub-group has taken place.</p> <p>Glasgow is currently working with Preparedness and other partners including Polce Scotland to consider the planning assumptions based on previous event experience and outlining the strategic intentions.</p>
	EAST
<p><u>Item</u></p> <p><u>East On Call Supervisory Managers Development</u></p> <p><u>Braidwood Bicentenary celebrations</u></p>	<p><u>Commentary</u></p> <p>An On Call Development workshop is scheduled for East SDA staff 11th May 2024 at Ratho International Climbing Centre, Edinburgh. The agenda includes key topics such as SSRP, Public Consultation, Culture, Training, the On Call Improvement Programme and Mental Health and Wellbeing. Circa 50 staff are attending in addition to invited speakers and members of SLT.</p> <p>The celebrations will include several events throughout Scotland over the next few months. The celebrations will conclude with a service at St Giles Cathedral on the 23 October 2024 and will host 550 people including VIP's and representatives from FRSs across the UK and overseas.</p> <p>An invite has also been extended to the Royal Household with a response expected soon.</p>

OFFICIAL

	Planning, led by the ESDA DACO and facilitated by the City of Edinburgh LSO team is well underway. An outline event plan is currently in draft, and this will be further developed as the multiple elements of the event are agreed and confirmed over the coming months.
	NORTH
<u>Item</u> <u>HMFSI NSDA Inspection</u>	<u>Commentary</u> His Majesties Fire Service Inspectorate have commenced an inspection of the North SDA with a draft plan developed for station and function visits. Data gathering will be completed by mid-May with the inspection programme beginning in ACAM with subsequent areas being visited prior to the end of the inspection in March 2025.

SAFETY AND RISK REDUCTION	
PREVENTION	
<u>Item</u>	<u>Commentary</u>
<u>Museum</u>	The Museum of Scottish Fire Heritage (Edinburgh) has recently been awarded a 5 Star rating from Visit Scotland. The Quality Assurance Grading Visit comprises of an assessment of the quality of the entire visitor experience, considering every point of interaction visitors will have.
<u>UFAS (Unwanted Fire Alarm Signals)</u>	<p>See separate report for performance update.</p> <p>A guidance document for Alarm Receiving Centres (ARC) and Alarm Installers has been produced and circulated to certifications bodies of ARC's and Installers. The purpose of the document is to provide more detailed guidance to ARC and Installers with a view to reduce calls that are received by Operations Control (OC).</p> <p>Fire and Emergency New Zealand have reached out to SFRS, noting that they are impressed with the innovation of our UFAS policy. An overview of the consultation phase, changes implemented and the performance to date has been provided and engagement continues.</p>
<u>Water Safety</u>	<p>The National Water Safety Project concluded on 31 March 2024, having ran since January 2022. SFRS have now adopted a Business as Usual (BaU) model for the continued consistent delivery of water safety and in line with the Water Safety Scotland (WSS) Drowning Prevention Strategy and Ministerial Action Plan.</p> <p>The BaU model continues to support LSO areas to coordinate their water safety activities via their Partnership Approach to Water Safety (PAWS) groups. This includes Education, Communications and Drowning Incident Reviews (DIR).</p>
<u>Youth Volunteer Scheme (YVS)</u>	<p>During Q4 2023/24, YVS had a total of 141 Youth Volunteers (YVs) registered. 33 YVs were reported as meeting the Vulnerability Criteria set out by the Children's Commissioner for Scotland, of which 10 are reported to be Care Experienced.</p> <p>115 volunteering hours were contributed to local communities by Youth Volunteers across five community events held by Lanarkshire, Peterhead, and Stranraer, and 1 x 50-hour Saltire Award certificate was gained.</p> <p>There were 96 Volunteer Youth Instructors (VYIs) registered, and more are to follow, as a result of the volunteer recruitment campaign in February. VYIs collectively contributed over 1,000 hours of volunteering during the Q4 2023/24.</p>
<u>HFSV</u>	36,617 HFSVs were conducted during 2023/24. Of this, 14,858 (41%) were classified as High risk. 12,766 (35%) Medium risk and 8,992 (24%) Low risk.

<u>PROTECTION</u>	
<u>Item</u>	<u>Commentary</u>
<u>FSE (Fire Safety Enforcement) Prosecutions and Investigations Update</u>	<p>The Crown Office and Procurator Fiscal (COPFS) are currently considering three (3) cases for Prosecution.</p> <p>There are seven (7) live investigation currently being progressed, which includes incidents at the New Couty Hotel, Perth and HMP Addiewell. Fire Investigation continue to work closely with multi-agency and SFRS partners towards completion and submission of a final report.</p>
<u>Enforcement Notices</u>	<p>Following the issuing of Enforcement Notices to an NHS Board and associated duty holders, confirmation has been received of their intention to lodge summary applications for appeal to the court. A working group has been established to ensure structured support.</p>
<u>Forensic Science Project</u>	<p>SFRS Fire Investigation staff are supporting Strathclyde University Forensic Science students with fire-related research projects. One of these projects is centred around emollient creams and the outcome could support SFRS engagement to help prevent further fires involving emollients. The second project involves the use of alternative light sources to detect ignitable liquids and has the potential to support fire investigation in achieving more accurate investigation outcomes and in turn, to increase community and firefighter safety, by preventing further fires by the same cause.</p>
<u>PREPAREDNESS</u>	
<u>Item</u>	<u>Commentary</u>
<u>RPA Statements</u>	<p>Regional Resilience Partnerships (RRP) have now approved their *Risk and Preparedness Assessment (RPA) statements, produced by the SFRS PPP Directorate Resilience team. Work has commenced to develop and deliver an SFRS RPA process to identify risks, taking into consideration, the National Security Risk Assessment (NSRA) and where appropriate the Scottish Risk Assessment (SRA).</p> <p>*The RRP RPA allows RRP to assess risks and their level of preparedness to deal with the consequences of the identified risks within their region and communicate with the general public about the risks identified in the RRP RPA*</p> <p><i>Source: Preparing Scotland – RRP Risk preparedness Assessment Guidance 2021.</i></p>
<u>Water Hazard OI (Operational Intelligence)</u>	<p>The Operational Intelligence Unit (OIU) is progress work to address the HMFSI recommendation to identify Water Hazard Risks. The initial ask was for a “top ten.” To date, 46 records have been completed, with more in progress.</p>

QUALITY ASSURANCE, BENCHMARKING, AND STANDARDS	
PROTECTION	
<u>Item</u>	<u>Commentary</u>
<u>Cladding Remediation</u>	SFRS are currently engaging with Scottish Government around the development and specification for the Single Building Assessment (SBA). This coincides with the Cladding Remediation Bill and the work of the Cladding Remediation Directorate, with consideration for the impact on SFRS.
<u>Procurator Fiscal Engagement</u>	Fire Investigation management are engaging with Procurators Fiscal representatives to improve information sharing arrangements re fatal fire incidents. This will ensure timely identification and sharing of knowledge.
<u>Portlethen Joint FI Training Unit</u>	The Fire Investigation Training Unit continue to ensure partner agency and SFRS staff skills and knowledge are advanced, in line with current and emerging risks. SFRS are exploring the possibility of bringing the learning gained from this unit to staff across the service via virtual reality technology.
<u>Continuation training for Level 2 FDOs (Flexi Duty Officers)</u>	Fire Investigation Officers (FIOs) are compiling a training package for Flexi-Duty Officers who are qualified to Level 2 Fire Investigation standard. This will maintain the skills and knowledge already attained and ensure the continued high standard of support, for Level 5 FIOs.
<u>Partner agency input</u>	FIOs will continue to support the development of partner agency staff by delivering Fire Investigation input, e.g. the Crime Scene Manager course for British Transport Police. This will assist future joint investigations and support better outcomes.
PREPAREDNESS	
<u>Item</u>	<u>Commentary</u>
<u>Event Planning GIN (General Information Note)</u>	A review of the Event Planning GIN is currently being undertaken, ensuring a standardised approach to event planning is taken across Operational Delivery.
<u>BCP (Business Continuity Policy)</u>	The Business Continuity Memorandum of Understanding (MOU), Business Continuity Premises Risk Assessment (On Call and Wholetime Stations) and Fall-back location guidance is published.
<u>OI Framework document and Risk Identification Matrix</u>	An OI Framework and Risk Identification Matrix is being developed.

PERFORMANCE AND OUTCOMES	
PROTECTION	
<u>Item</u>	<u>Commentary</u>
<u>End of Year Audit Figures (awaiting Quality Assured)</u>	7.633 audits were conducted and closed during 2023/24, which represents 73% of the targets set within Local Enforcement Delivery Plans.
<u>Enforcement Notices 2023-24</u>	<p>19 Enforcement Notices were served during 2023/23. East SDA six (6) notices, two (2) now withdrawn. West SDA seven (7) notices, (3) now withdrawn. North SDA six (6) notices, two (2) now withdrawn.</p> <p>Of the 19 notices, 12 were relating to sleeping accommodation, six (6) of which being hotels accommodation.</p> <p>Identified trends of deficiencies and defects are focussed on premises having no Fire Risk Assessment (FRA) or failure to review FRA, maintenance, and testing (e.g. fire alarm, fire doors, emergency lighting), provision of training and means of escape (MOE) is obstructed or blocked.</p>
PREPAREDNESS	
<u>Item</u>	<u>Commentary</u>
<u>Training of volunteers to carry Naloxone.</u>	Naloxone training continues, and further courses are being planned for Q1 2024/25.
<u>Performance Framework</u>	The Directorate Support team are producing a Directorate Performance Framework. Through good governance practices we will provide the framework for planning, implementation, and monitoring of performance within the Directorate.
<u>Operational Intelligence Operator (OIO) Targets</u>	A target of 100 Operational Intelligence Records per year has been set for each OIO, to allow for performance management.

HORIZON SCANNING	
PROTECTION	
<u>Item</u>	<u>Commentary</u>
<u>Fire Engineering (FE)</u>	Following confirmation that Glasgow Caledonian University will not be delivering an FE degree course moving forward, SFRS have initiated discussions with Edinburgh University to explore opportunities which could align with SFRS vision for a complete FE development pathway (FE certificate, Diploma and Degree), for succession planning and future proofing. Engagement with NFCC (National Fire Chiefs Council) has identified that this is a UK fire sector challenge and concern. The University of Central Lancashire (UCLAN) offer an apprenticeship style course which is also being explored for viability.
PREPAREDNESS	
<u>Item</u>	<u>Commentary</u>
<u>Interpol Assembly 2024</u>	An initial scoping meeting has been held with internal stakeholders and SFRS is engaged in multi-agency discussions.
<u>Commonwealth Games 2026</u>	SFRS is closely monitoring the outcome of decision for location of 2026 Commonwealth Games.
<u>Thistle Service 2024</u>	Notification has been received from the Lord Lyon of the 2024 Thistle Service in Edinburgh and associated planning is taking place.

SAFETY AND RISK REDUCTION	
TRAINING, SAFETY AND ASSURANCE DIRECTORATE	
OPERATIONAL ASSURANCE	
<u>Item</u>	<u>Commentary</u>
<u>Significant Incident</u>	On 14 March 2024, there was a level 4 incident in Edinburgh. OA have two debriefs planned for May. The debriefs will capture the learning from this incident. A Debrief Report will be published with recommendations in due course.
TRAINING FUNCTION	
<u>Item</u>	<u>Commentary</u>
<u>BA Recovery Plan</u>	<p>Working closely with Service Delivery and other key stakeholders, the Training Function has conducted a comprehensive review of our BA training delivery model in recent months. This review has considered various factors, including the impact of COVID-19, recommendations from audits and reports, feedback from course attendees and Representative Bodies, compliance with National Operational Guidance (NOG), as well as the capacity and assets available for training delivery.</p> <p>Outcomes of the Review: As a result of this review, and with the aim of ensuring the delivery of appropriate training, enhancing firefighter safety, and reducing organisational risk, we have implemented a BA Recovery Plan. This plan adopts a three-phased approach:</p> <p>Phase 1: Additional BA training has been provided to all Firefighters in development who progressed through the Firefighter Foundation Programme between January 2020 and July 2022. 333 firefighters have passed through this additional training, which was delivered between January and April 2023.</p> <p>Phase 2: Commenced on 1 April 2024; Phase 2 involves the delivery of a 1-day BA course incorporating Tactical Ventilation (TV), BA Search & Rescue, and Compartment Fire Behaviour (CFBT). The course is designed to be modular to allow for flexibility in training. Learning will be supported by a Pre-course Learning LCMS package that should be completed prior to attending the allocated course. Phase 2 is planned to be completed within 18 months.</p> <p>Phase 3: Starting annually in 2025 following completion of the 1-day Recovery Course, Phase 3 will introduce a new business-as-usual (BAU) model.</p>

QUALITY ASSURANCE, BENCHMARKING AND STANDARDS	
<u>TRAINING, SAFETY AND ASSURANCE DIRECTORATE</u>	
OPERATIONAL ASSURANCE	
<u>Item</u>	<u>Commentary</u>
<u>Data Sharing Agreement</u>	SFRS have recently agreed a Data Sharing Agreement with the National Fire Chief's Council (NFCC). This will allow SFRS to share Organisational Learning with other UK FRS's through the NFCC forums (including the National Operational Learning User Group (NOLUG).
TRAINING FUNCTION	
<u>Item</u>	<u>Commentary</u>
<u>National Training Standards (NTS)</u>	All NTS within the Training Function have now been reviewed as the Training Policy Schedule. Aligned to the introduction of the new Training Frameworks a further full review of all NTS will be scheduled and commence later into 2025.
<u>Clinical Governance</u>	A review of the Clinical Governance Technical Working Group (CGTWG) has been undertaken and a paper was progressed through governance to the Service Delivery Board. This primarily highlighted a number of changes in membership within the group, including representation from Asset Management to assist with new equipment requirements and Occupational Health for wider Organisational Clinical Governance considerations. A rotation of the Chair for 2024 / 25 from Training Function to Service Delivery was also confirmed.

PERFORMANCE AND OUTCOMES	
<u>TRAINING, SAFETY AND ASSURANCE DIRECTORATE</u>	
OPERATIONAL ASSURANCE	
<u>Item</u>	<u>Commentary</u>
<u>Station Audit Inspection Programme</u>	The Station Audit Inspection Programme concluded on 1 April 2024. The analysis of data is being undertaken. A report will be produced and brought through governance.
<u>Asbestos Thematic Audit</u>	This audit was initiated due to a noticeable rise in the number of incidents where staff had been exposed to suspected asbestos during operational activity. There are 21 recommendations following the findings. The recommendations are managed via Organisation Learning Group (OLG).
TRAINING FUNCTION	
<u>Item</u>	<u>Commentary</u>
<u>Performance Reporting</u>	Training's approach to performance management continues to evolve, whilst building on our existing business partner approach with Data Services. When analysed over 2023/24, a continued trend of improved performance is evident across the KPI's specific to the courses delivered by the Training Function.

HORIZON SCANNING	
TRAINING, SAFETY AND ASSURANCE DIRECTORATE	
OPERATIONAL ASSURANCE	
<u>Item</u>	<u>Commentary</u>
<u>Thematic Frontline Update</u>	SFRS are more frequently attending incidents involving renewable energy technologies which present significant new emerging hazards and risks. The frontline update will primarily focus on these emerging risks.
TRAINING FUNCTION	
<u>Item</u>	<u>Commentary</u>
<u>Training Strategic Asset Management Plan (TSAMP)</u>	<p>Engagement across a wide range of stakeholder has taken place and feedback will now all be fully considered as part of the production of the TSAMP which is scheduled to be completed August 2024. The Training SAMP will set out how we aim to achieve a modern and fit for purpose training estate to effectively deliver training and provide access to these facilities across the service over the next ten years.</p>
<u>Digital Systems</u>	<p>Training have procured an Incident Command simulation software programme called XVR. This software will enhance current Incident Command maintenance training and provide greater flexibility and access due to its digital delivery.</p> <p>Following the purchase of Workforce Pro (part of the PdrPro system), the LED team have begun to scope out a project plan for implementation.</p> <p>It is anticipated that the new system will be trialled throughout Q3 2024, with an anticipated launch in Q4 2024. Workplace Pro will enable the Service to record all training for non-uniformed staff and provide a single platform for performance reporting.</p>



HM Fire Service Inspectorate

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

Date: 29 May 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

The first report of this type, for the East Service Delivery Area (ESDA) was published in October 2023. Following the publication of the ESDA report, we commenced our inspection of the West Service Delivery Area (WSDA) in June 2023.

The West Service Delivery Area (WSDA) fieldwork and analysis has now concluded and the draft report has been issued to the Service for consultation. The report is anticipated to be laid in the Scottish Parliament in June 2024.

The inspection of the North SDA (NSDA) has begun with visits to ACAM stations currently underway. Running concurrently with the station visits, there are a number of key personnel, and external stakeholder interviews that have begun and these will continue over the next two months. Planning for the PKAD phase of the inspection is also now underway, with site visits due to start in August 2024. There are a number of planning challenges relating to the geography and accessibility of areas of the NSDA which are being considered in conjunction with SFRS colleagues as the inspection plan is produced. It is envisaged that the Inspection will run for up to eighteen months and the final report will be published in the Summer of 2025.

3.2 Thematic Inspection Work

Organisational Culture

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

The original 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. The Chief Inspector then met with members of the representative bodies under the auspices of the 'Employee Partnership Forum' to assist in the development of our inspection approach and initial terms of reference.

A Single Point of Contact (SPoC) has been identified from within the SFRS and arrangements are now in place to afford us access to all data and written evidence requested.

We have also secured some external support from a range of partners to add to the transparency and credibility of the inspection process and final report. We anticipate this inspection will take around 8-12 months to complete.

Operational Assurance

HMFSI are currently preparing to carry out an inspection of Operational Assurance within the SFRS. The consultation period for this inspection outline closed on 3 May 2024 with subsequent agreed terms of reference and data request. Fieldwork and data analysis will continue throughout 2024 with the final report due to be published in Spring 2025.

3.3 Chief Inspector's Update 2021-2024

The Chief Inspector decided it was appropriate to reflect on the work of the Inspectorate, to 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. The report is now complete and was laid in the Scottish Parliament on 6 March 2024.

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 Plans 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.

4. Additional Update Information

The Chief Inspector is delighted to advise the Committee that GC Lynne Gow and Ms Shirley Hartridge have been seconded from SFRS to HMFSI. Lynne took up post on 12 February 2024 and Shirley who joined us from SFRS's ICT team on 15 April 2024. HMFSI are grateful to the Service for their ongoing support in relation to such secondments.

HM Chief Inspector Robert Scott QFSM

Date: 29 May 2024

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/13-24

Agenda Item: 10.1

Report to:		SERVICE DELIVERY COMMITTEE							
Meeting Date:		29 MAY 2024							
Report Title:		SERVICE DELIVERY COMMITTEE QUARTERLY PERFORMANCE – Q4 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 fourth 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.								
2.4	Due to executive governance timetables for fourth quarter, this report has being presented to Service Delivery Committee ahead of Service Delivery Board.								
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
3.6	Not known – limited data: NA
4	Recommendation
4.1	Members are invited to scrutinise the contents of the Organisational Performance dashboard , question KPI performance and provide feedback on practical use of reporting 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)	Substantial/ Reasonable /Limited/Insufficient
7.3	Rationale:	The service has continued to develop its approach to performance reporting. The Organisational Performance Dashboard, aligned to the SFRS Performance Management Framework, is now live and available across the service with a pdf version made available to the public. Scrutiny of service performance is evident across the service, at executive level and by the SFRS Board at committee and board level.
8	Appendices/Further Reading	
8.1	Appendix A: PDF copy of 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. 		
<u>Outcome 2 - Communities are safer and more resilient as we respond effectively to changing risks.</u>		
<ul style="list-style-type: none"> 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>12 June 2024</i>	<i>For scrutiny</i>
<i>Service Delivery Committee</i>	<i>29 May 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 Q4**

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



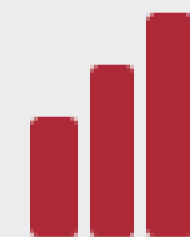
Welcome

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.

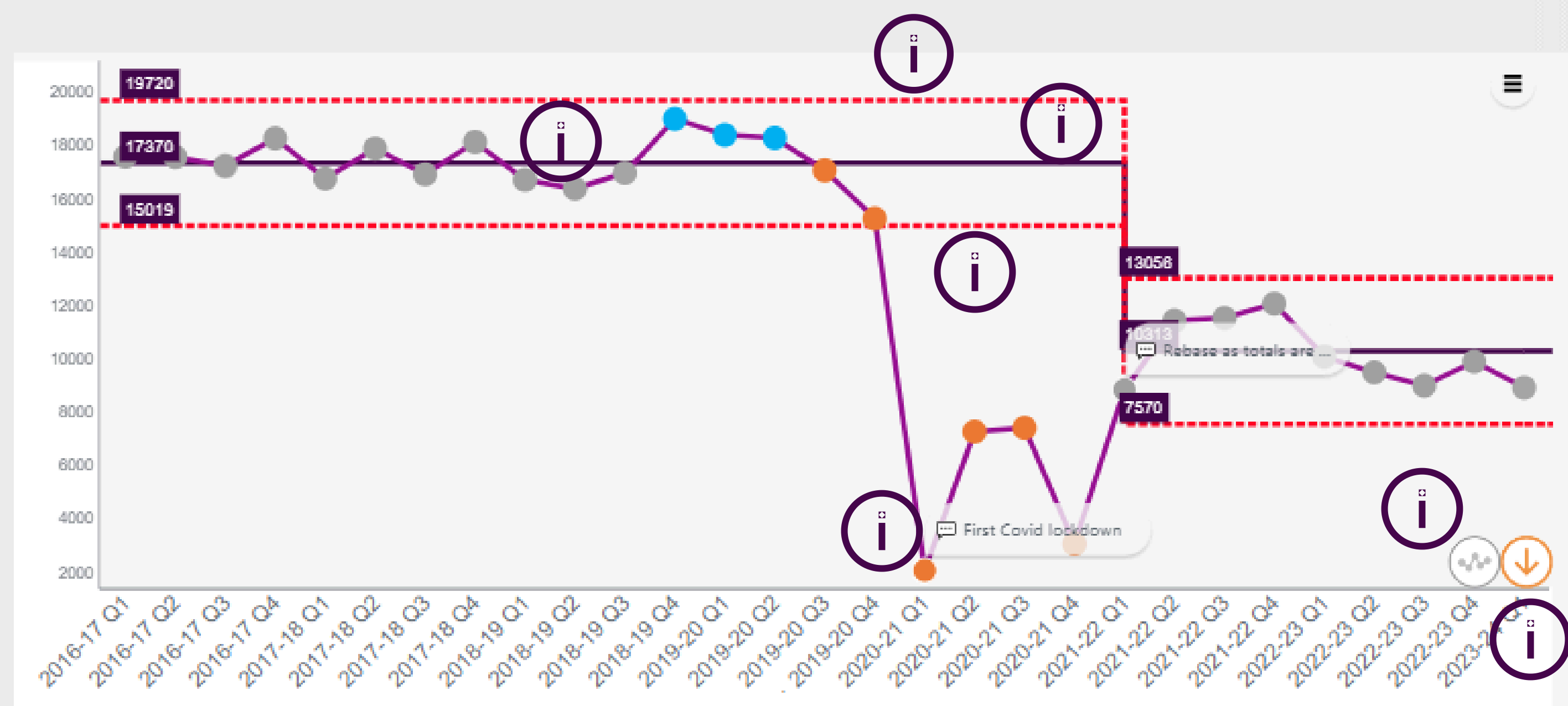
This report presents data over time for each of the quantitative performance measures as detailed in the [Performance Management Framework 2023-24](#), broken down into the Strategic Plan Outcomes. The Contents page (next) provides direction as to where you can find certain information.

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

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

Data source for this report:

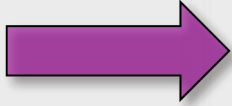
Details of each data source can be found on the Index page. Some of these are automated whilst others are manual.

Frequency of update:

This report will be updated quarterly.

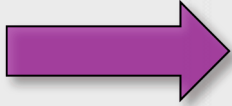
OUTCOME 01 (Prevention & Protection)

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.

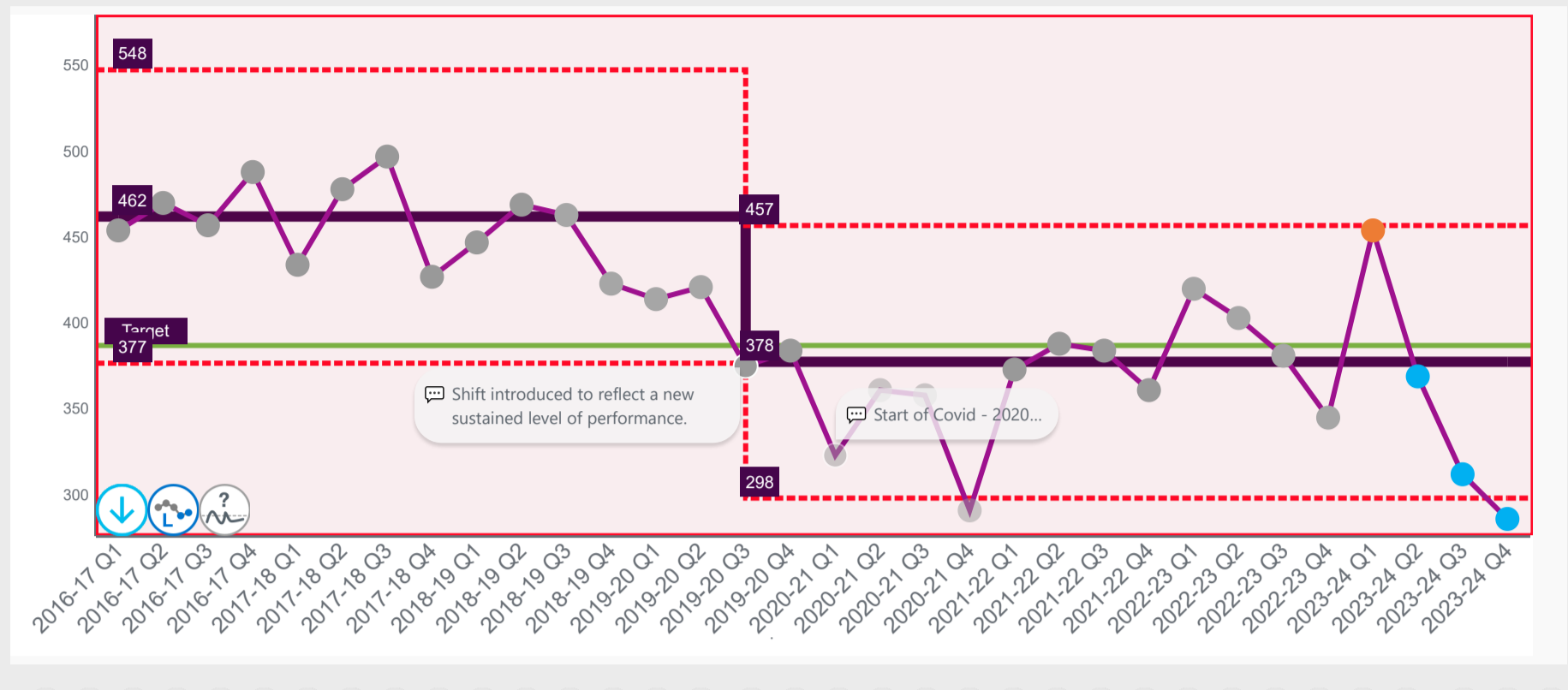


KPI 1 Non-domestic Building Fires

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

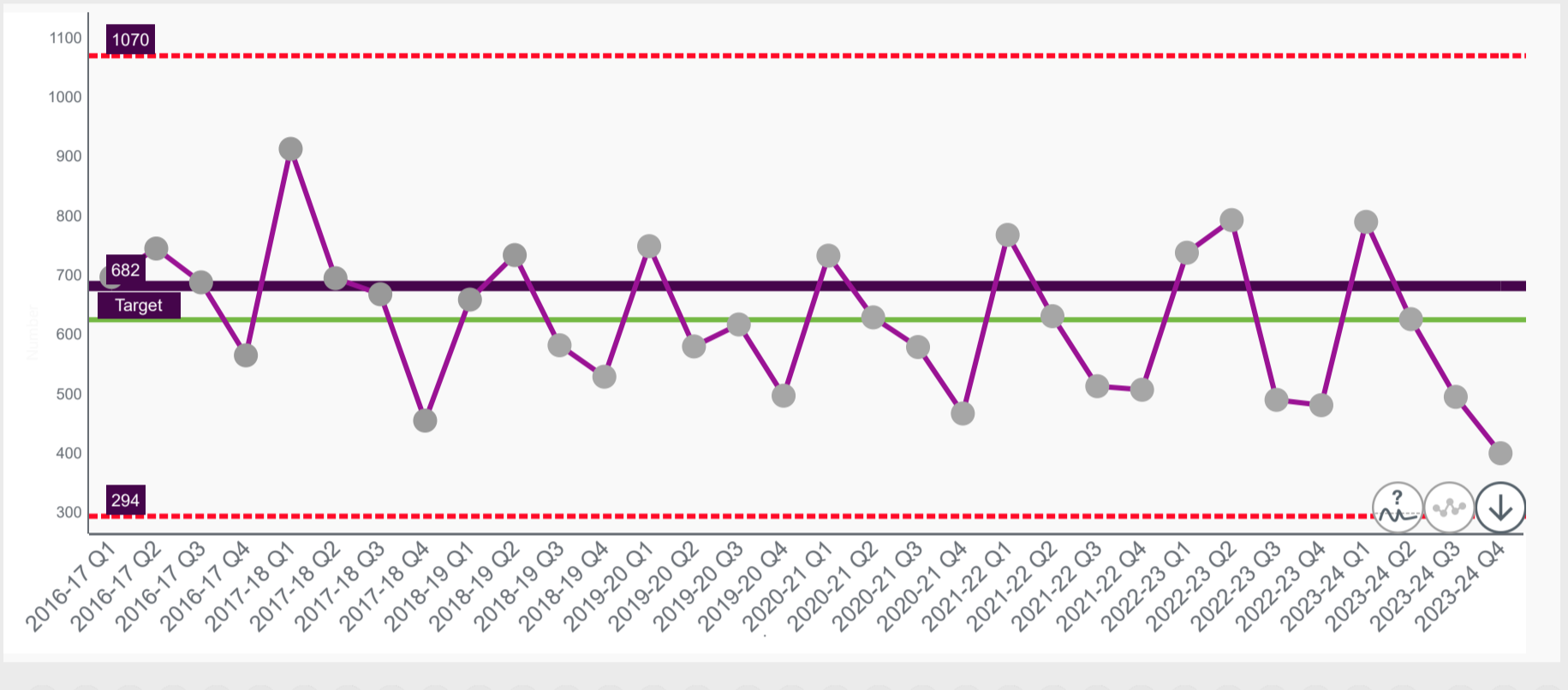
Maintaining Fire Safety enforcement schedules, continuing to educate Duty holders regarding responsibilities in fire safety. We expect performance to continue to improve. Continual monitoring at a local and national level, analysis will inform any remedial action if required.

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

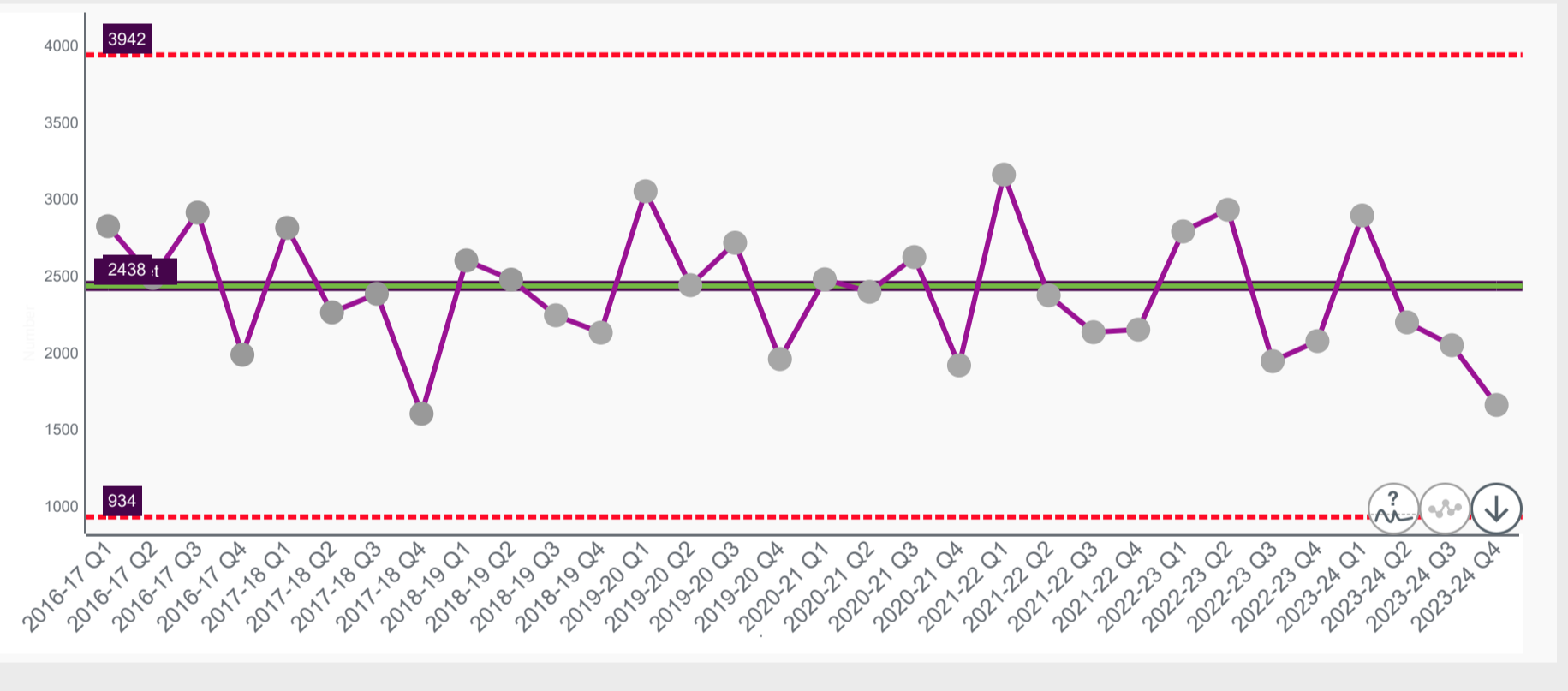
Continued prevention activities within both domestic and non domestic settings. Data should be used to identify and drive appropriate prevention activities.

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

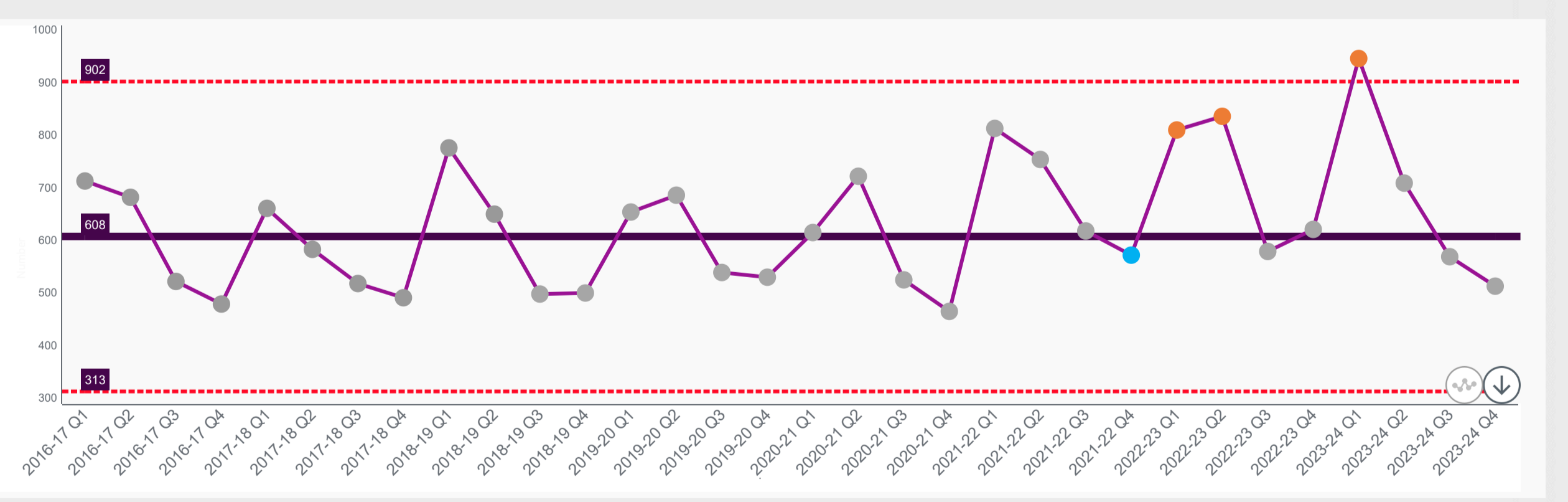
OWNER: Head of Service Delivery - East



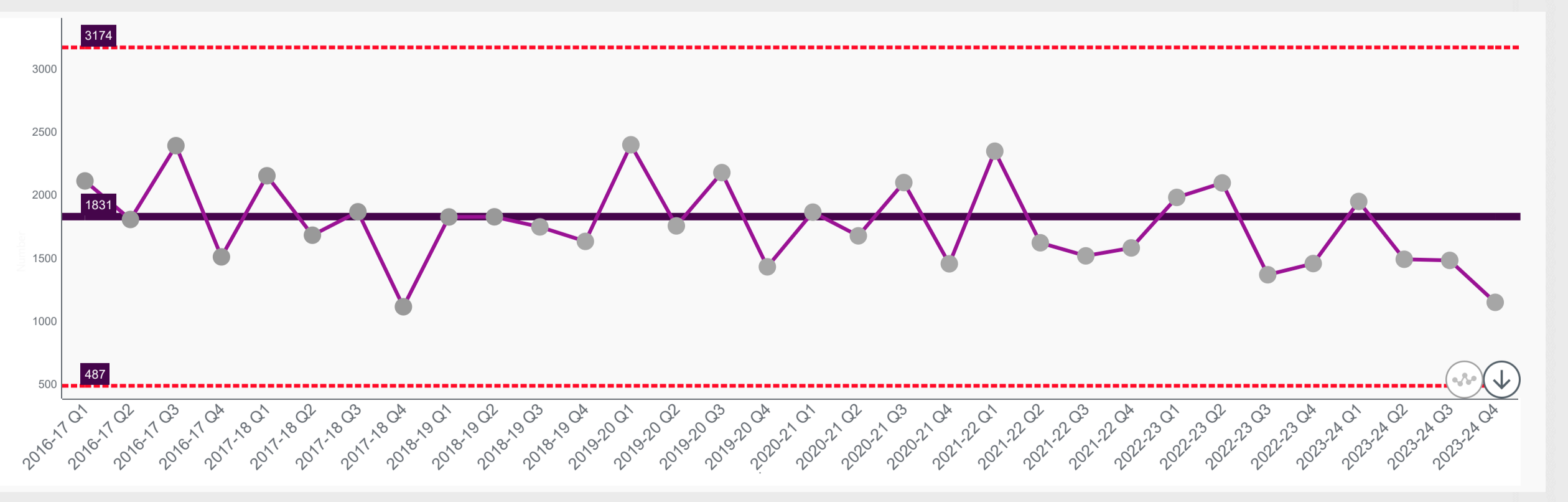
SUMMARY

Data should be used to identify and target appropriate prevention activities. This should be considered within seasonal thematic action plans at watch, station and LSO area level. Increased partnership working should be considered as an effective prevention approach.

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

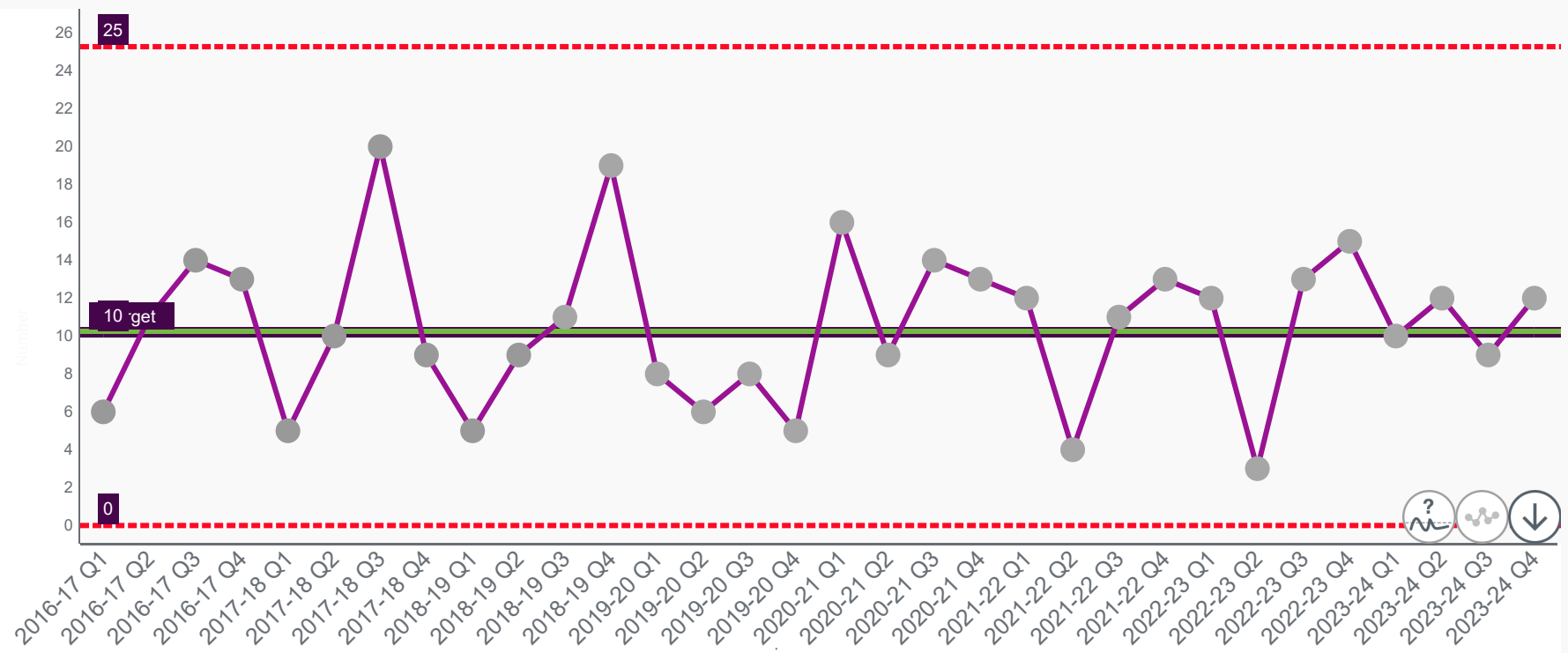
Reduce against previous year

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.

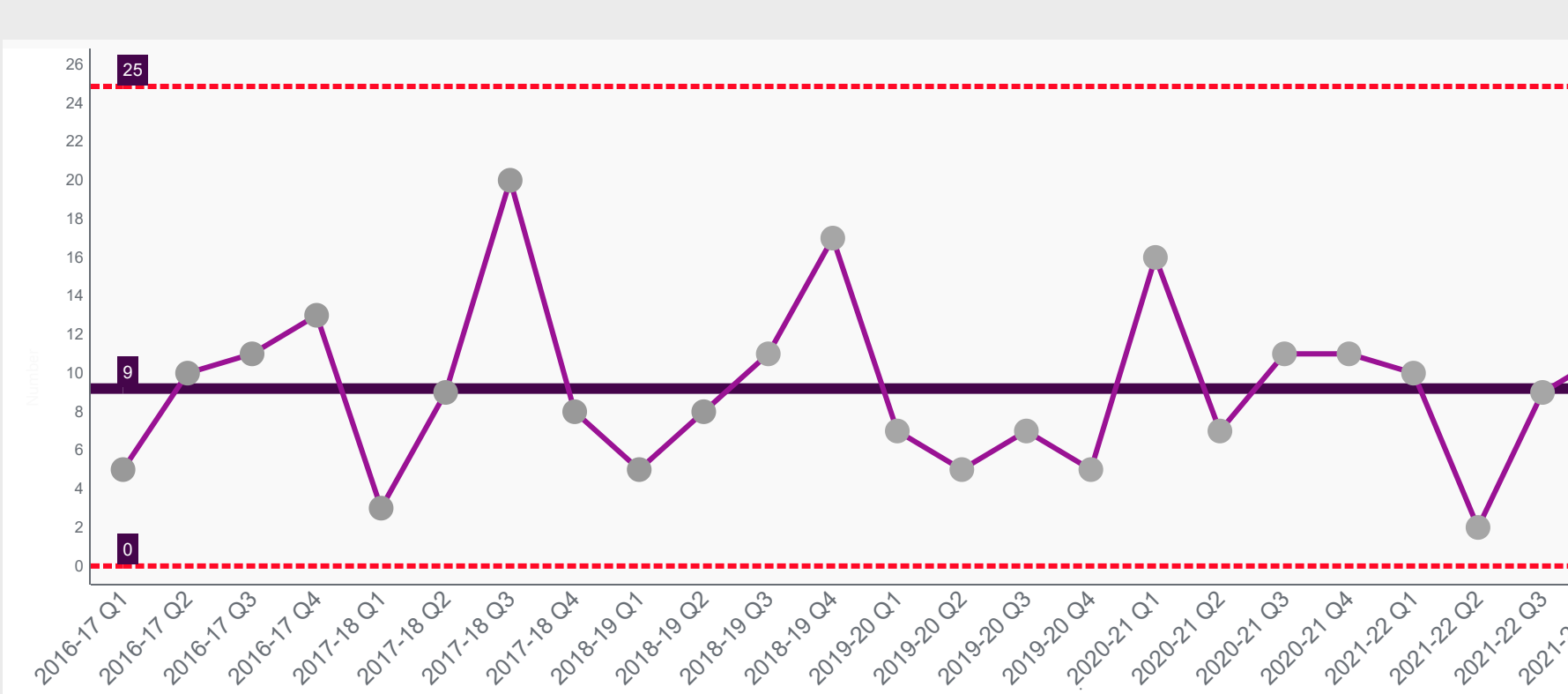
OWNER: Head of Service Delivery - East

SUMMARY

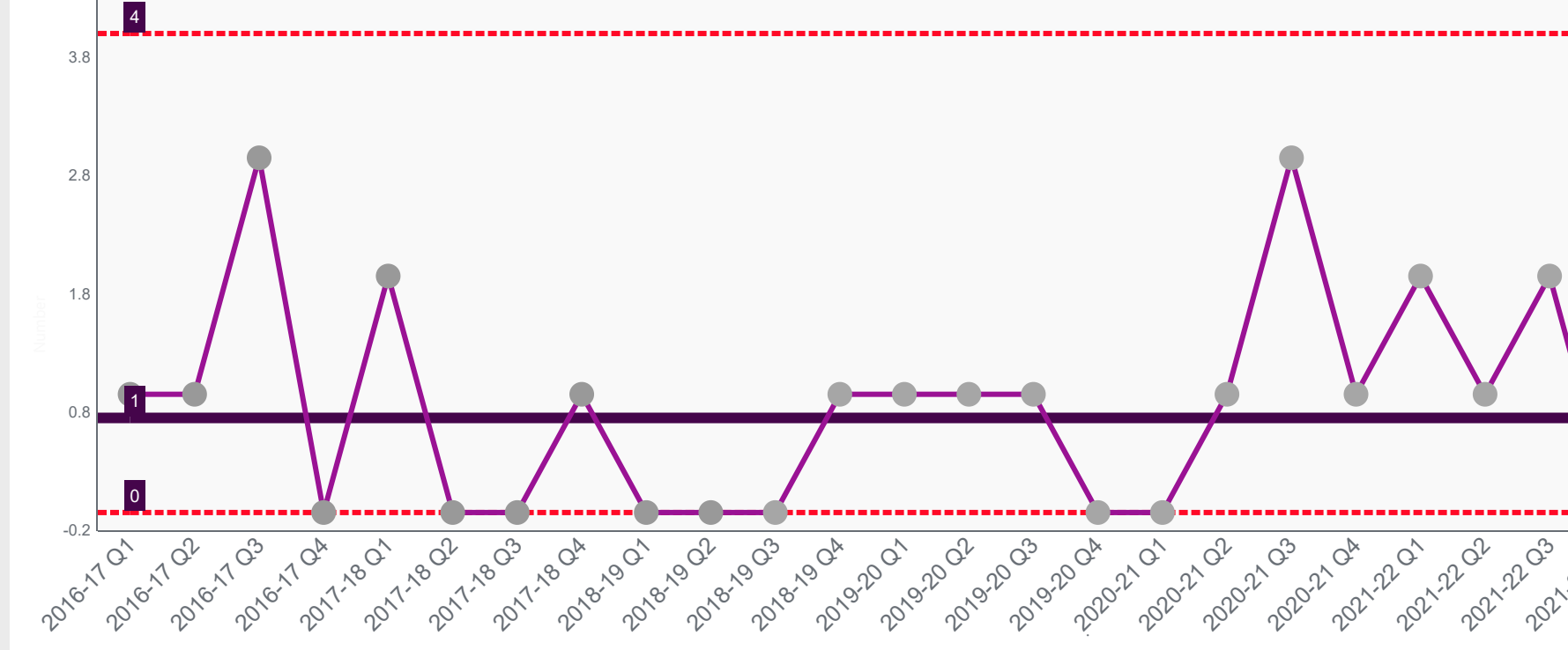
Fire fatality numbers have not changed over the long term. Analysis shows no common causes of fatalities this quarter. We continue to apply post incident multi agency case conferences to assess and identify causes and common trends.



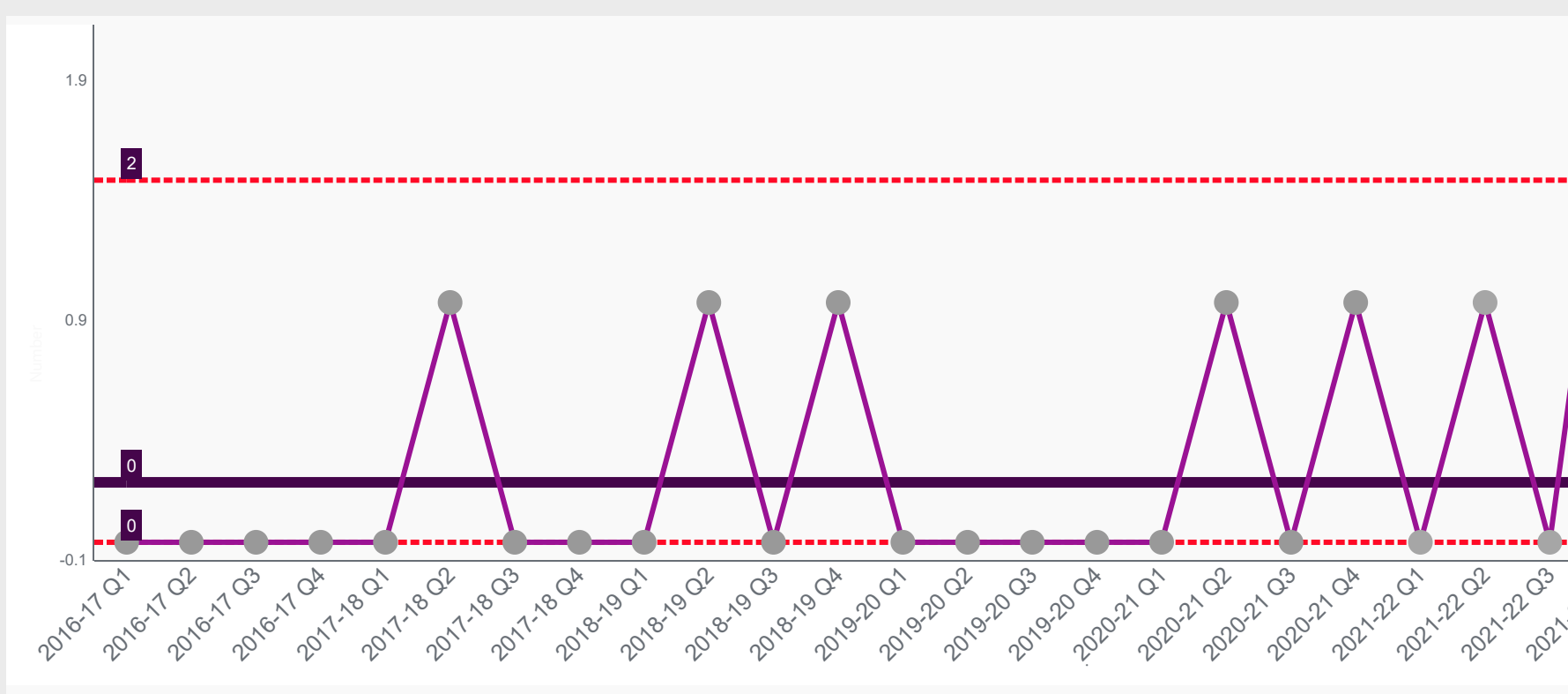
Building Fire Fatalities



Vehicle Fire Fatalities



Outdoor Fire Fatalities



KPI 5 Fire Casualties

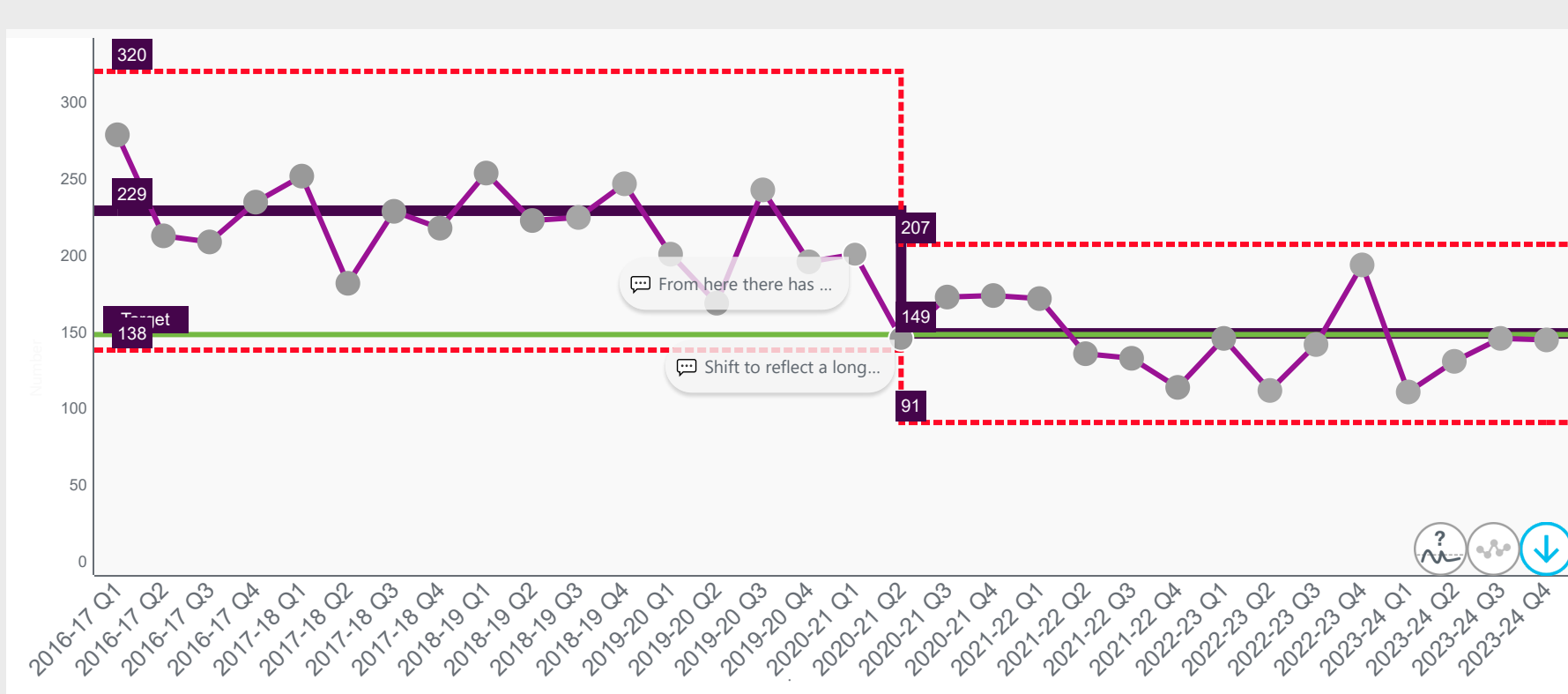
Reduce against previous year

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.

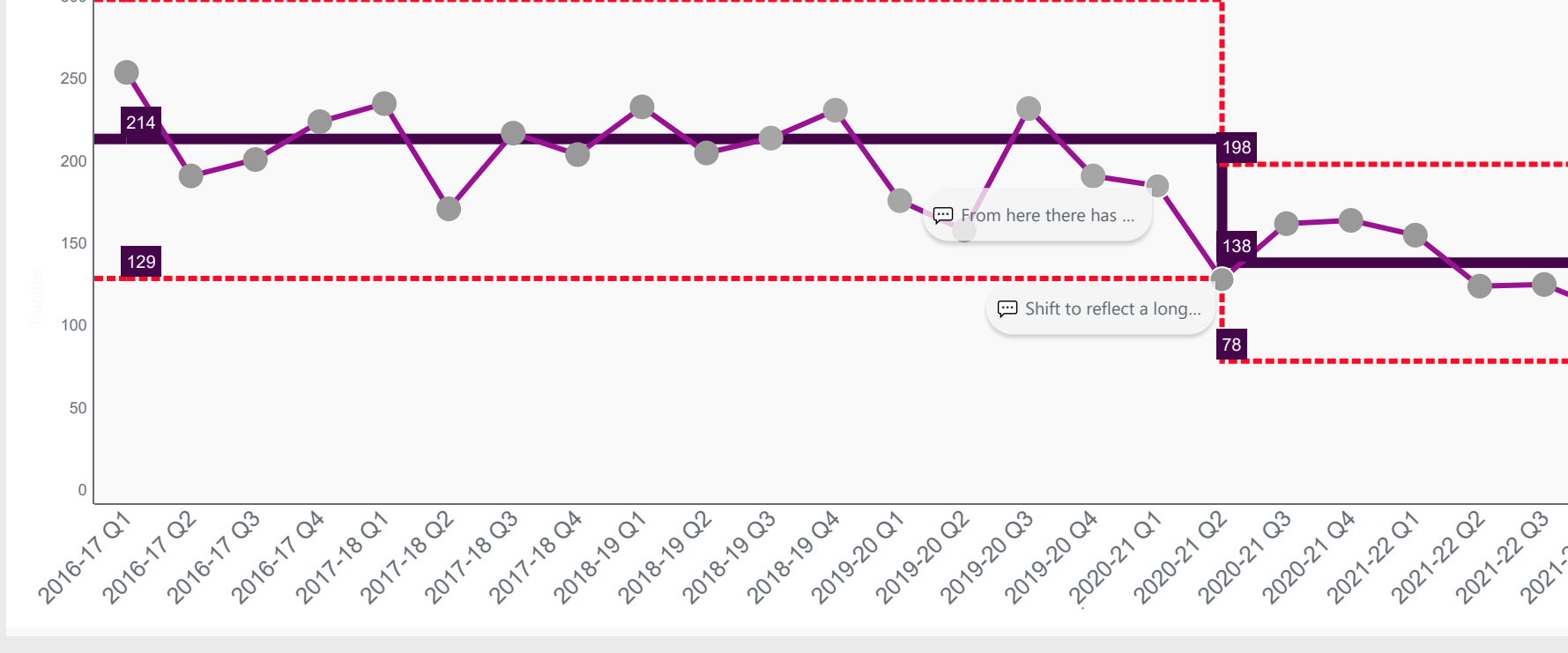
OWNER: Head of Service Delivery - East

SUMMARY

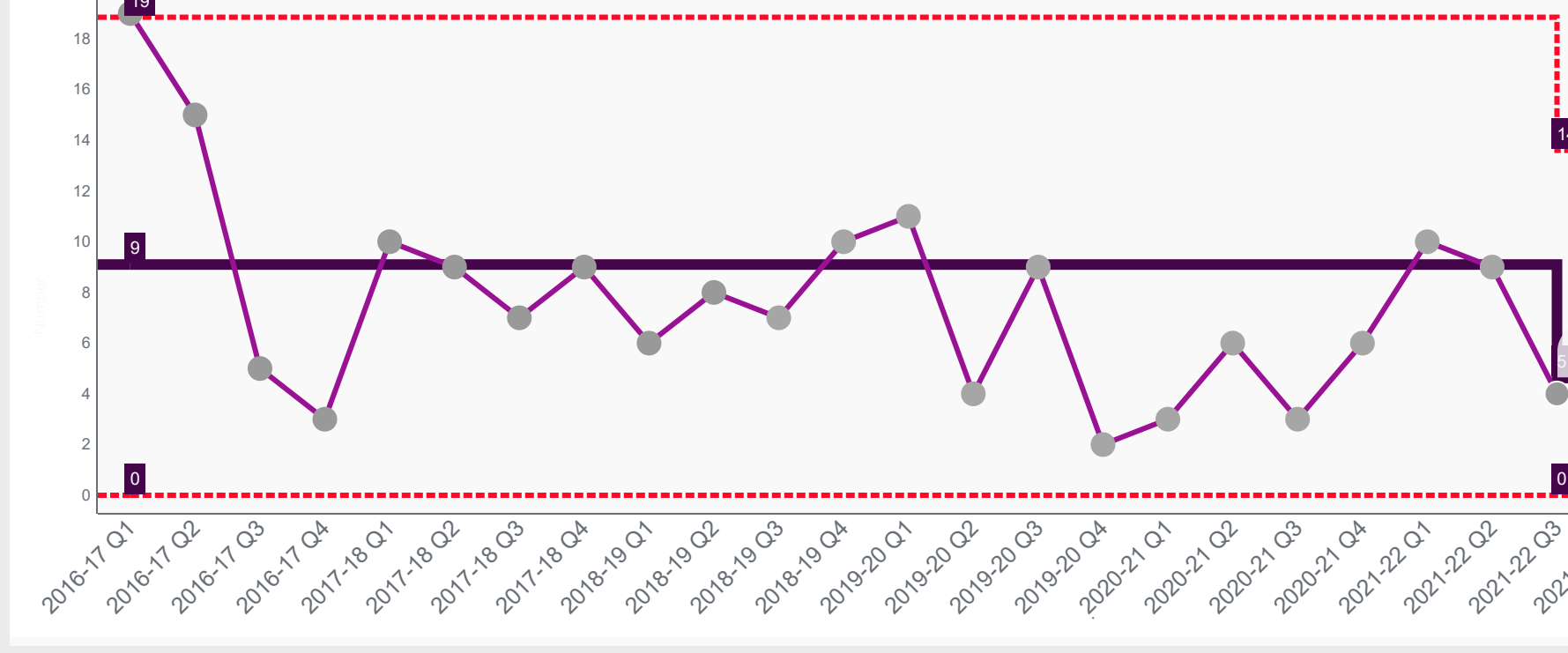
Our main prevention activity will continue to be Home fire safety visits and community education. Serious fire casualties will include multi agency case study approach.



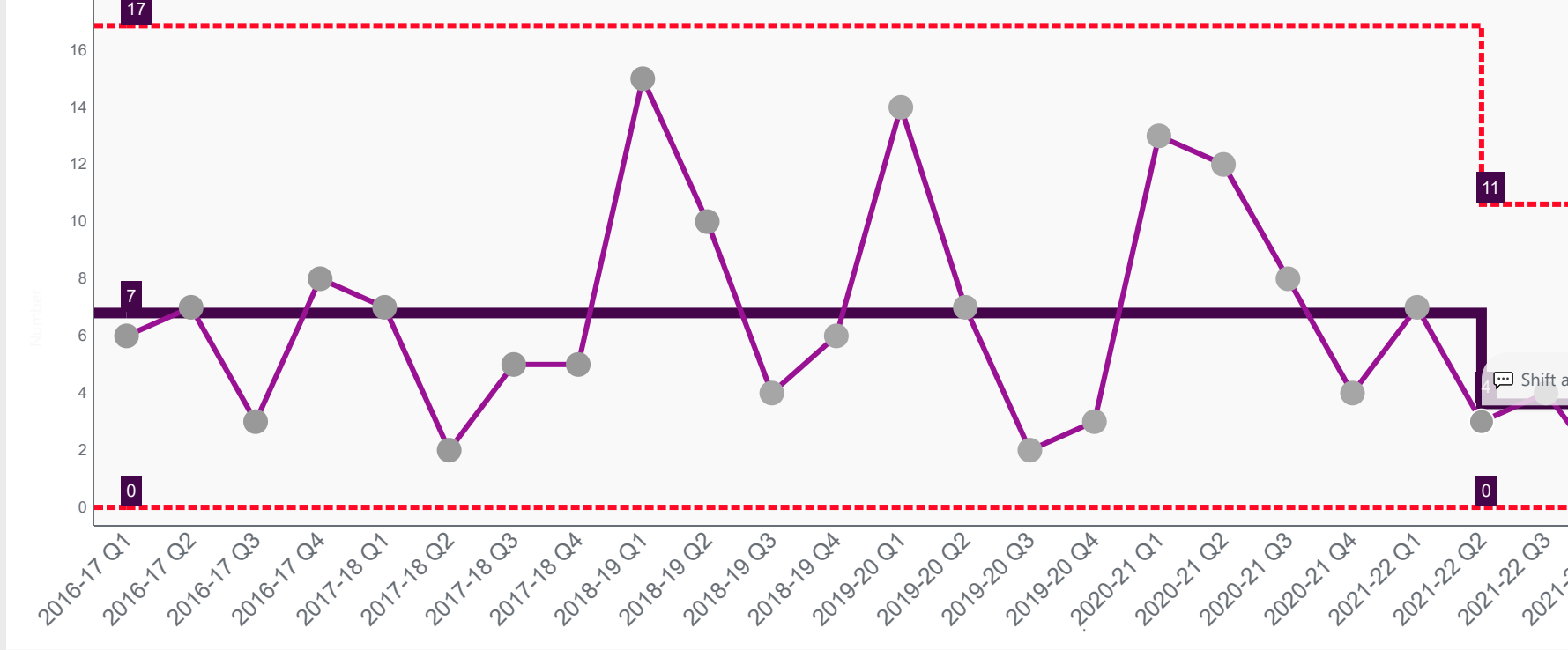
Building Fire Casualties



Vehicle Fire Casualties



Outdoor Fire Casualties



Prevention and Protection

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



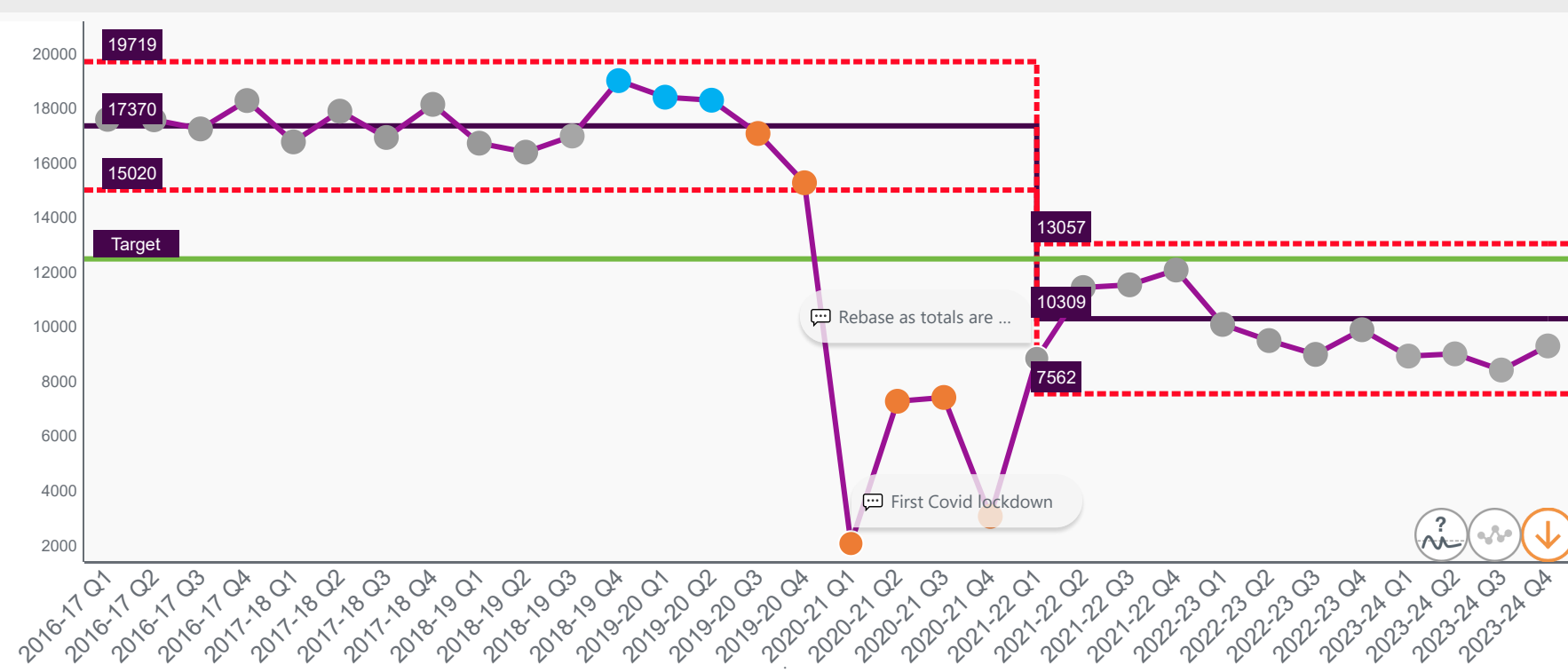
KPI 6 Number of Home Fire Safety Visits conducted

OWNER: Head of Prevention, Protection and Prepare...

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.

SUMMARY

HFSVs were below the annual target of 50,000. This may be due to reduced capacity (appliance withdrawals, significant incident, training requirements etc.). LSOs have been provided with monthly stats to assist with the monitoring of performance down to watch level.



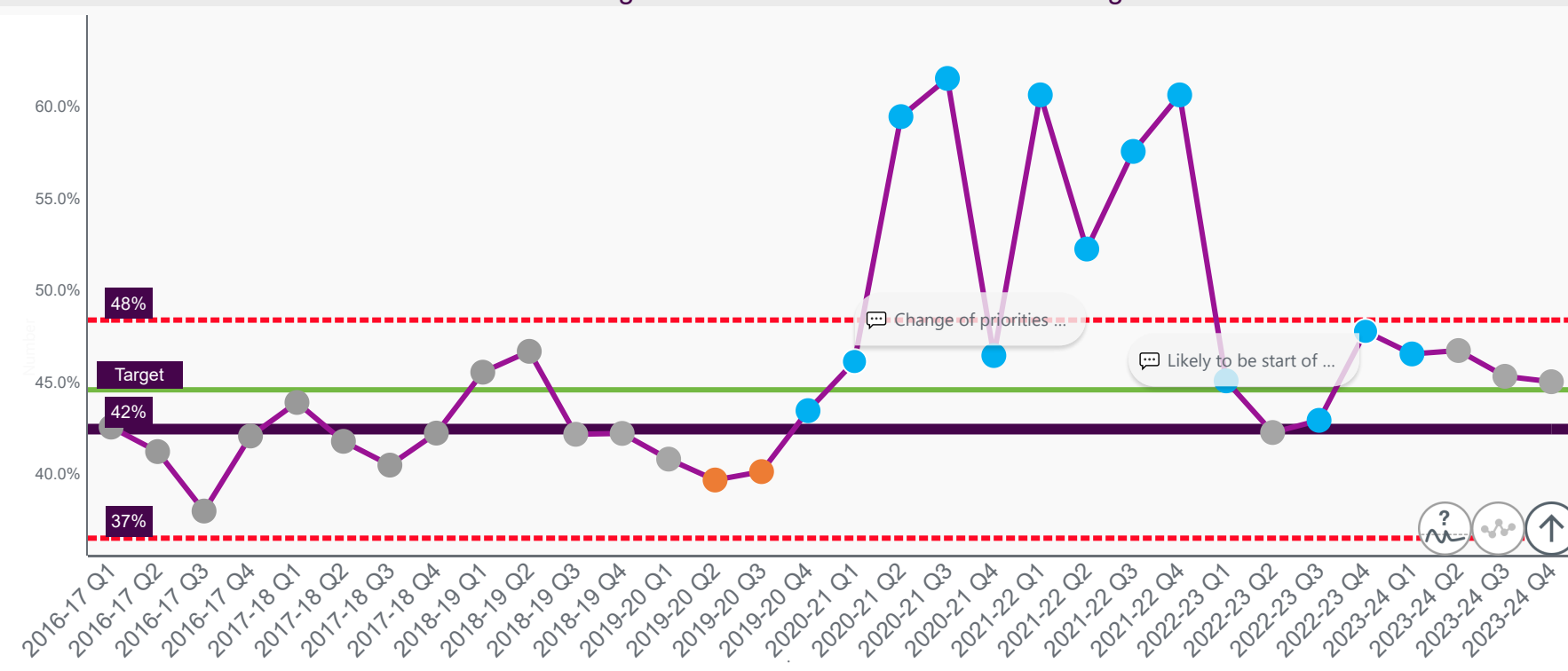
KPI 7 % of Home Fire Safety Visits conducted for vulnerable groups

OWNER: Head of Prevention, Protection and Prepare...

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.

SUMMARY

High risk visits remains above target which is positive in that SFRS are directing resources to households most at risk. Tools and information to support partner engagement is available to Areas via the PPP Directorate.



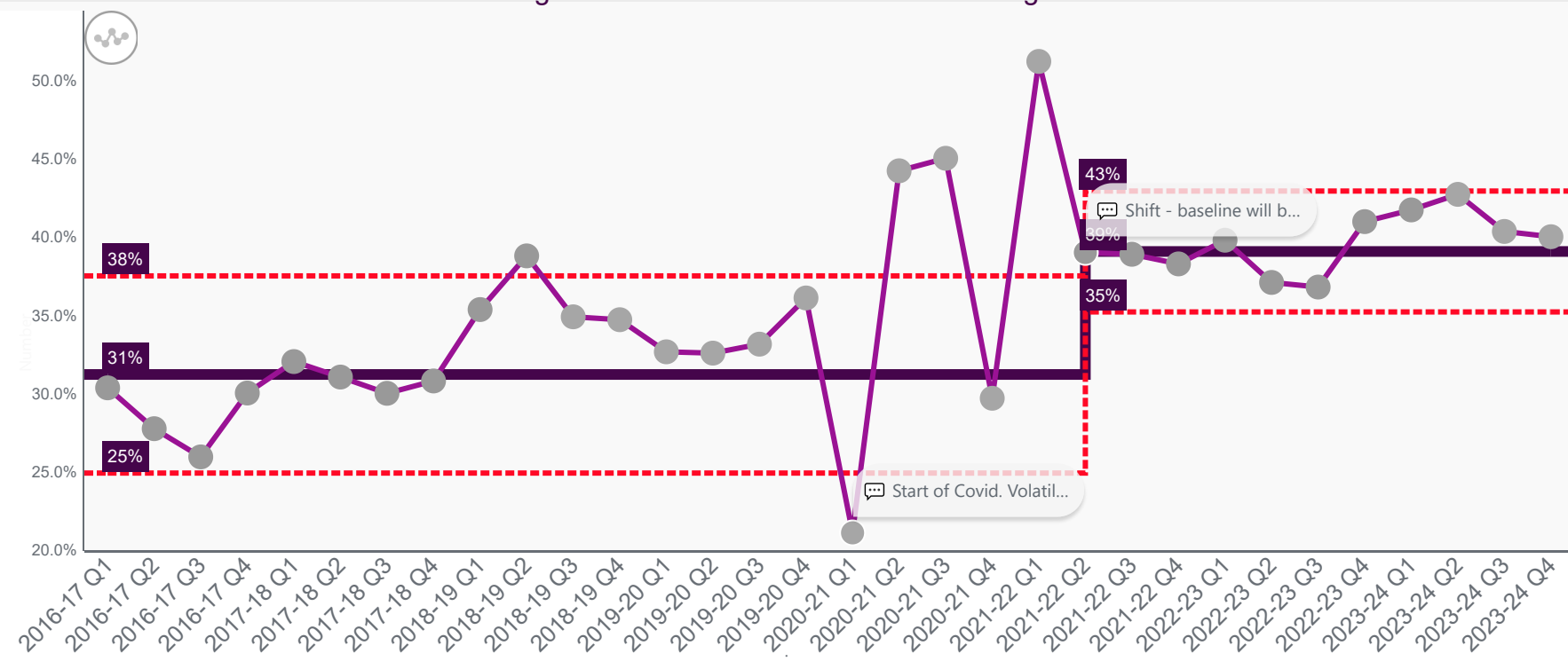
KPI 8 % Home Fire Safety Visits from partner referrals

OWNER: Head of Prevention, Protection and Prepare...

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.

SUMMARY

Tools and information to support partner engagement is available to Areas via the PPP Directorate. Campaigns including Make the Call have also assisted in a positive number of partner referrals. This is challenging as all partners are facing resourcing pressures.



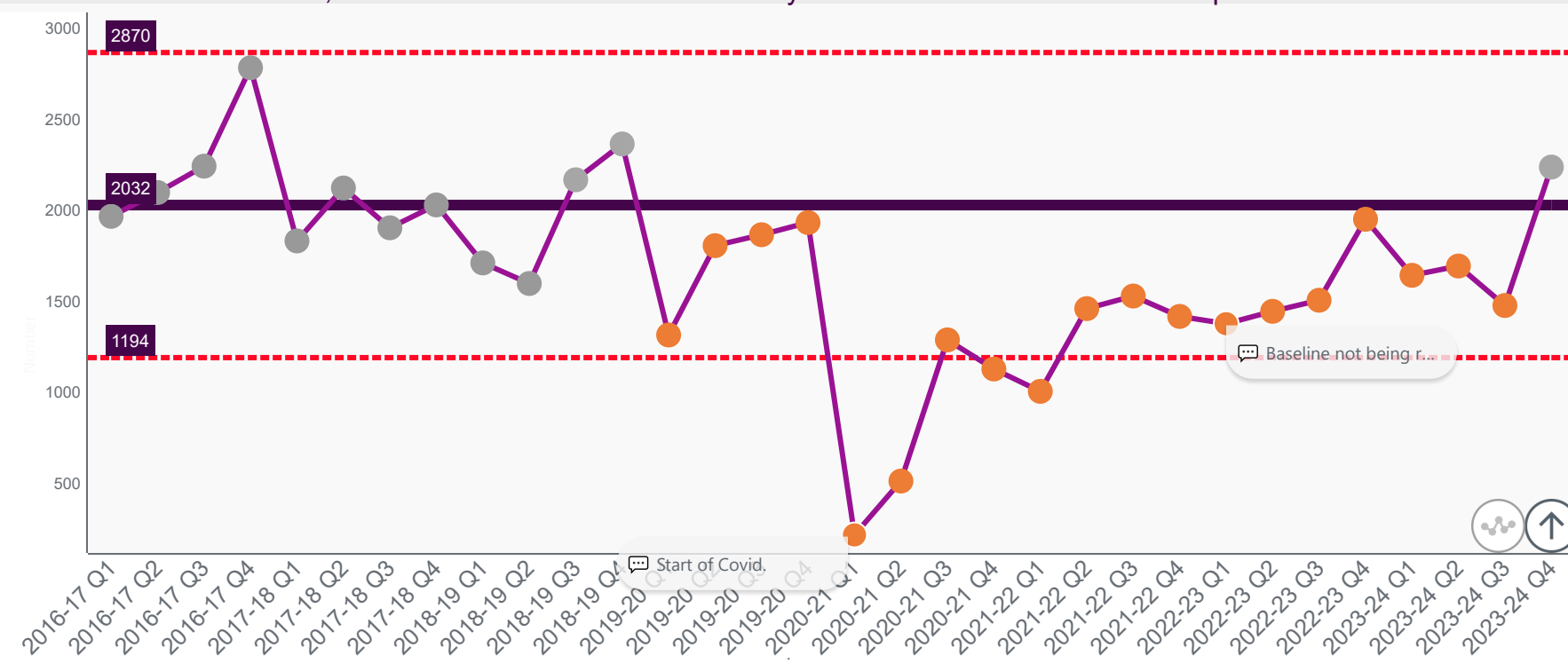
KPI 9 Fire Safety Audits Completed

OWNER: Head of Prevention, Protection and Prepare...

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.

SUMMARY

SFRS have demonstrated an increase on performance over the same period last year. This reflects the attainment of skills within the Protection Officer resource and is expected to continue to effectively manage risk locally within non domestic premises.



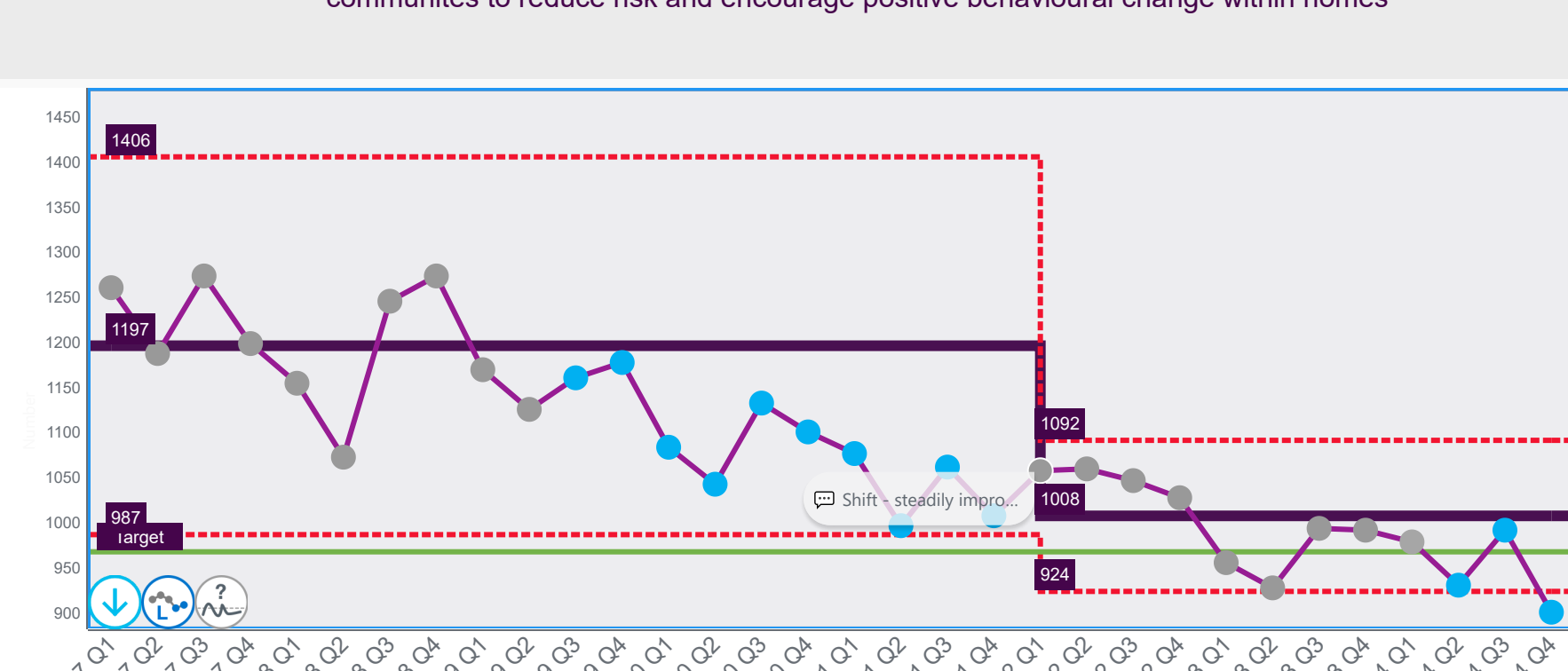
KPI 10 Total number of accidental dwelling fires

OWNER: Head of Service Delivery - East

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

SUMMARY

Continue to target those most at risk within the community through home fire safety visits and other prevention activities. This should be data led and enhanced by working with local community partners.



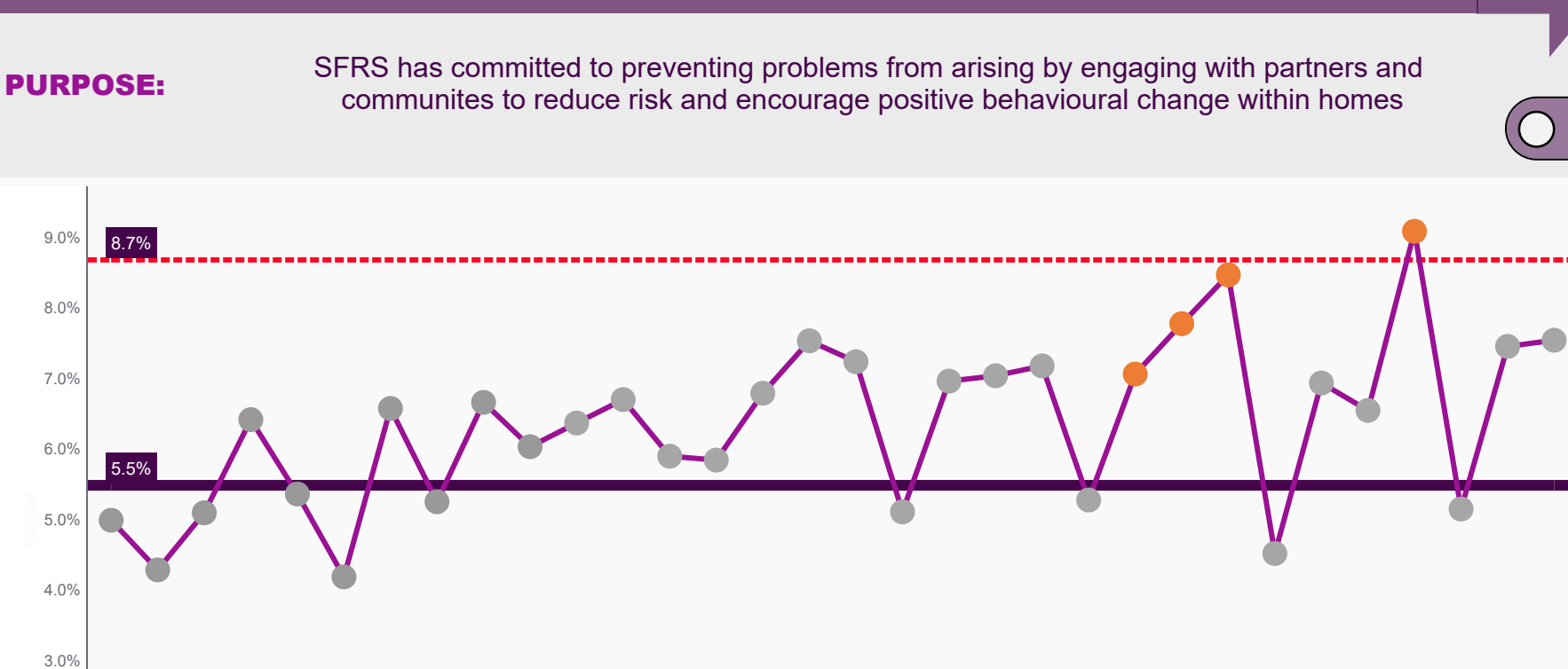
KPI 11 % of accidental dwelling fires classed as High Severity

OWNER: Head of Service Delivery - East

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

SUMMARY

Prevention activities to be informed by previous data, this will include targeting those most at risk in the community through home fire safety visits. Continue to educate partners regarding referrals of those most at risk in the community.



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

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



Response

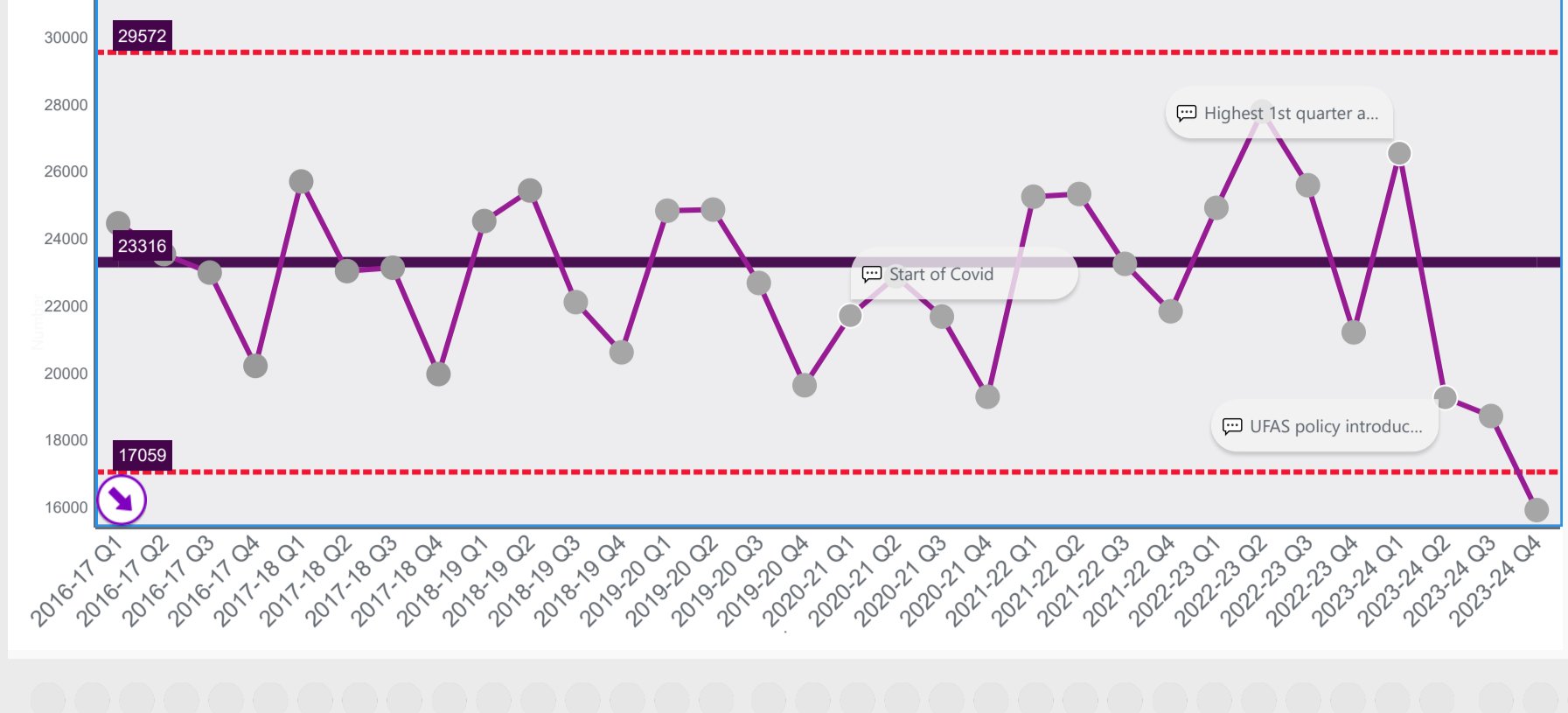


Communities are safer and more resilient as we respond effectively to changing risks.

KPI 12 Total Incidents Track

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

OWNER: Head of Service Delivery - East



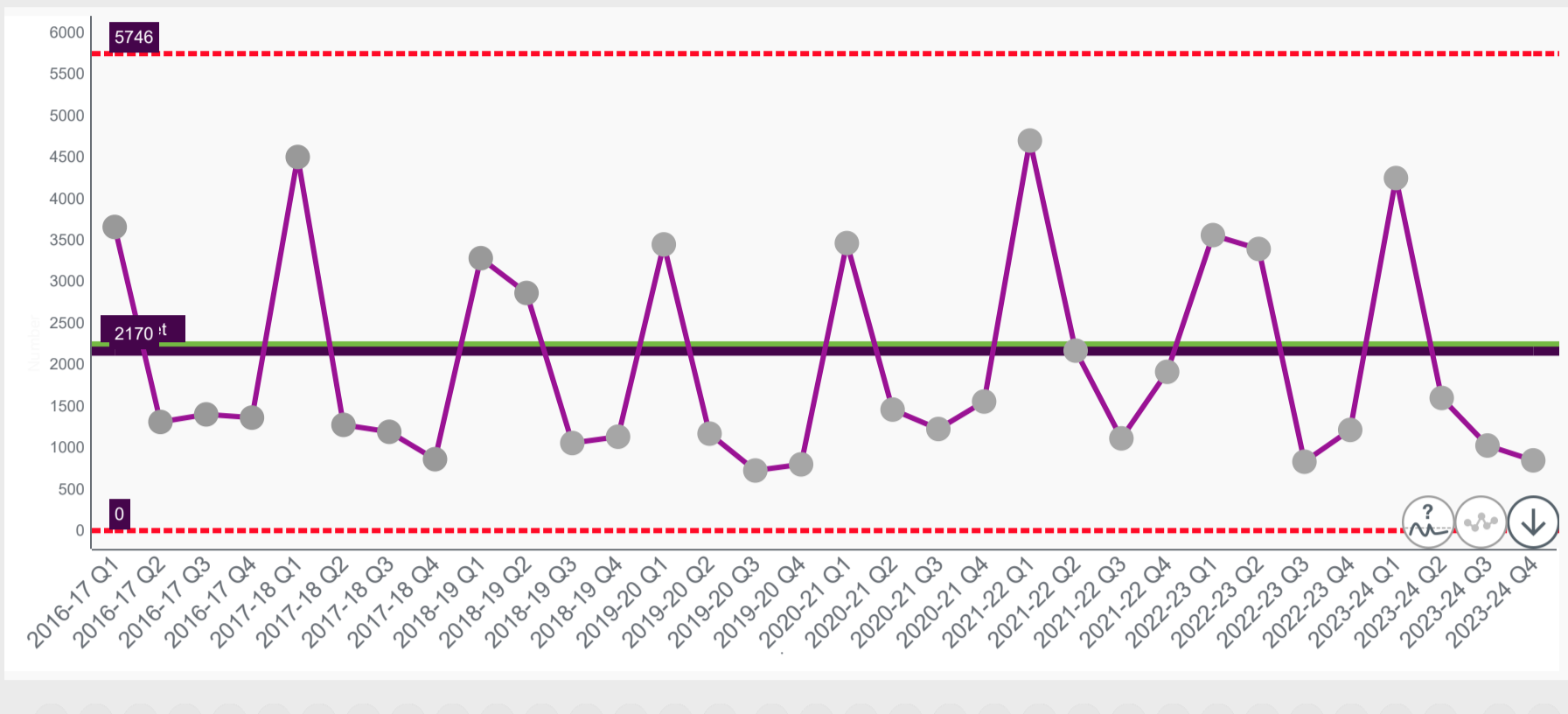
SUMMARY

A significant factor is the introduction of UFAS reduction policy. However, other factors include seasonal trends and effective prevention activities.

KPI 13 Non-refuse Secondary Fires Reduce against previous year

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

OWNER: Head of Service Delivery - East



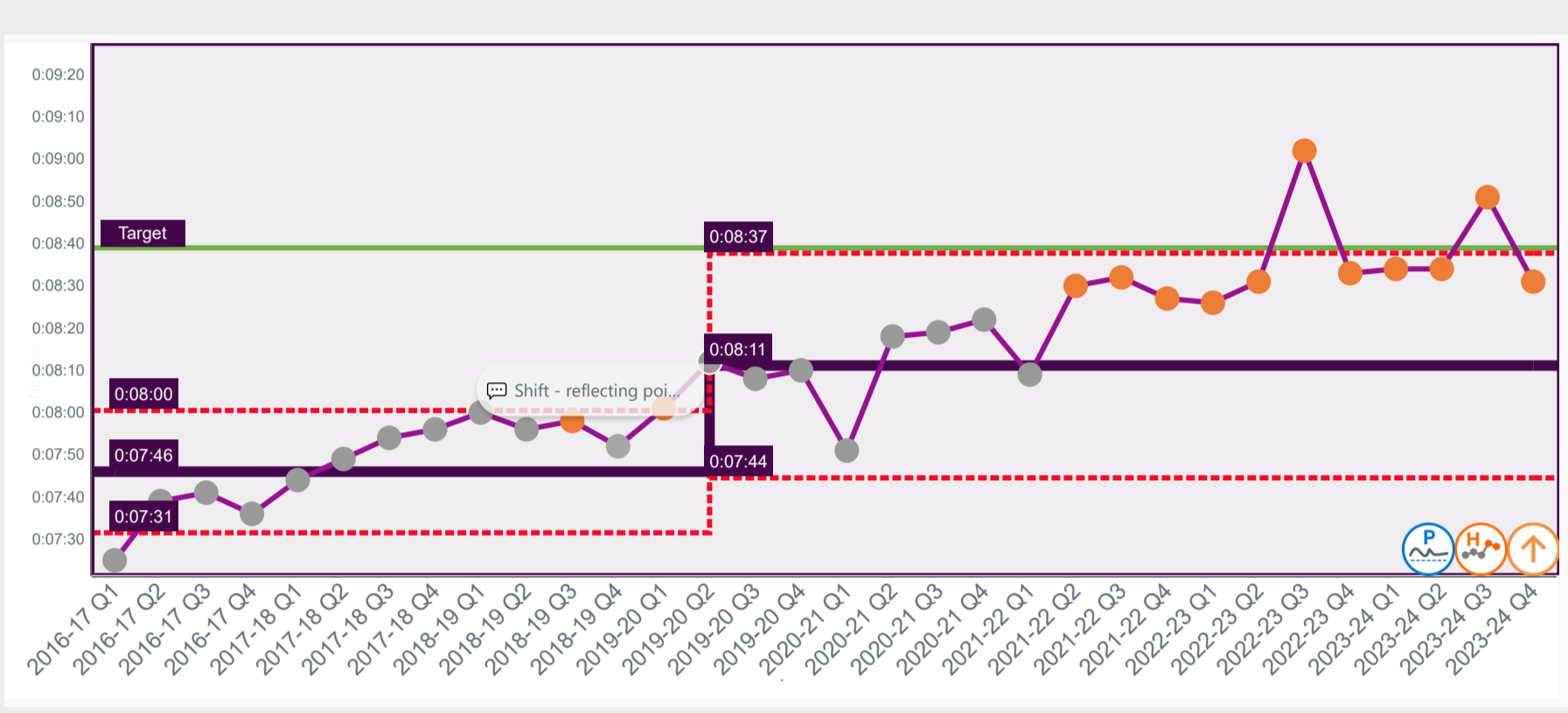
SUMMARY

Prevention activities should be led by data where available and enhanced through a partnership approach, where appropriate.

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

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

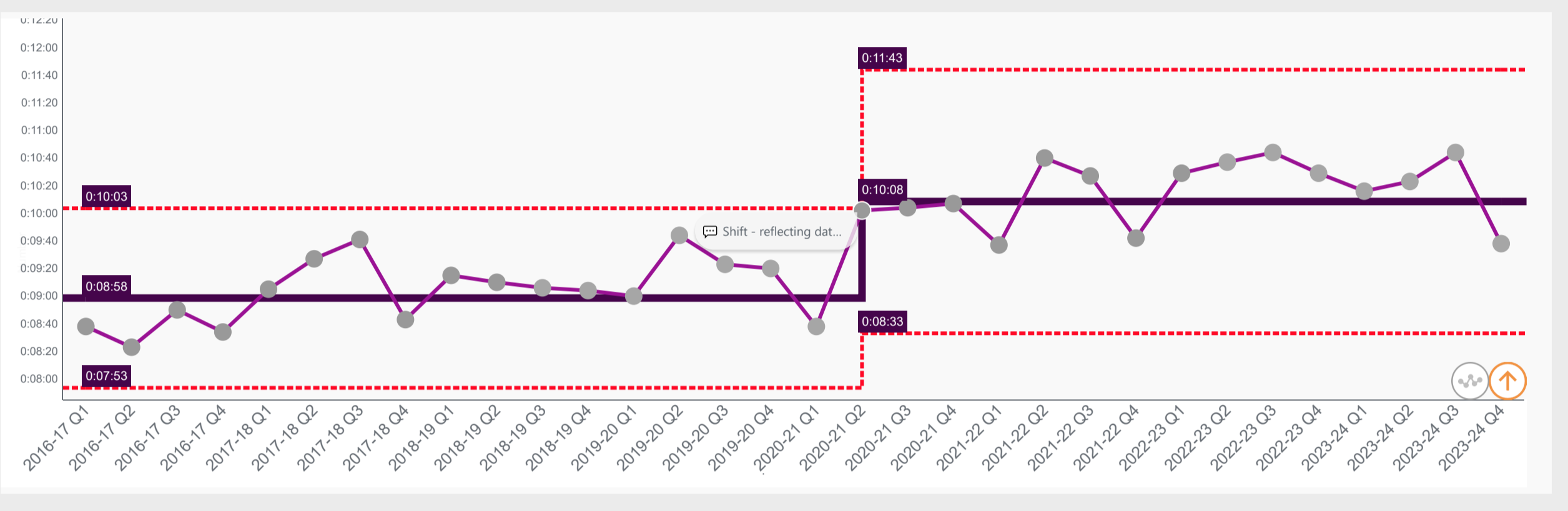
OWNER: Head of Service Delivery - East



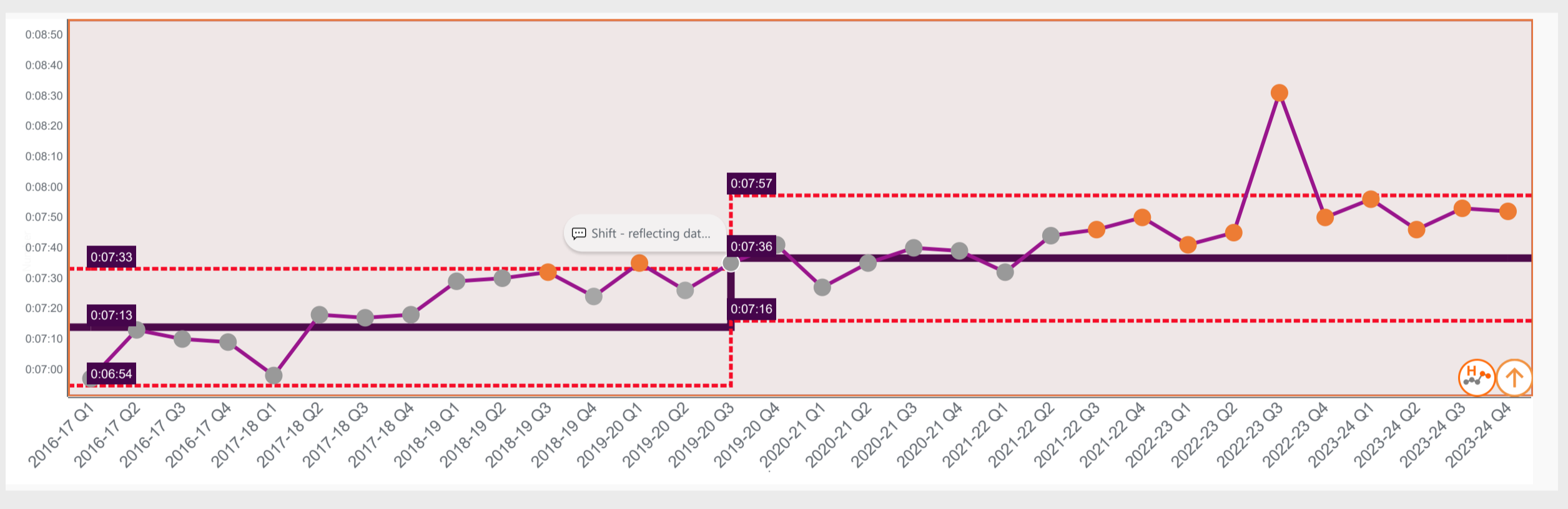
SUMMARY

Slight overall improvement from previous quarter. Variance in performance is due to a number of factors. This could include operational demand and appliance availability.

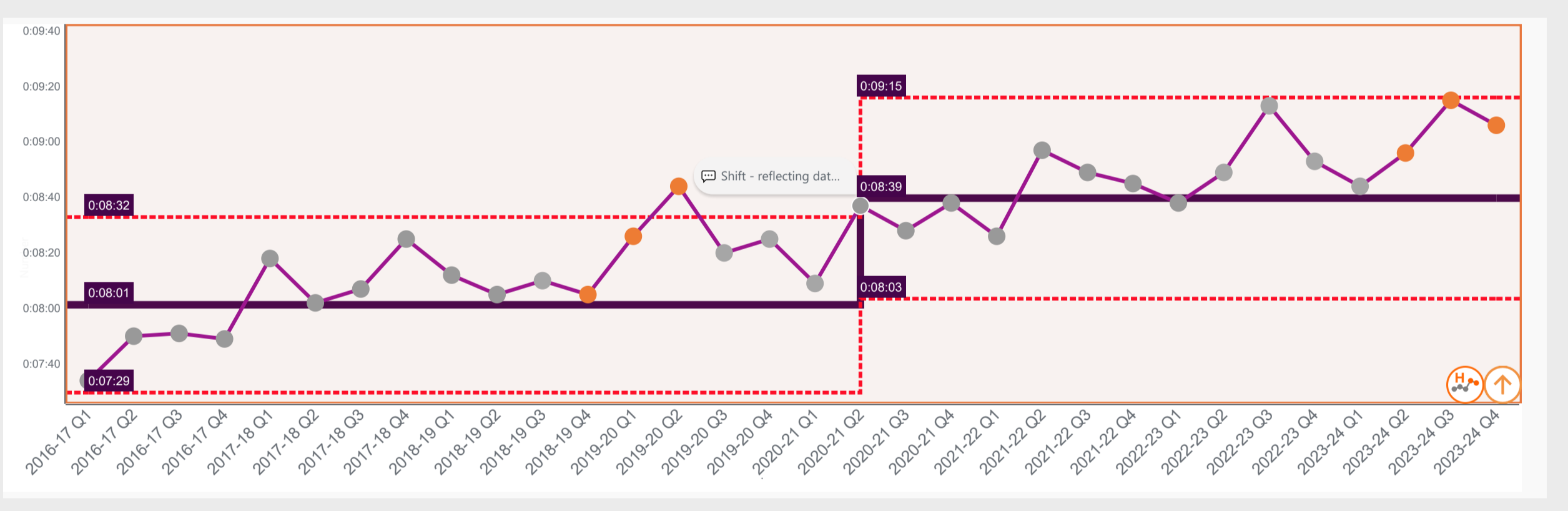
Median Response Time to Life Risk Incidents - North SDA



Median Response Time to Life Risk Incidents - West SDA



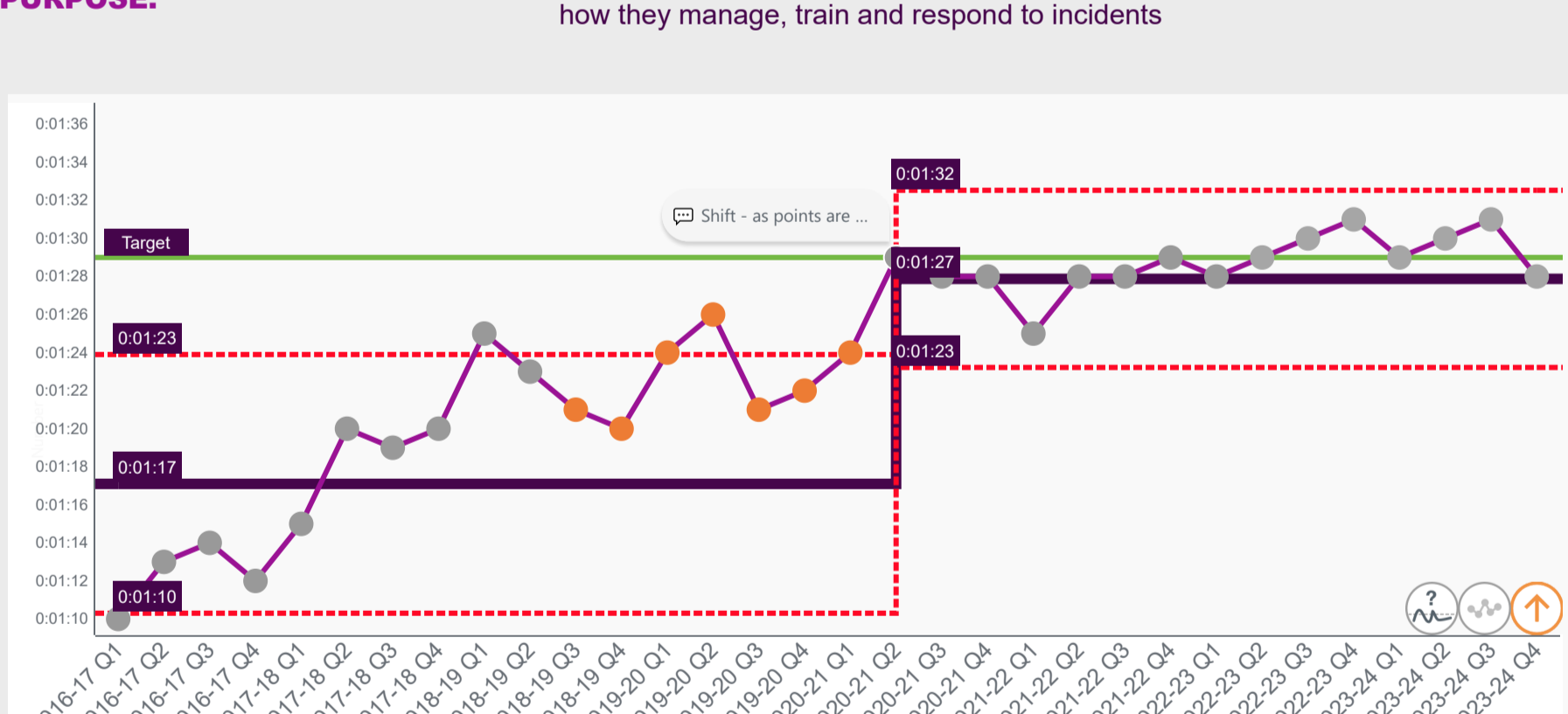
Median Response Time to Life Risk Incidents - East SDA



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

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

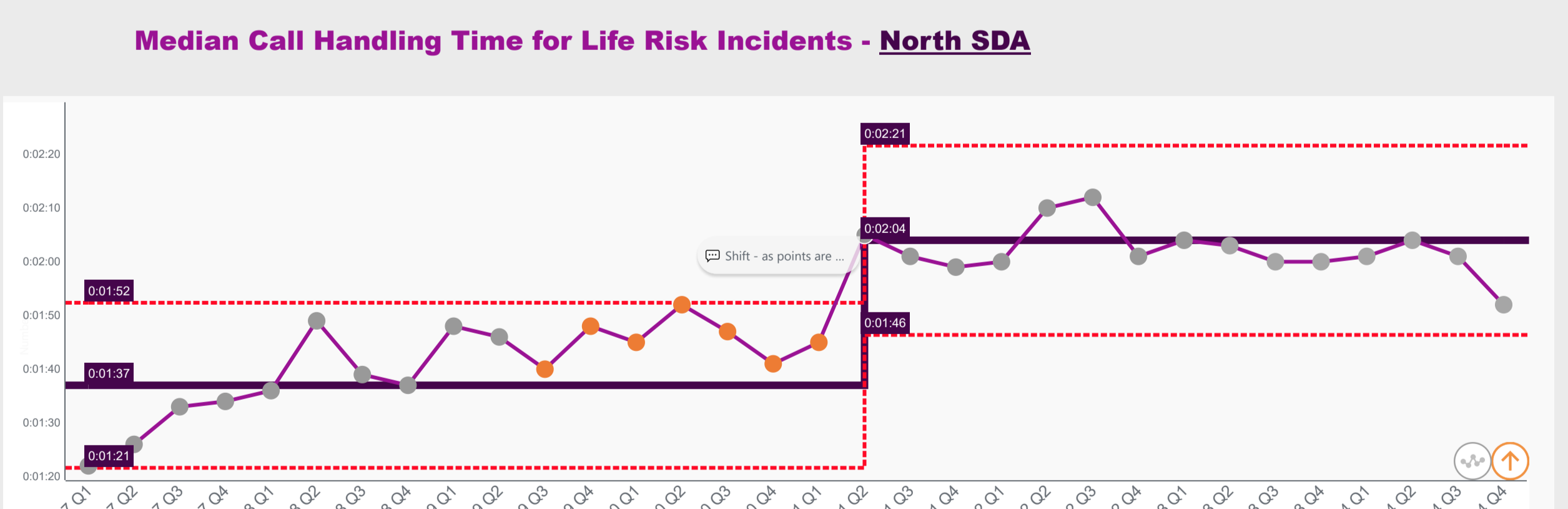
OWNER: Head of Service Delivery - East



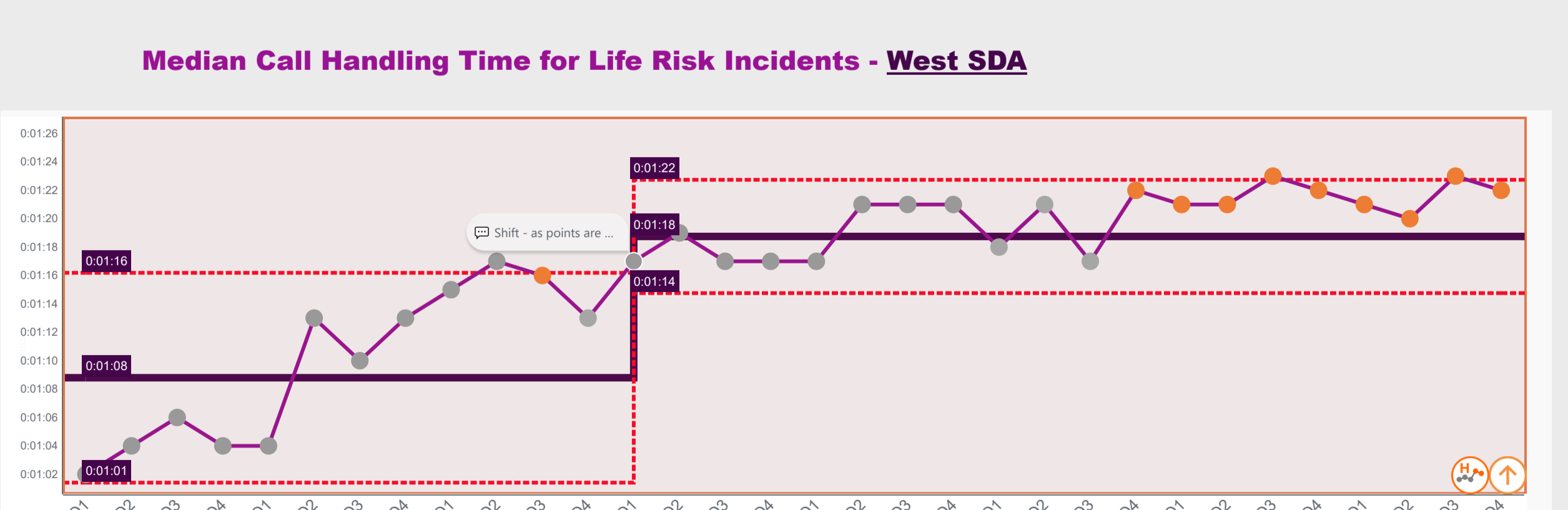
SUMMARY

Slight decrease in call handling time, in context this is a national perspective this is 3 second improvement from last quarter. This will continue to be influenced by technology, systems, information at time of call and staff profiles within Operational Control.

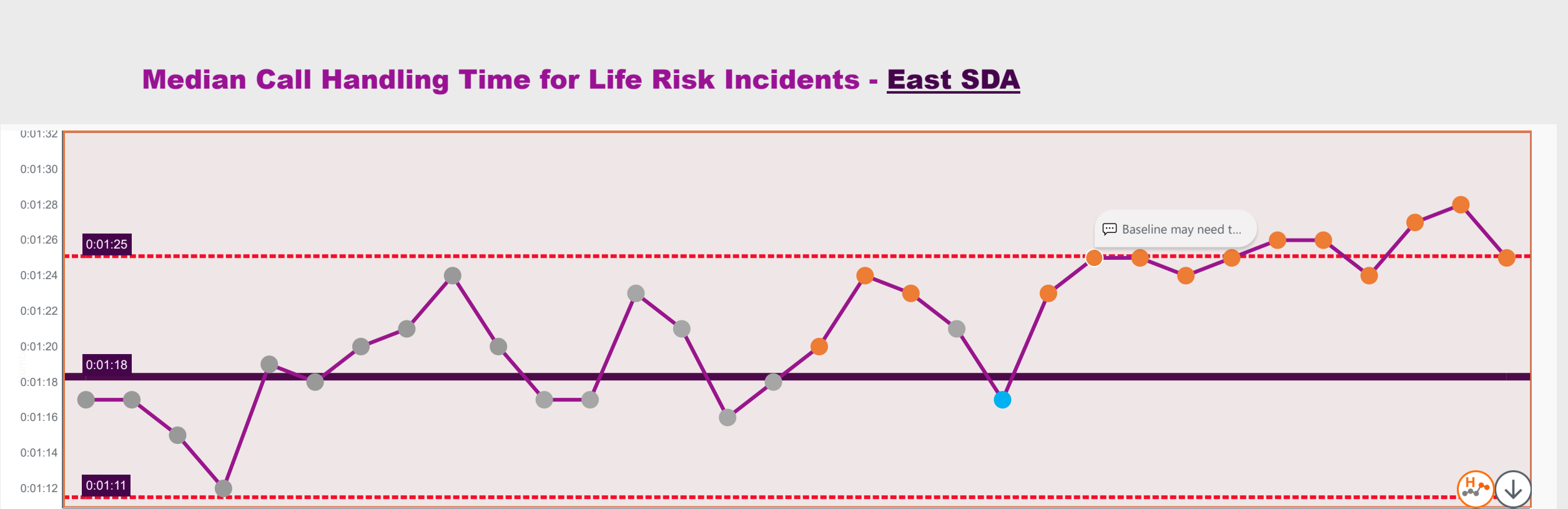
Median Call Handling Time for Life Risk Incidents - North SDA



Median Call Handling Time for Life Risk Incidents - West SDA



Median Call Handling Time for Life Risk Incidents - East SDA



Response



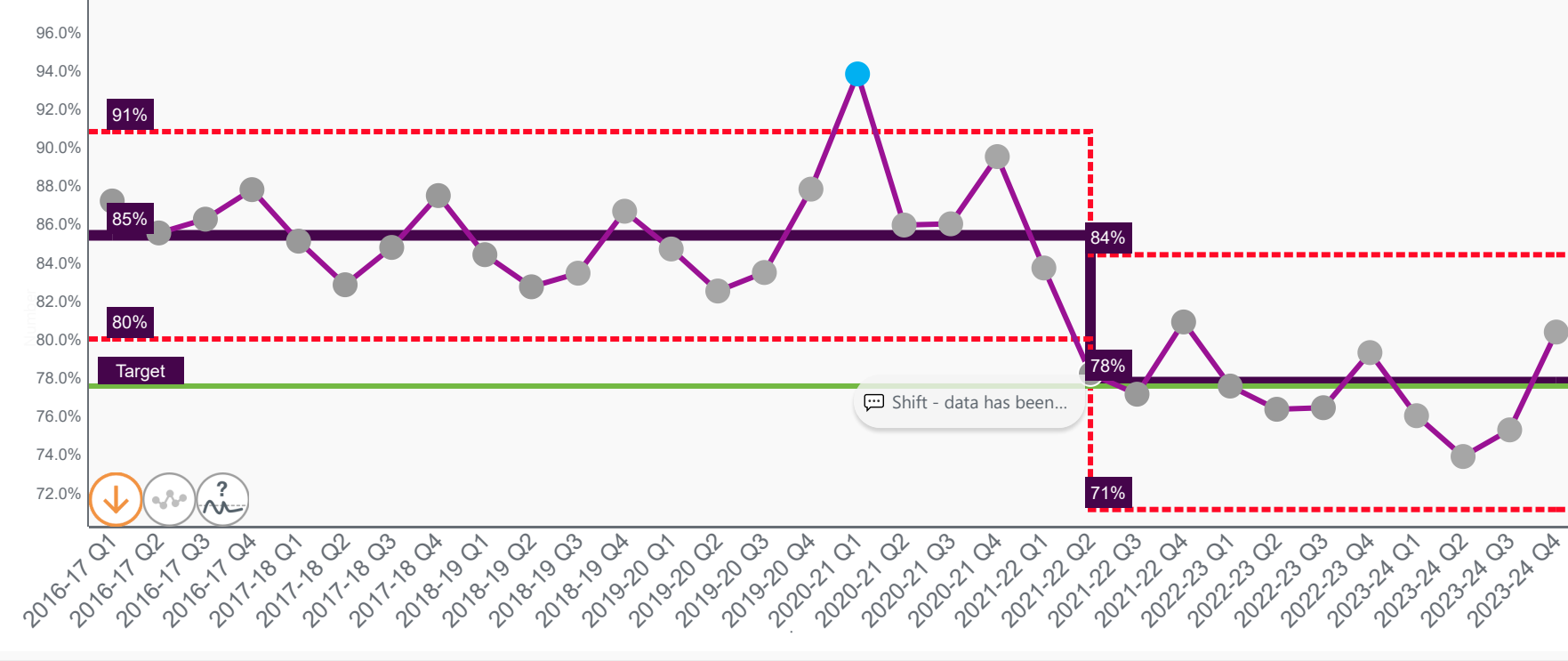
Communities are safer and more resilient as we respond effectively to changing risks.

KPI 16 On-Call 1st Appliance Availability

Increase against previous year

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

OWNER: Head of Operations



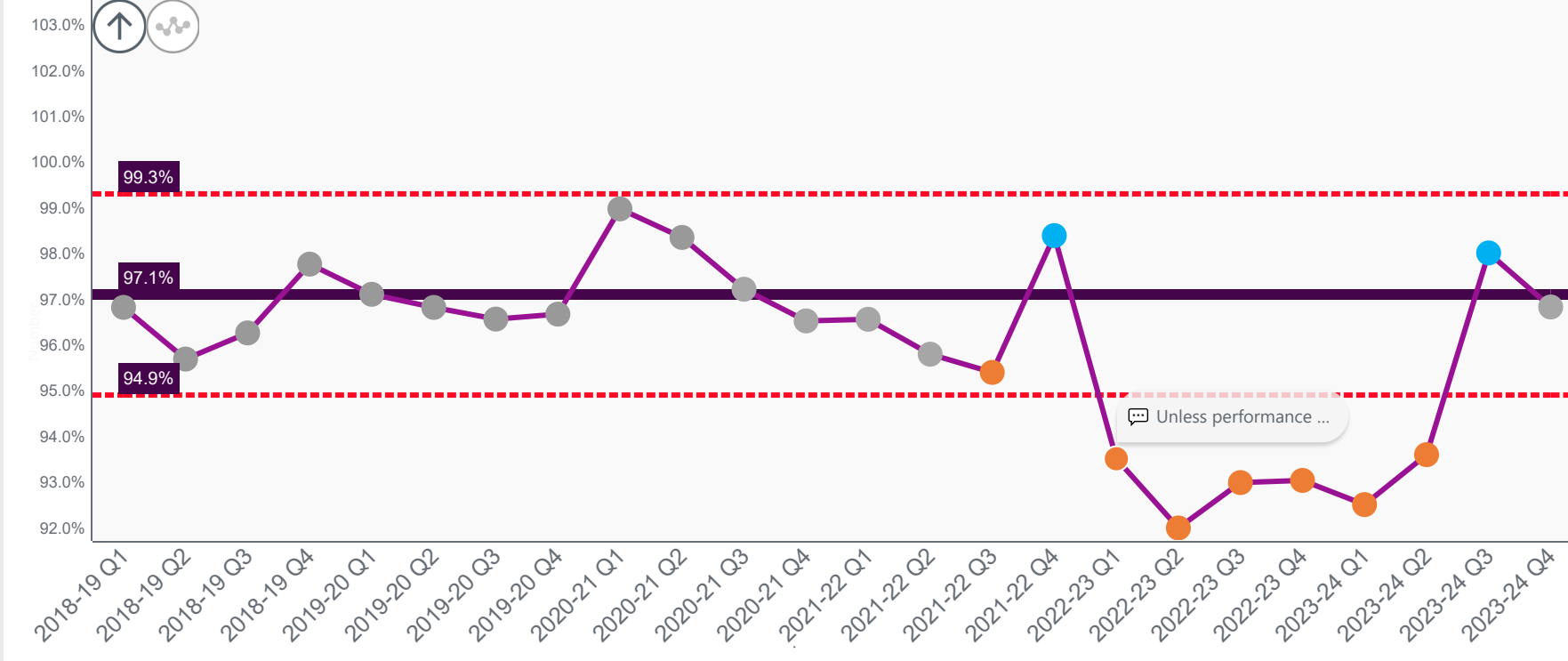
SUMMARY: SFRS has piloted a Bank Roster Scheme and is in the process of evaluating this pilot in preparation for formal adoption across SFRS. 6 LSO Areas participated in the pilot and the evaluation of the Scheme will focus on costs, the benefits of cost versus impact on strategic cover and staff experience.

KPI 17 Wholetime Availability

% compliance against confidence levels

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

OWNER: Head of Operations



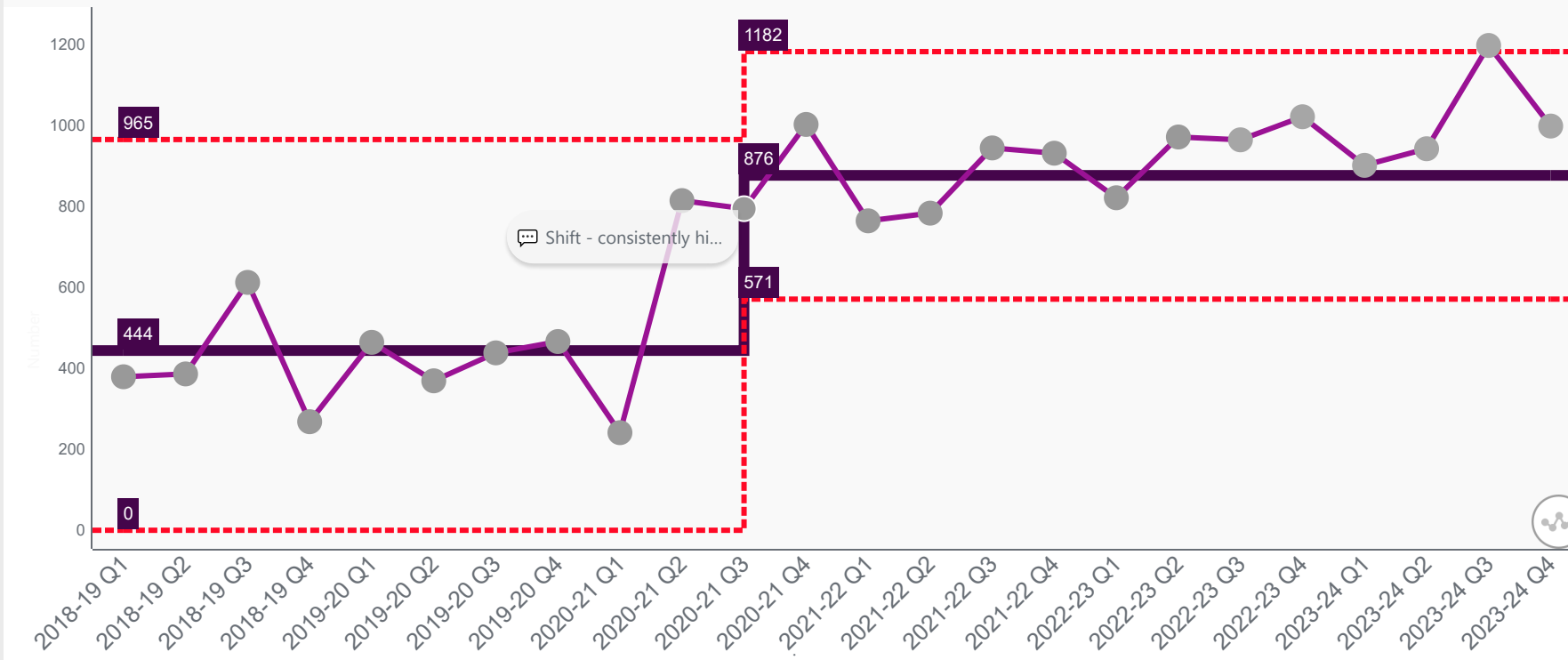
SUMMARY: Wholetime availability remains in tolerance with day to day management by Central Staffing Team. Specialist skills such as Driving and Technical rescue contribute to demand for overtime.

KPI 18 Operational Intelligence Inspections

Track

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

OWNER: Head of Prevention, Protection and Preparedness



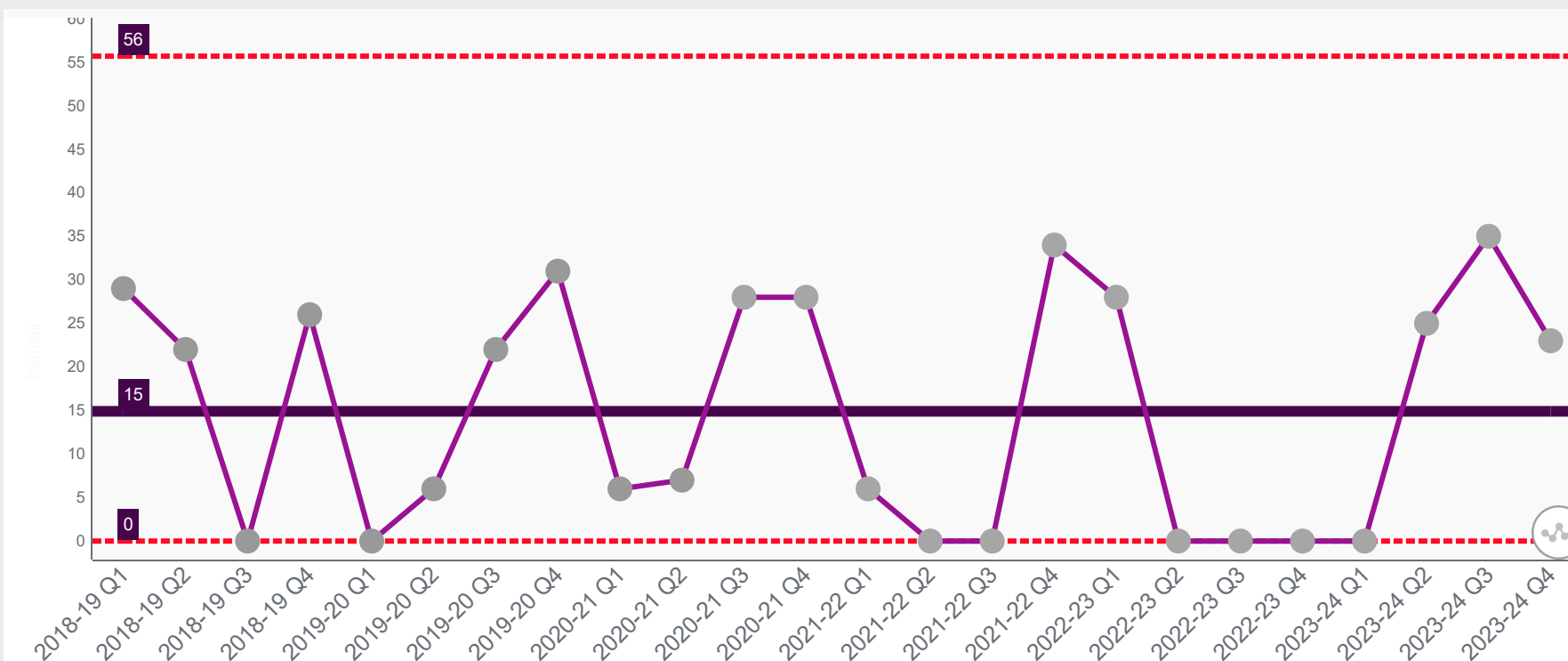
SUMMARY: We are working to deliver on HMFSI actions and are engaging proactively with LSO areas to increase the rate of inspections. This is driving an improvement to performance.

KPI 19 Ops Assurance Audit Actions

Track

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

OWNER: Head of Safety and Assurance



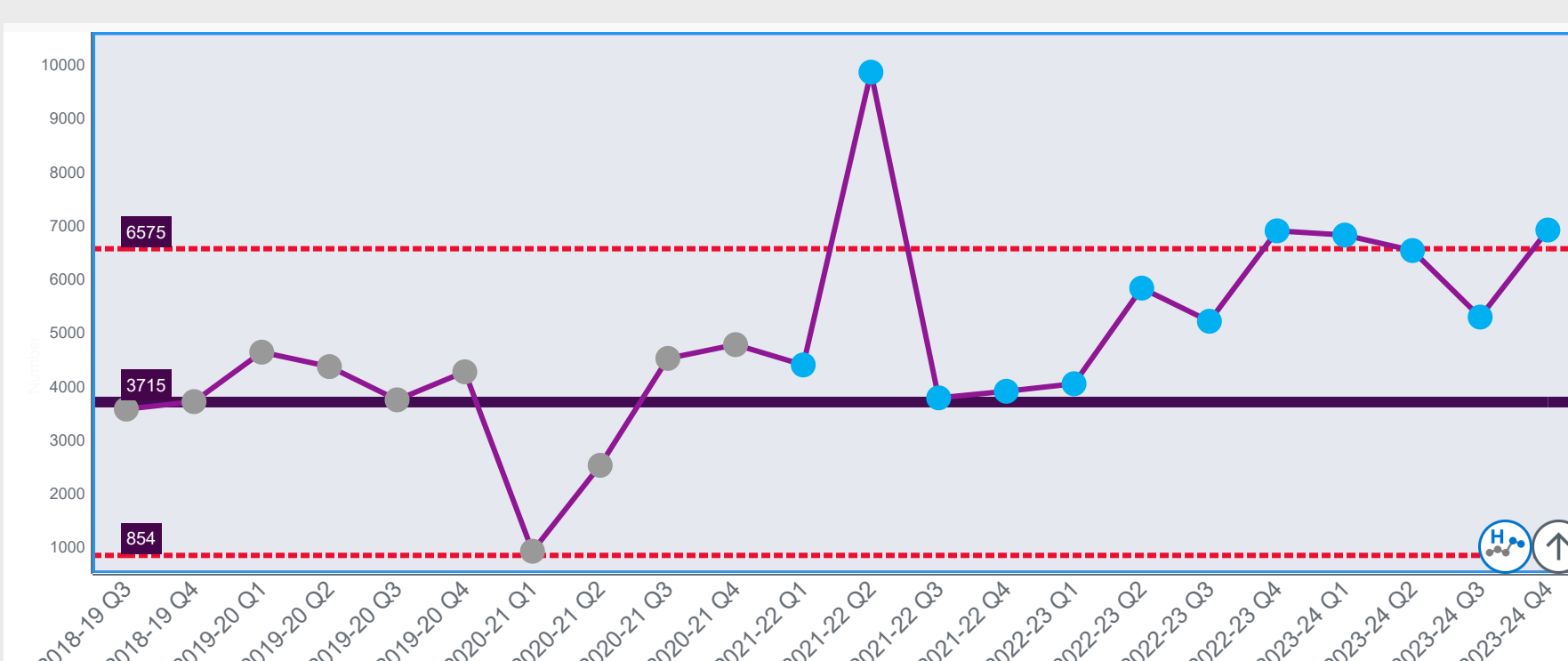
SUMMARY: Operational Assurance identified 23 actions from significant debriefs during Q4 2023/24. These actions have been approved at the Safety and Assurance Sub Group and will now be managed to completion through the Organisational Learning Group.

KPI 20 Hydrant Inspections

Track

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

OWNER: Head of Prevention, Protection and Preparedness



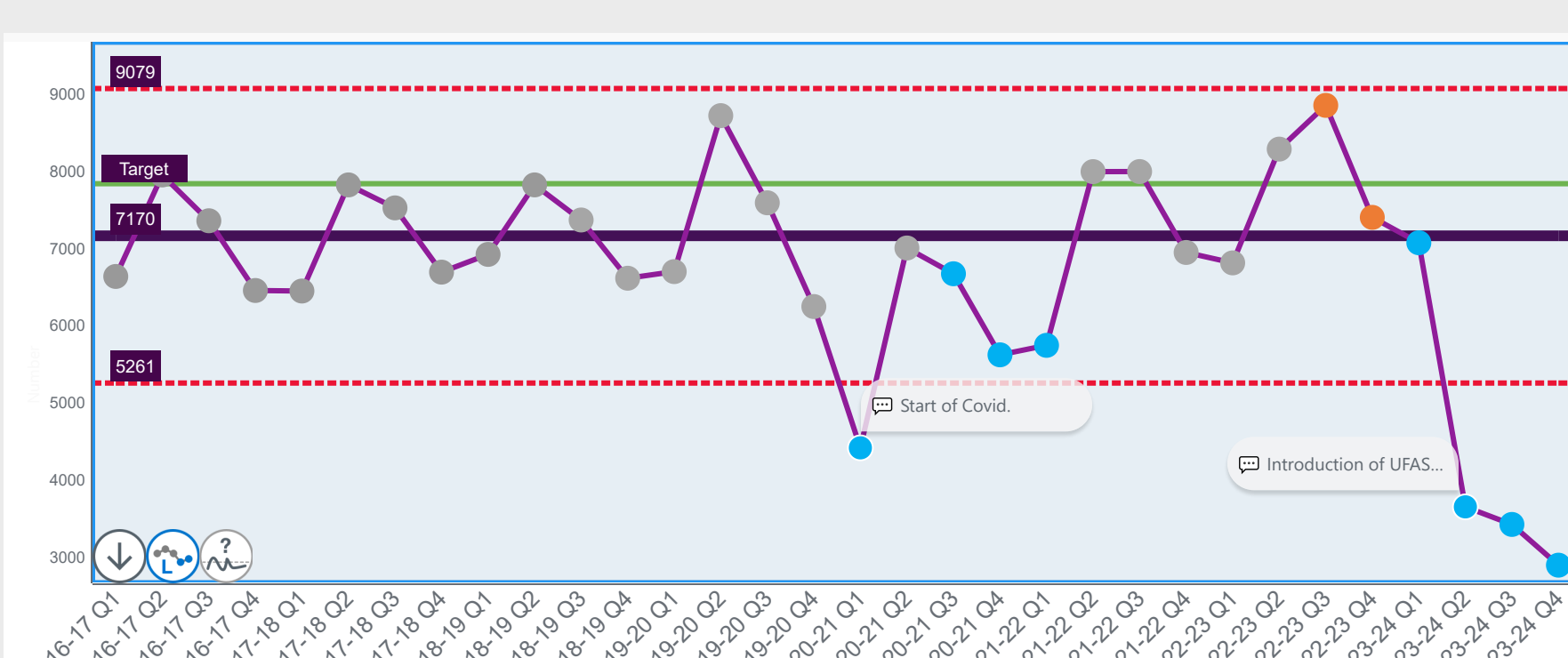
SUMMARY: Quarter 4 saw a significant increase in hydrant inspections. This was due to an improvement in weather conditions.

KPI 21 Unwanted Fire Alarm Signal (UFAS) Incidents

Reduce against previous year

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

OWNER: Head of Service Delivery - East



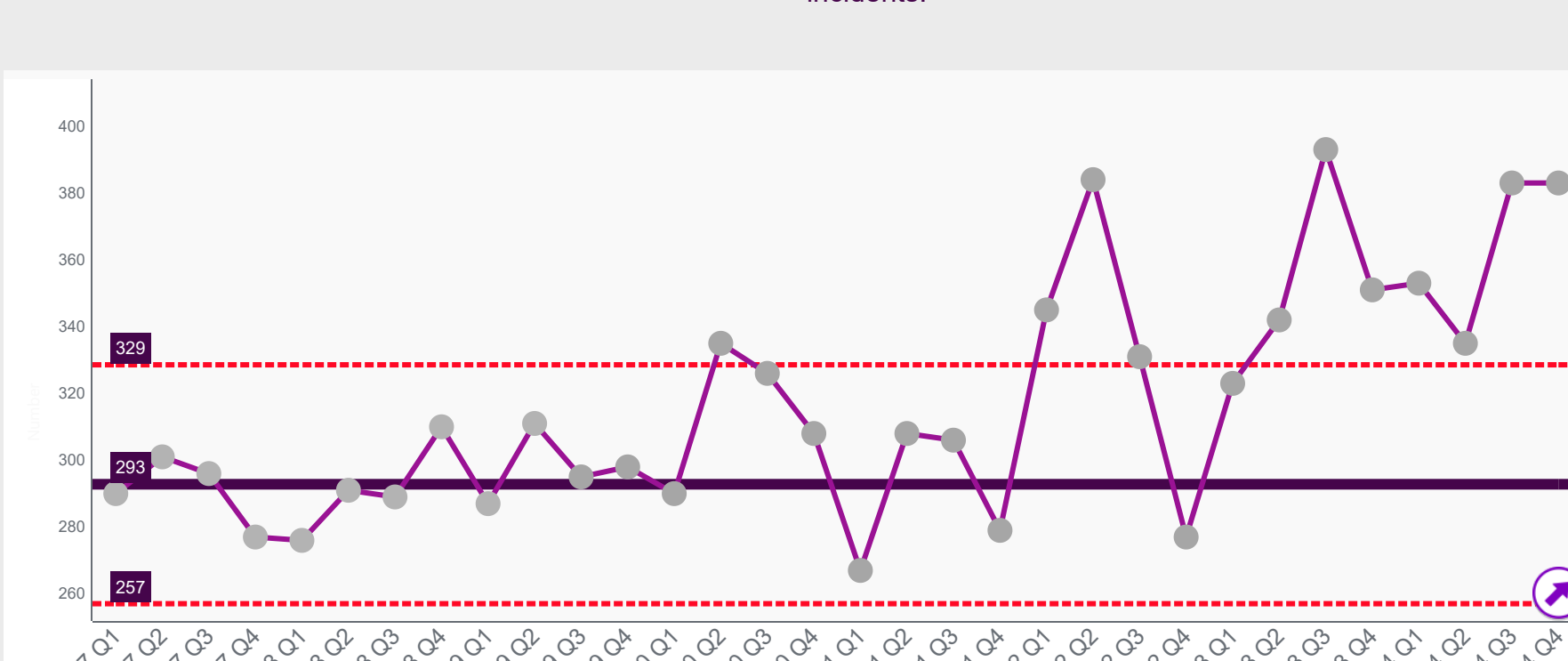
SUMMARY: Continue to see a positive decrease in number of UFAS incidents attended. Expect positive trend to continue but flatten over a period of time. Continue to engage with duty holders to highlight their responsibilities and continue to apply robust call challenging procedures within Operational Control.

KPI 30 Assist Other Agencies Incidents

Track

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

OWNER: Head of Service Delivery - East



SUMMARY: Same statistics as previous quarter. Expect demand for this type of incident to continue, which reflects changes in community risk. This also highlights a continual increase in requests from partner agencies to access Fire & Rescue capabilities.

KPI 31 Effect Entry/Exit Incidents

Track

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

OWNER: Head of Service Delivery - East



SUMMARY: Slight decrease on previous quarter. Expect consistent trend line to continue, which reflects changes in community risk and operational demand. This also reflects a continual increase in requests from partner agencies to access Fire & Rescue capabilities.

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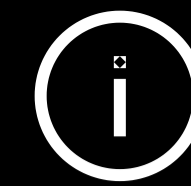
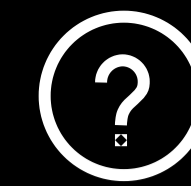
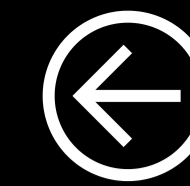
Interpreting statistics and trends:

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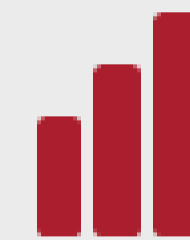
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Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	29 MAY 2024							
Report Title:	UNWANTED FIRE ALARM SIGNAL (UFAS) REPORT							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		A	B	C	D	E	F	G
1	Purpose							
1.1	To provide the Service Delivery Committee (SDC) with an update on the introduction of the Unwanted Fire Alarm Signal (UFAS) response model, over the reporting period of Q2 / Q4 2023-24.							
2	Background							
2.1	The Scottish Government Fire Framework 2016 requested that SFRS reviewed its UFAS Strategy with the aim to reduce the amount of UFAS Incidents attended. Subsequently, through the SFRS Performance Management Framework, SFRS committed to reduce UFAS Incidents attended by 15%.							
2.2	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 premises that provide sleeping accommodation.							
2.3	A phased approach to UFAS reduction measures was agreed in January 2023. The introduction of the 'Call Challenge' protocol [Phase 1], 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	Q2 / Q4 2023-24 Performance Data							
3.1.1	Following a review of Q2 / Q4 2023-24 performance data, the impact of the new UFAS Response Model can be summarised as follows: <ul style="list-style-type: none"> 55% reduction in UFAS incidents (compared to previous 5-year average for Q2 / Q4 period, including COVID pandemic); Average of 52 non-attended incidents per 24-hour period; A total of 14,372 incidents non-attended during Q2 / Q4 2023-24; UFAS now accounts for 19% of all incidents, down from 32%. 							
3.2	Impact of UFAS activity on Operations Control							
3.2.1	Following the implementation of Phase 1 of the UFAS reduction policy, calls received by Operations Control Rooms (OCR) have remained high. During Q2 / Q3 2023-24 Operations Control (OC) staff have processed 24,356 UFAS calls (Appendix A), with the							





	majority being received from Alarm Receiving Centres (ARC), indicating an AFA system had activated.
3.2.2	<p>Most calls originating from ARCs provide limited / inaccurate information relating to:</p> <ul style="list-style-type: none"> • Accurate address and name of the premises/organisation where the AFA has activated; • Whether the premises are sleeping or non-sleeping; • In large or multi occupied premises, the location the AFA has activated; • Whether there is a Technological sign of fire; • Has an investigation been carried out; and • Is the AFA a confirmed false alarm.
3.2.3	SFRS are collaborating with certification bodies of ARCs and Fire Alarm Installers on the production of a guidance document that will assist ARCs to gather and pass more accurate information to OCRs, the aim of which is to reduce the number of calls received from, and attended, within non-sleeping premises.
3.3	Operational Assurance of UFAS Reduction Policy
3.3.1	A procedure has been established to identify occasions where SFRS have attended a confirmed fire incident, which has occurred within the vicinity (100 metres of premises) and specific timeframe (12 hours), of a non-attended UFAS incident. The purpose of this is to ensure appropriate application of the UFAS reduction policy.
3.3.2	During the Q2 / Q4 2023-24 period, SFRS have identified 55 occasions where the above criteria applied, which equates to 0.23% of all UFAS activity (24,356). All occasions were subjected to an Operational Assurance review and found to be compliant with SFRS UFAS policy and call challenge process.
3.4	On-Call Activity Impact
3.4.1	Minimising disruption to our On-Call staff was identified as one of the benefits aligned to the introduction of the UFAS reduction policy. Following analysis of incident attendance data, nationally we saw a 58%, 59% and 55% reduction in On-Call appliances attending UFAS incidents across Q2, Q3 and Q4 2023-24 respectively. Further detail is available in Appendix A.
3.5	UFAS Attended Incidents
3.5.1	The majority of UFAS incidents attended (52%) over the reporting period have been identified as premises which fall under the care sector. This percentage increase was predicted during the planning phase of the policy, as other premise types saw a reduction, calls to the care sector would naturally rise in percentage of activity terms. This now forms part of duty holder engagement for Local Senior Officer (LSO) management teams to focus on, as part of SFRS Performance Management Framework.
3.6	Benefits realisation
3.6.1	<p>Work continues to measure the benefits to SFRS which were articulated during the consultation phase, and will be reported upon in the future:</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 associated Road Risk to firefighters and the public; and • 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); and ○ On-Call turnout fees

4	Recommendation
4.1	The Service Delivery Committee are asked to scrutinise the Q2 / Q4 2023-24 UFAS performance.
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. A Data Protection Impact Assessment is not required as no personal information has been used within the creation of this report.

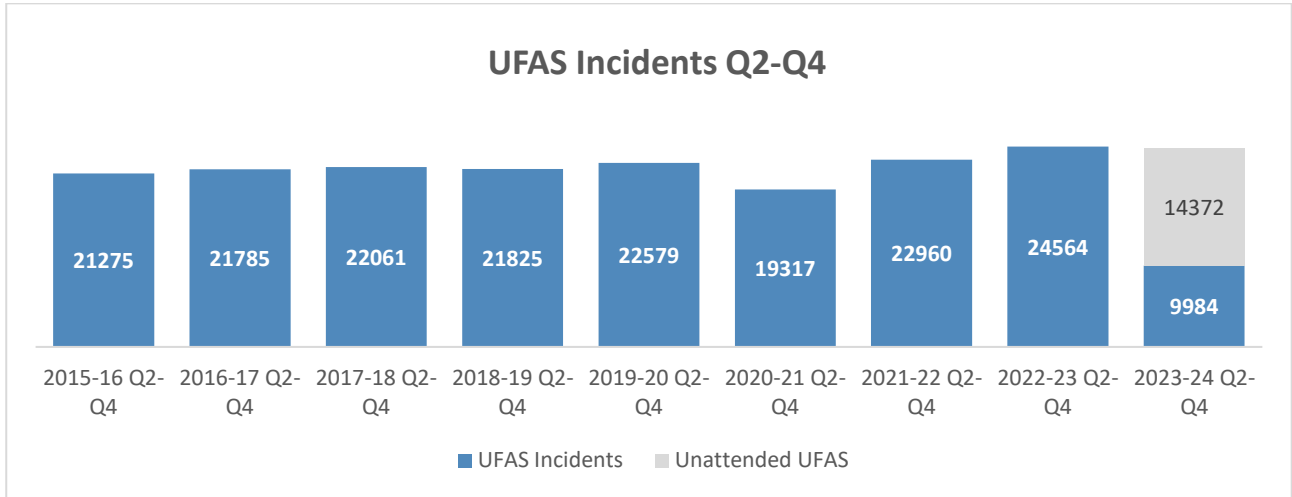
5.13	Equalities	
5.13.1	EHRIA completed - Yes. A comprehensive EIA, assessing the impact of changes to SFRS response to AFA activations was completed as part of the consultation process.	
5.14	Service Delivery	
5.14.1	The key issues for Service Delivery were managed through a robust communication plan 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:	Robust governance processes are in place, as UFAS is a high priority for the organisation.
8	Appendices/Further Reading	
8.1	Appendix A – Q2/4 Performance.	
8.2	Further reading: iHub Link to - Time for Change Consultation Document . Internet Link to – Fire and Rescue Framework for Scotland 2016 . Power BI link to - UFAS Dashboard (v2.7)	
Prepared by:	Steven Low, Group Commander Prevention, Protection and Preparedness.	
Sponsored by:	Iain Macleod, Deputy Assistant Chief Officer Head of PPP and Stephen Nesbit, Area Commander 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: “Communities are safer and more resilient as we respond effectively to changing risks”. Objective 4: “We respond to the impacts of climate change in Scotland and reduce our carbon emissions”. Objective 5: “We are a progressive organisation, use our resources responsibly and provide best value for money to the public”.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>PPP DMT</i>	<i>21 March 2024</i>	<i>For Scrutiny</i>
<i>Service Delivery Board</i>	<i>10 April 2024</i>	<i>For Scrutiny</i>
<i>Service Delivery Committee</i>	<i>29 May 2024</i>	<i>For Scrutiny</i>

Q2 / Q4 2023-24 UFAS Performance Summary

 <p>Initial figures are showing a 55% reduction in UFAS attendances in the QTR2-QTR4 2023-24</p>  <p>Compared to previous 5 years QTR2-QTR4 average</p>	<p>We are now attending an average of 36 UFAS Incidents each day</p>  <p>Compared to previous 5 years QTR2-QTR4 average of 81 UFAS each day</p>	<p>In QTR2-QTR4 Operations Control reported an average of 52 non-attended Incidents per day</p>  <p>As of <u>1st July</u> Operations Control now report daily the number of non-attended Incidents</p>	<p>UFAS Incidents for QTR2-QTR4 accounted for 19% of all SFRS attended Incidents</p>  <p>Compared to previous 5 years average for the same quarters of 32% of all SFRS attended Incidents</p>
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<p>15% of UFAS attendances since 1st July have been to <u>Non Sleeping</u> risk premises</p>  <p>Compared to previous 5 years average of 65%</p> <p>In QTR2-QTR4 we attended 1518 UFAS Incidents at <u>non sleeping risk premises</u> compared to 14,397 Incidents in QTR2-QTR4 in previous 5 years average.</p>	<p>52% of UFAS attendances since 1st July have been to Hospital and care type premises</p>  <p>Compared to previous 5 years average of 23%</p> <p>In QTR2-QTR4 we attended 5172 UFAS Incidents at Hospital and care home premises compared to 5086 Incidents in QTR2-QTR4 in previous 5 years average.</p>	<p>33% of UFAS attendances since 1st July have been to Sleeping risk premises</p>  <p>Compared to previous 5 years average of 12%</p> <p>In QTR2-QTR4 We attended 3294 UFAS Incidents at sleeping risk premises compared to 2766 Incidents in QTR2-QTR4 in previous 5 years average.</p>	<p>Average attendance to UFAS in QTR2-QTR4 is 1.72 appliances per Incident.</p>  <p>Compared to previous 5 years average for the same quarters of 1.70 appliances per Incident</p>
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UFAS calls received and processed by Operations Control



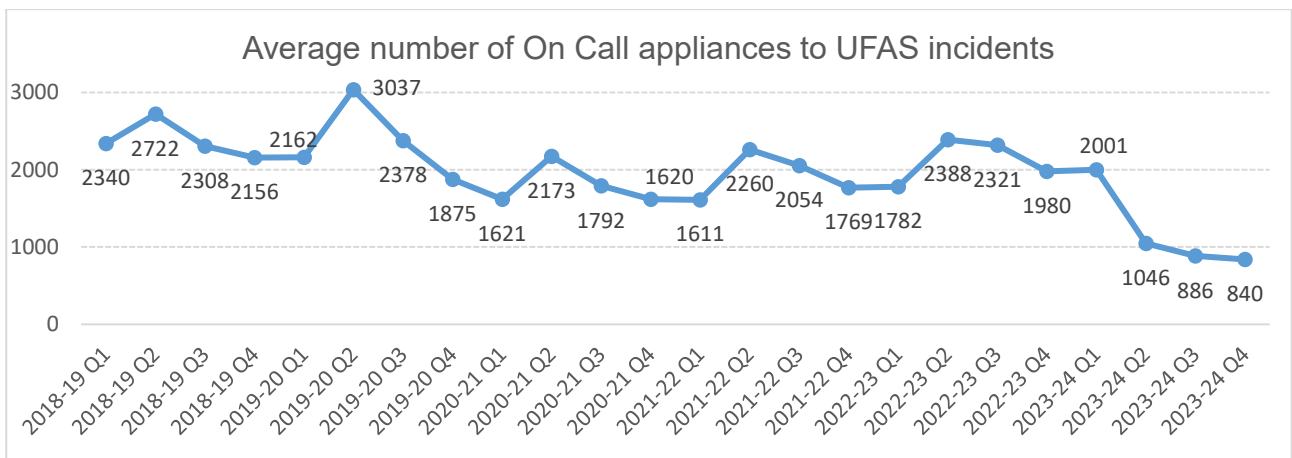
On-Call – UFAS Incidents by year/quarter

Row Labels	Q1	Q2	Q3	Q4	Grand Total
2018-19	2340	2722	2308	2156	9526
2019-20	2162	3037	2378	1875	9452
2020-21	1621	2173	1792	1620	7206
2021-22	1611	2260	2054	1769	7694
2022-23	1782	2388	2321	1980	8471
5 Year average	1903.2	2516.0	2170.6	1880.0	8469.8

2023-24	2001	1046	886	840	4773
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*Q4 Incidents are subject to change as currently there are still approx. 75 incomplete IRS Incidents.

	Q2	Q3	Q4
DIFF	1470.0	1284.6	1040.0
%	58%	59%	55%



SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee

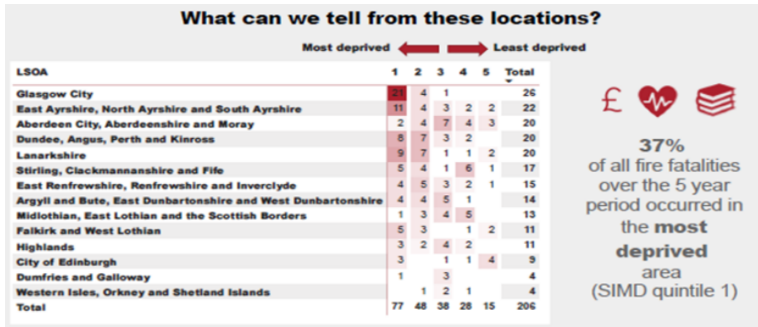


Report No: C/SDC/15-24

Agenda Item 10.3

Report to:		SERVICE DELIVERY COMMITTEE						
Meeting Date:		29 MAY 2024						
Report Title:		FATAL FIRE ANALYSIS REPORT 2022/23						
Report Classification:		For Scrutiny					SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>	
1	Purpose							
1.1	The purpose of this paper is to present the Fatal Fire Analysis Report for 2022/23.							
2	Background							
2.1	The 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	It is intended that future SFRS Fatal Fire Analysis reports will be submitted in a different format using modernised Business Intelligence (BI) software that will be supported by the SFRS Business Intelligence team. Some of those features are incorporated into this report, in parallel with previous reporting methodology.							
3	Main Report/Detail							
3.1	This Fatal Fire Analysis Report 2022/23 is presented following detailed analysis of all fatal fires that have occurred during the reporting period and is supported with an associated action plan (Appendix A).							
3.2	The statistical data published by SFRS in October 2023 details a total of 42 fire fatalities for the reporting period. The analysis report is based upon this data and is designed to assist the Directorate and Local Senior Officers to understand the themes and identified issues associated with fire fatalities over the year period and against a five-year average to align local and national initiatives to support further reductions.							
3.3	Due to further information being received following external publication of the statistics for 2022/23, an additional fatality, was subsequently recorded within the Falkirk and West Lothian Area. Whilst efforts have been made to incorporate this figure in all data, due to the statistical publication, there remains some tabular information that has not been updated to account for this, though does not significantly affect the analysis of this report.							
3.4	Following submission of the previous fatal fire analysis report to the Service Delivery Committee, a number of recommendations were made to incorporate within this report. Following dialogue with our BI department, the following comments are made:							

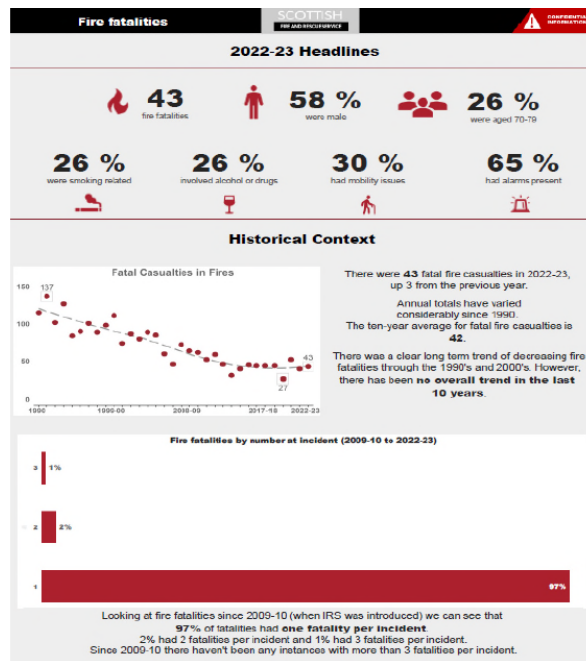
- Scottish Index of Multiple Deprivation (SIMD) Context:** SFRS presently include this information in our published data within the statistics - [Tables and Charts workbook](#). For reference, a summary of SIMD data details that over the previous 5 year period, a total of 37% of all fire fatalities occurred in the most deprived areas, with a total of 72% occurring within urban areas over the reporting period.



- Previous SFRS contact/HFSV-** SFRS are working to cross reference and include additional information that could align with Community Safety and incident data to further determine whether a previous HFSV has taken place at any property, for future reports. This can at times be misleading due to tenancy changes or non-resident status of casualties and / or fatalities.
- FRS peer Comparison-** Business Intelligence have indicated that there are challenges and limitations in comparing SFRS fatal fire analysis with other countries due to complex context differences as well as data consistency variations. Whilst work will be done to consider expanding some of the comparison tables with England and Wales, SFRS already publish some comparison tables found in the [Tables and Charts workbook](#) noted above.

3.5

This report is divided into two parts. Part A looks on fire fatality data over the 2022/23 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.



3.6 **Part A - Fire Fatalities Data**

3.7 **Number and Geographic Location of all Fire Fatalities**

All fatal fire information is based on fiscal year data. During the 2022/23 period, SFRS recorded a total of 43 fire fatalities. During the last five years a total of 205 people have lost their lives in fire-related incidents across Scotland. The total fatality figure of 43 over the 2022/23 reporting period is above the ten-year average of 41.

3.8 Whilst Part A will analyse data from 2022/23 and the previous five-years, it is useful at this point to briefly review data over a longer ten-year period. *Table 1* shows 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.

Year	Number of fatalities	Trend against previous	Above or below 10 year average	Above or below 5 year average
2022-23	42	↑	Above	Below
2021-22	40	↓	Below	Below
2020-21	52	↑	Above	Above
2019-20	27	↓	Below	Below
2018-19	44	↔	Above	Above
2017-18	44	↔	Above	
2016-17	44	↓	Above	
2015-16	45	↑	Above	
2014-15	40	↑	Below	
2013-14	31	↓	Below	

Table 1

3.9 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).

LSO Area	2018-19	2019-20	2020-21	2021-22	2022-23	Total	5 year average per million population (PMP)
Aberdeen City, Aberdeenshire and Moray	5	2	5	4	4	20	6.8
Argyll and Bute, East Dunbartonshire and West Dunbartonshire	1	1	4	4	4	14	9.9
City of Edinburgh	2	1	2	3	1	9	3.5
Dumfries and Galloway			2	1	1	4	9.0
Dundee, Angus, Perth and Kinross	3	1	3	4	9	20	9.6
East Ayrshire, North Ayrshire and South Ayrshire	6	3	4	3	6	22	11.9
East Renfrewshire, Renfrewshire and Inverclyde	6		6	2	1	15	10.7
Falkirk and West Lothian	2	4	2	1	1	10	5.8
Glasgow City	4	3	9	6	4	26	8.3
Highlands	3		1	7		11	15.6
Lanarkshire	3	8	4	1	4	20	6.1
Midlothian, East Lothian and the Scottish Borders	4		5	1	3	13	10.4
Stirling, Clackmannanshire and Fife	4	2	4	3	4	17	6.6
Western Isles, Orkney and Shetland Islands	1	2	1			4	18.5
Total	44	27	52	40	42	205	

Table 2 *FWL now noted 2 with total 43

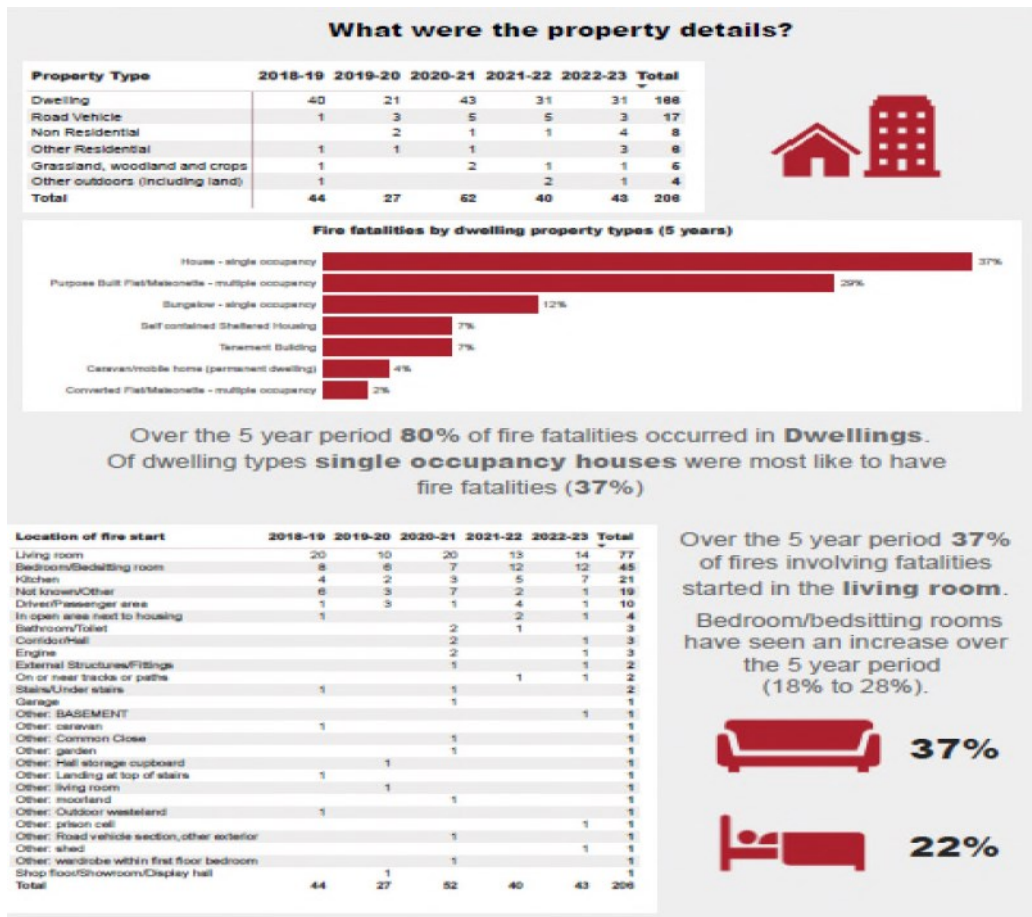
3.10 During the 2022/23 period, there was notable variability in fatal fire casualties across LSO Areas. Specifically, six (6) LSO Areas experienced an increase in fatal fire casualties compared to the preceding year, while four LSO areas remained constant, and four LSO Areas observed a reduction. Dundee, Angus, Perth and Kinross, East Ayrshire, North Ayrshire, South Ayrshire, and Lanarkshire exhibited an increase of three or more casualties from the previous year.

3.11 Conversely, the City of Glasgow LSO Area demonstrated a decline in fatalities, decreasing from nine (9) in 2020-21, six (6) in 2021-22 to four (4) in 2022-23. Furthermore, a significant decrease was observed in the Highland LSO Area during the same period, with fatalities dropping from seven (7) to zero (0). Additionally, the Western Isles, Orkney, and Shetland Islands LSO Area reported no fire deaths in the last two (2) reporting years.

3.12 Over the five-year period, the fatality rate “Per Million Population” (PMP figures provided in Table 2), highlight that Western Isles, Orkney, and Shetland Islands LSO Area and Highland LSO Area experienced a significantly higher rate of fatal fires, with a disproportionate fatality rate over the five-year period of 18.5 PMP and 15.6 PMP respectively. While these relatively low population areas have experienced a higher fatality rate over the longer period, per million population, it is also noted that relatively low incident numbers have a significant percentage impact statistically.

3.13 **Property/Dwelling types**

The types of property or locations in which fatal fires occurred during the 2022/23 period are compared to the same property types over the five-year period.



3.14 **Origin and Cause**

The locations of fire origin, over the 2022/23 period, are shown below in Table 3.

Location of fire origin	2022-23	5 Yr Ave
Living room	14	15.4
Bedroom	12	8.6
Kitchen	7	4.2
Other	3	3.3
Corridor/Hall	1	1.5
Engine	1	1.5
Not known	1	3.8
Driver/Passenger area	1	2.0
In open area next to housing	1	1.3
External structures	1	1.0
Total	42	

Table 3

3.15 During the 2022/23 period, 14 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 2022/23, is also consistent with the five-year period data.

3.16 The recorded causes of fires over the 2022/23 period are detailed below in *Table 4*

Cause of fire	2022-23	Percentage	5 Yr Ave	Percentage
Other	11	26%	8.0	24%
Combustible articles too close to heat source (or fire) - (and vice ver	6	14%	4.4	13%
Careless handling - due to sleep or unconsciousness	4	10%	5.2	16%
Suicide/attempted: setting fire to self	3	7%	2.8	8%
Careless handling - due to careless disposal	3	7%	6.4	19%
Person too close to heat source (or fire)	3	7%	2.0	6%
Cooking - chip pan/deep fat fryer	3	7%	1.7	5%
Heat source and combustibles brought together deliberately	2	5%	2.0	6%
Vehicle crash or collision	2	5%	2.5	8%
Cooking - other cooking	2	5%	1.5	5%
Overheating, unknown cause	1	2%	1.7	5%
Careless handling - due to knocking over	1	2%	1.3	4%
Fault in equipment or appliance	1	2%	1.8	5%
Total	42		33	

Table 4

3.17 During the five-year period, 35% of fires have been caused by smoking-related actions (careless handling percentages combined). This trend has decreased significantly to 17% in the 2022/23 reporting period.

3.18 **Fire Fatality Demographics**

Age:

As seen in *Table 5*, over the last five years, 55% of all fatalities were aged 60 years and over. The data for the 2022/23 period reveals a stable pattern in the number of fatalities within the 0-19 and 20-39 age brackets, with no significant deviation from previous trends. However, there has been a notable rise in fatalities among individuals aged over 60. Conversely, there has been a decline in fatalities within the 40-59 age group.

3.19 Over the last five years, 2 per cent of those who died in fires were aged between 0 to 19 years, 8 per cent of fire fatalities were of people within the 20 to 39 age range, 34 per cent of fatalities were of people within the 40-59, 55 per cent of fire fatalities were of people aged 60 and over and one per cent were unknown.

3.20 Statistically, the older you are the more likely you are to be at risk of becoming a fire fatality. The 60 and over 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.

Age Range	2018-19	2019-20	2020-21	2021-22	2022-23	5 Yr Total	5 Yr percentage
0 - 19	1		3			4	2%
20 - 39	3	2	3	4	4	16	8%
40 - 59	14	11	18	16	10	69	34%
60+	26	14	28	20	25	113	55%
NK					3	3	1%
Total	44	27	52	40	42	205	

Table 5

Fire fatalities by age range 2022-23

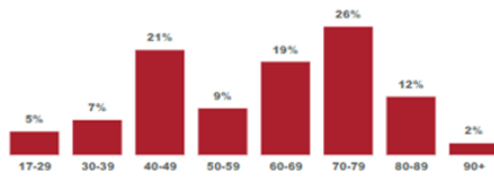


Figure 1

Fire fatalities by age range (5 years)

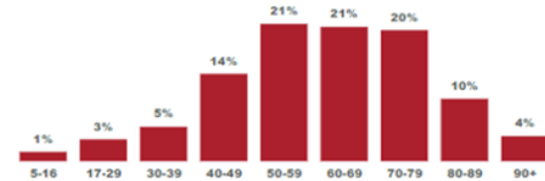


Figure 2

3.21

Gender

On average over the last five years to 2023, 67 per cent of those that died in fire are male and 33 per cent female. When compared to the recent Scottish population data (2021) gender demographic shows 51 per cent of the population are women and 49 per cent are men, this suggests that men are more likely to be victims of fatal fires than women.

3.22

In 2021-22, there were 15 female fire fatalities, which is 37.5% of total fire fatalities, and 25 male fire fatalities, which is 62.5%. In 2022-23, there were 18 female fire fatalities, which is 41.8% of the total, and 25 male fire fatalities, which is 58.1%.

Gender	Female	Male	Total
2018-19	15	29	44
2019-20	7	20	27
2020-21	13	39	52
2021-22	15	25	40
2022-23	18	24	42
Total	68	137	205

Table 6 *Note additional Male fatality (25) with revised total of 43.

Fire fatalities by age range and gender (5 years)

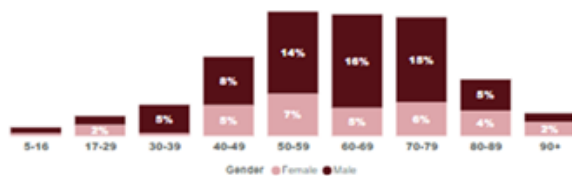


Figure 3

Fire fatalities by gender (2022-23)

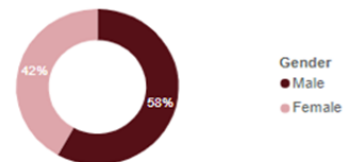


Figure 4

3.23

Contributory Factors

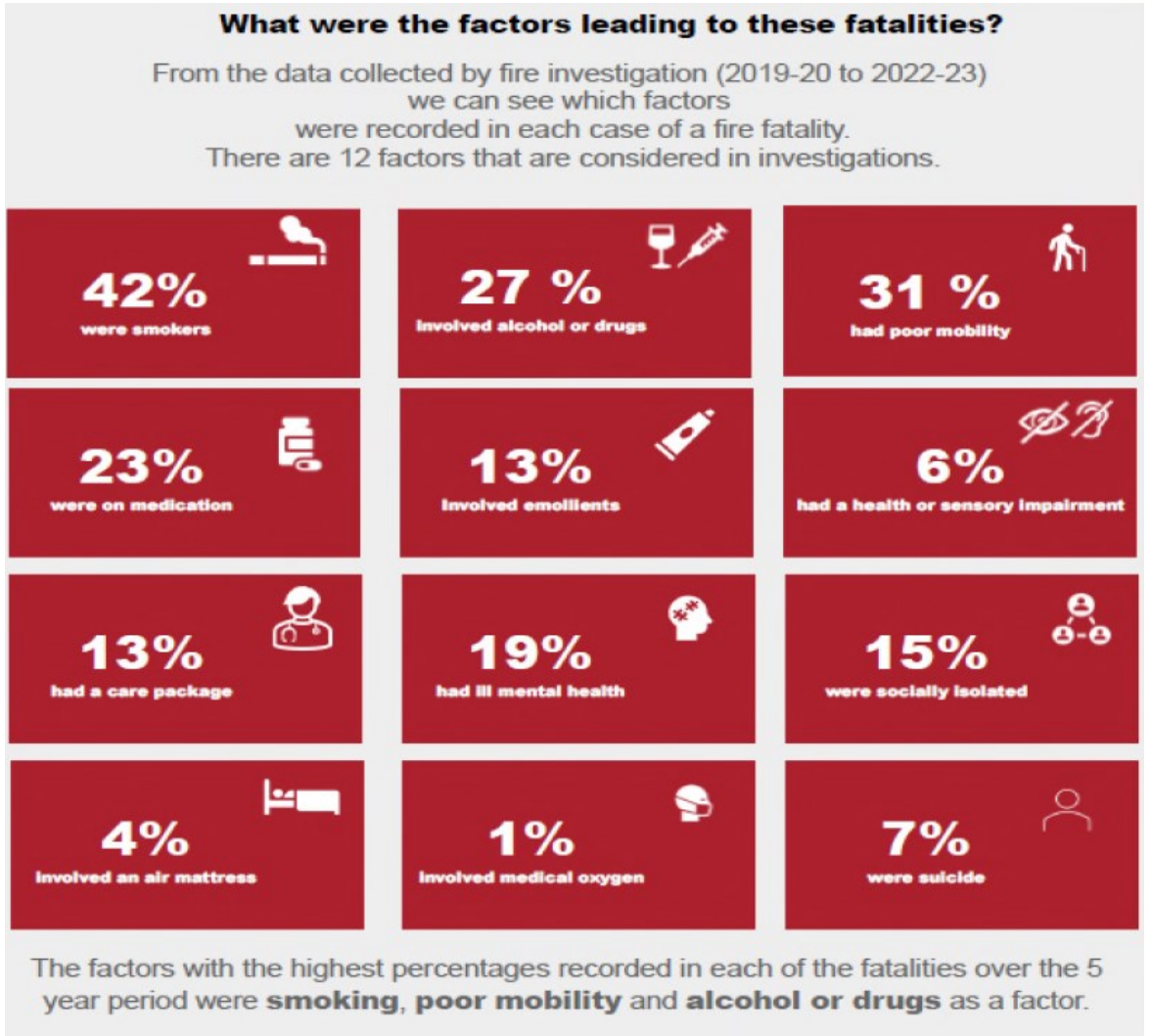
There are several other circumstances or factors that contribute to fatal fire incidents occurring or influence the incident outcomes. The contributory factors shown in Table 9 align with Prevention Portfolio workstreams.

3.24

The majority of the 43 fatalities during the 2022/23 period had one or more contributory factors. The contributory factors shown in Table 9 align with Prevention Portfolio workstreams.

Fire Related Crime	Smoker	Alcohol/ Drugs	Medication	Mental Health	Health/ Sensory Impairment	Mobility Issues
0	17	9	9	8	4	8
Oxygen Use	Emollient Use	Air Mattress Use	Heating Poverty	Social Isolation	Care Package Provided	Suicide
1	4	0	0	2	2	2

Table 7



- 3.25 **Preventable and Non-Preventable Fire Deaths**
 Up to this stage, the report has considered **all** fatal fires, consisting of both Preventable and those classed as Non-Preventable fire deaths**.
- 3.26 ***"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".*
- 3.27 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.
- 3.28 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.
- 3.29 During the 2022/23 period **one** fatal fire casualty was recorded as non-preventable and **42** preventable.
- 3.30 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.

3.31

The Cause of Preventable Fatal Fires

During the five-year period from 2018/19 to 2022/23, 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. Whilst other causal factors mentioned before may have contributed to this, it demonstrates a slight increase from the previous five-year average of 32% due to more specific reporting. (Figure 6)

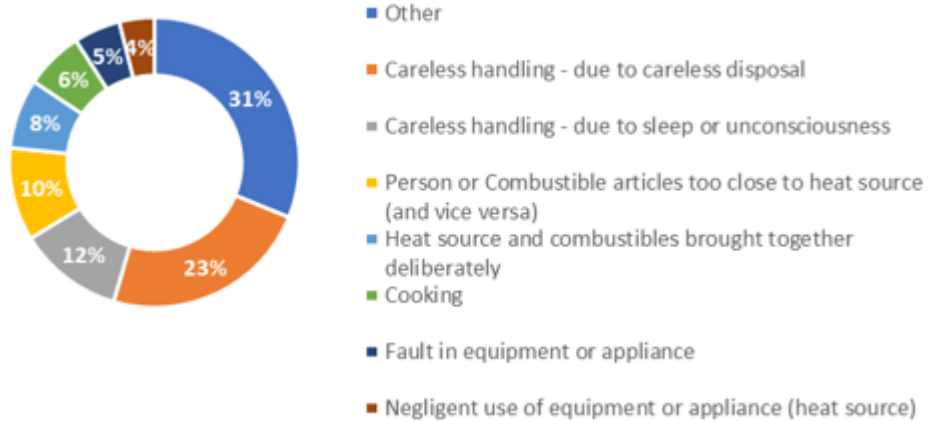


Figure 5: Preventable Fatal Fire Casualties 5 Year Average (2018/19 - 2022/23)

Ignition Source	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Smoking Related	12	11	20	17	11	71
Not known	16	4	8	10	12	50
Cooking appliance	3	2	4	3	5	17
Naked flame	2	2	6	2	4	16
Heating equipment	3	2	4	1	4	14
Matches and candles	4	2	3	4	1	14
Fuel/chemical related		3	1	1	2	7
Vehicles only			2		2	4
Electricity supply		1	2			3
Other domestic style appliance	1			1	1	3
Other	2					2
Spread from secondary fire			1	1		2
Chimney	1					1
Industrial equipment					1	1
Office equipment			1			1

Figure 6

3.32

Fire Fatalities by Month, Day and Time of Day.

3.33

Fire Fatalities by Month

The data presented in Table 8 below shows that, over a five-year period, fatal fire casualties show minimal variation throughout the year, with slightly higher occurrences in the Spring and Winter months compared to Autumn and Summer. Over the last five years, the distribution across seasons is as follows:

- Winter: 30%
- Spring: 28%
- Autumn: 23%
- Summer: 19%

3.34

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.

Preventable fire deaths by month						
	2018-19	2019-20	2020-21	2021-22	2022-23	5yr total
Apr	2	2	4	4	3	15
May	1	3	5	4	3	16
Jun	1	3	3	4	6	17
Jul	2	1	7	6	2	18
Aug	4	2	2	2	0	10
Sep	1	1	6	2	1	11
Oct	1	2	2	1	5	11
Nov	7	0	2	0	4	13
Dec	4	5	4	1	2	16
Jan	1	3	3	3	7	17
Feb	6	0	4	3	4	17
Mar	8	1	4	1	4	18
Total	38	23	46	31	41	179

Table 8

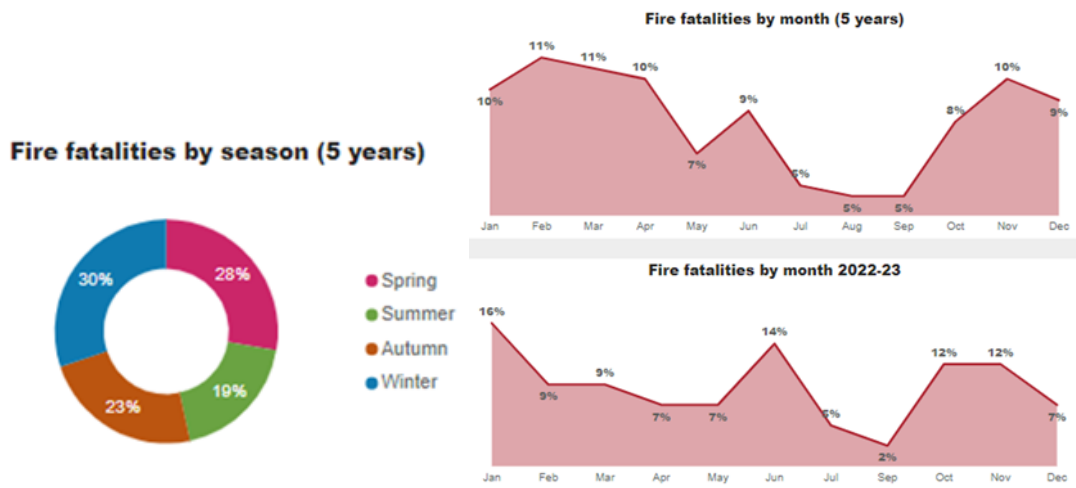


Figure 8

Figure 9

3.35

Fire Fatalities by Day of the Week

Over the last five years, 18% of all fire fatalities occurred on a Friday, as depicted in *Figure 10*. In contrast, during the 2022-23 period, fire fatalities were least likely to occur on a Friday, accounting for only 9% of incidents. This discrepancy in the occurrence of fire fatalities on Fridays between the five-year period and the specific year 2022-23 may indicate a fluctuation in patterns or behaviours.

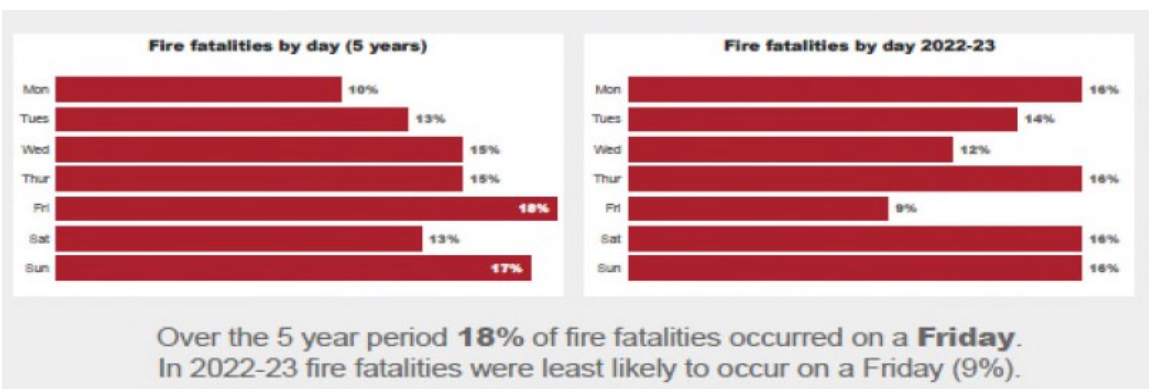


Figure 10

3.36

All Fire Fatalities by Time of Day

Time Distribution of Fire Fatalities.

It can be seen in *Figure 11* below that during 2022/23, fatal fire casualties occurred at various times throughout the day:

- Morning (06:00 to 12:00): 11 fatal fire casualties
- Afternoon (12:00 to 18:00): 7 fatal fire casualties
- Evening (18:00 to 00:00): 14 fatal fire casualties
- Night (00:00 to 06:00): 10 fatal fire casualties

3.37

Period Analysis:

- Fire fatalities over the five-year period are evenly distributed across different times of the day. The highest percentage occurred at 4 pm, representing 7% of total fatalities.
- In 2022-23, the distribution of fire fatalities varied slightly. The highest number of fatalities occurred at 6pm and 8pm, comprising 19% of total fatalities.

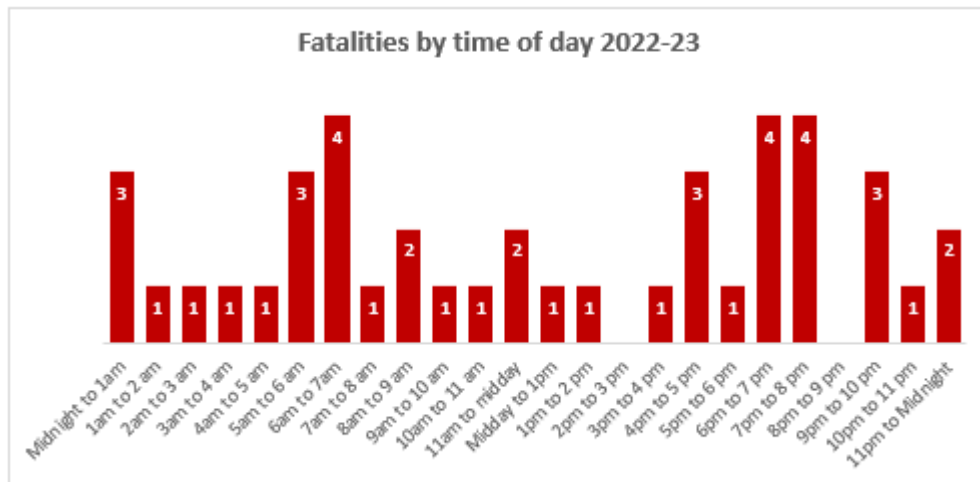


Figure 11

3.38

Smoke Detection

Throughout the five-year period, smoke detection was present in 69% of the premises (*Figure 12*), of those premises with smoke detection, 63% successfully activated the alarm.

3.39

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

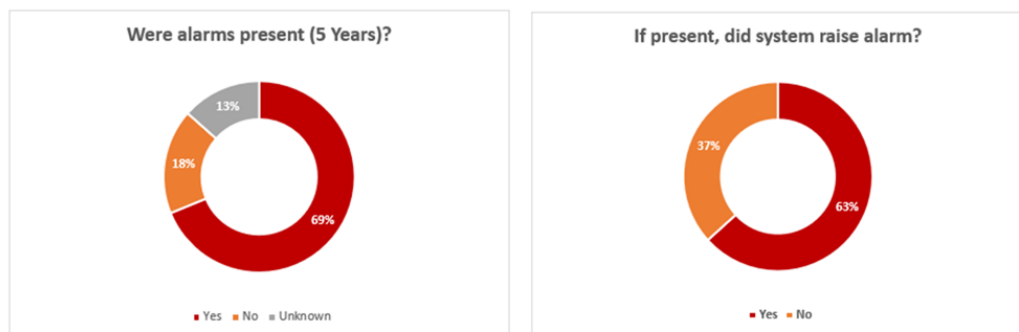


Figure 12

3.40

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. This is surprising considering the legislative

	change requirements for domestic smoke detection in February 2022 and will continue to be monitored throughout the Scottish Government's reasonable period of flexibility.
3.41	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.
3.42	<p>Part B SFRS Considerations, Conclusion and Recommendations</p> <p>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.</p>
3.43	<p>Number and Geographic Location of all Fire Fatalities</p> <p>The data shows that the high population LSO areas of City of Glasgow, East, North and South Ayrshire, Aberdeen City, Aberdeenshire and Moray Dundee, Angus, Perth and Kinross and Lanarkshire, all experienced over 20 fatalities over the five-year period.</p>
3.44	<p>Considerations</p> <ul style="list-style-type: none"> • Community Safety resources in the LSO Areas that experience 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.
3.45	<p>Property/Dwelling types</p> <p>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. Purpose build flat/maisonette- multiple occupancy have shown to be the highest fatal fire property type over the 2022/23 period and however house- single occupancy remains the highest over a five-year period.</p>
3.46	<p>Considerations</p> <ul style="list-style-type: none"> • 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.
3.47	<p>Origin and Cause</p> <p>Using the five-year data, the living room is the most common room for a fire to originate for fatal fire incidents. This section also provided information relating to ignition sources and these with mobility issues.</p>

3.48	Awareness campaigns to publicise the risks associated with emollient products will continue to be delivered by SFRS and our partners. In support of the campaigns, Prevention, Protection and Preparedness are delivering training to trainee Firefighters, to help them identify when emollient products may be used so appropriate advice can be given during HFSVs.
3.49	<p>Considerations</p> <ul style="list-style-type: none"> • Continued promotion and evaluation of “<i>Make the Call</i>” campaign 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, SFRS- Telecare Home Care Systems • 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. Fire and smoke alarms: changes to the law - gov.scot (www.gov.scot) • 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.
3.50	<p>Fire Fatality Demographics</p> <p>55% of all fatalities over the five-year period were in the over 60 age group. The increasing year on year trend for the over 60 age group over the last five years is a cause for concern which is linked 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.</p>
3.51	<p>Considerations</p> <ul style="list-style-type: none"> • 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.
3.52	<p>Gender</p> <p>This section provided information relating to gender. Over the five-year period males were more likely to be fatal fire victims than women.</p>
3.53	<p>Considerations</p> <ul style="list-style-type: none"> • Champion and promote partnerships to deliver local engagement for this group to help raise awareness and keep themselves safe from fire.
3.54	<p>Contributory Factors</p> <p>It is evidenced that at least two contributory factors were present at the majority of all the fire fatalities for 2022/23. Each contributory factor must be recognised by SFRS, our partners and those people who interact with individuals (family, friends, neighbours). This</p>

	<p>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.</p>
3.55	<p>Considerations</p> <ul style="list-style-type: none"> • 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 “<i>Make the Call</i>” 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.
3.56	<p>Preventable and Non-Preventable Fire Deaths</p> <p>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.</p>
3.57	<p>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.</p>
3.58	<p>Considerations</p> <ul style="list-style-type: none"> • Closer 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. • Expanding 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.
3.59	<p>Fire Fatalities by Month, Day and Time of Day</p> <p>Over the five-year period, July and March represent the highest fatality rate, followed closely by June, January and February respectively. The discrepancy in the occurrence of fire fatalities on Fridays between the five-year period and the specific year 2022-23 may indicate a fluctuation in patterns or behaviours. Fire fatalities over the five-year period are also evenly distributed across different times of the day.</p>
3.60	<p>Considerations</p> <ul style="list-style-type: none"> • 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.

3.61	<p>Smoke Detection</p> <p>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 legislation 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.</p>
3.62	<p>Considerations</p> <ul style="list-style-type: none"> • 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 home-owners/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. • Develop further analysis of compliance with smoke detector legislation on all fatal fires to inform Scottish Government.
3.63	<p>Conclusions</p> <p>The number of fire fatalities recorded for 2022/23 is the fourth lowest recorded by SFRS in the last ten years and a reduction of 10 from 2020/21. SFRS remain 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.</p>
3.64	<p>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.</p>
3.65	<p>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.</p>
3.66	<p>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. To consider this further, his policy is currently under review to align with national guidance.</p>

3.67	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.
3.68	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.
3.69	<p>Recommendations</p> <p>The following recommendations come from the main considerations and conclusion of this report:</p> <ol style="list-style-type: none"> 1 This report alongside the considerations and conclusions are to be shared and considered by the Prevention, Protection and Preparedness Directorate and associated Comms group to identify and tailor targeted community safety messaging. 2 The Prevention, Protection and Preparedness (PPP) Directorate should arrange an input session with LSO Areas on the considerations and conclusions of this report to discuss further and seek inclusion of findings within their local prevention plans. 3 The Prevention Function following review of this report should ensure that sufficient materials are available to support areas to engage with partners and target those most at risk. 4 Where gaps are identified, resources should be further developed with partnerships involving subject matter experts. 5 Consider updating Risk Recognition Training for partners following the review of these findings and promote to partners both at a national and local level.
3.70	A proposed action plan (Appendix A) will be managed by the Serious Fire Task Group where representation is made by Service Delivery Areas and the Prevention, Protection and Preparedness Directorate. Progress on this plan will be reported to the Protection Functional Management Team as a process of governance.
4	Recommendation
4.1	The Service Delivery Committee are asked to scrutinise the Fatal Fire Analysis Report 2022/23 and associated action plan.
5	Key Strategic Implications
5.1	Risk
5.1.1	Any risks should be mitigated due to the recommendations within the attached report being adopted and monitored for progress at the Protection Functional Management Team meetings.
5.2	Financial
5.2.1	There are no considered financial implications.
5.3	Environmental & Sustainability
5.3.1	There are no anticipated environmental requirements at this point.
5.4	Workforce
5.4.1	There will be an impact on workforce capacity to deliver on the recommendations.
5.5	Health & Safety
5.5.1	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- Action Plan	
Prepared by:		Chris Getty, Area Commander Protection
Sponsored by:		Iain Macleod, Deputy Assistant Chief Officer, Head of Prevention, Protection and Preparedness
Presented by:		David Lockhart, Assistant Chief Officer, Director of Prevention, Protection and Preparedness
Links to Strategy and Corporate Values		
<u>Strategic Outcomes</u> 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>PPP Directorate Management Team</i>	<i>26 April 2024</i>	<i>For Scrutiny</i>	
<i>Service Delivery Committee</i>	<i>29 May 2024</i>	<i>For Information</i>	

**KEY:**

White – not started

Blue – complete

Green – on target

Amber – 1 month behind schedule

Red – more than 1 month behind schedule

Grey – not applicable

Yellow – implement the action once complete by another Directorate

Prevention, Protection and Preparedness Fatal Fire Analysis 2022-23 Action Plan

Ref Nos	Proposed Action/Recommendations	Lead (s)	Due Completion Date	RAG	Comments
1.1	This report alongside the considerations and conclusions are to be shared and considered by the Prevention, Protection and Preparedness Directorate and associated Comms group to identify and tailor targeted community safety messaging.	PPP Directorate, Corporate Comms, LSO Areas	Q4 2024-25		
1.2	The PPP Directorate should arrange an input session with LSO Areas on the considerations and conclusions of this report to discuss further and seek inclusion of findings within their local prevention plans.	PPP Directorate	Q4 2024-25		
1.3	The Prevention Function following review of this report should ensure that sufficient materials are available to support areas to engage with partners and target those most at risk.	Prevention Function	Q4 2024-25		
1.4	Where gaps are identified, resources should be further developed with partnerships involving subject matter experts.	PPP Directorate, LSO Areas	Q4 2024-25		
1.5	Consider updating Risk Recognition Training for partners following the review of these findings and promote to partners both at a national and local level.	Prevention Function / LSO Areas	Q4 2024-25		

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	29 MAY 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 with an overview of the current risks highlighted by Directorates. (As at March 2024)						
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 the current Directorate Risks:						

Strategic Outcomes		Directorate Risks				Total
		VH	H	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.	4	5	2		11
Outcome 3	We value and demonstrate innovation across all areas of our work.	1	1	4		6
Outcome 4	We respond to the impacts of climate change in Scotland and reduce our carbon emissions.		1			1
Outcome 5	We are a progressive organisation, use our resources responsibly and provide best value for money to the public	4	6	3		13
Outcome 6	The experience of those who work for SFRS improves as we are the best employer we can be.	2	3	2		7
Outcome 7	Community safety and wellbeing improves as we work effectively with our partners		1			1
		11	17	11		39

3.1.4 Directorates are currently reviewing the alignment of risk to the Strategic Plan with revisions to be made within future reports to ensure the accuracy of this information.

3.1.5 Risk Registers have also been updated to reflect common themes. Initial work has identified themes from within the Key Strategic Implications section from corporate reports and the table below provides an alignment between these themes and identified risk.

Themes	Directorate Risks				Total
	VH	H	M	L	
Communication and Engagement		1	2		3
Environmental and Sustainability		1			1
Financial	2	3	1		6
Health and Safety	1	1			2
Health and Wellbeing			2		2
Information Governance		1	1		2
Legal		3	1		4
Performance		1	1		2
Service Delivery	2	2	1		5
Training	1				1
Workforce	5	4	2		11
		11	17	11	39

3.1.6 Further work is required in relation to the development of relevant themes, ensuring they aid discussions by accurately reflecting the common areas of risk identified. By focusing on these themes, the Service can look more widely across risk areas rather than focusing on single risks. Consideration of control actions is then able to consider the wider implications to the Service.

3.1.7 In relation to the current period Directorates reviewed registers identifying 6 Directorate risks, aligned to all Service Delivery Committee with 2 risks rated at 15 or above. All risks rated 15 or above are now coloured red, with the table below providing the current status of each risk:

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

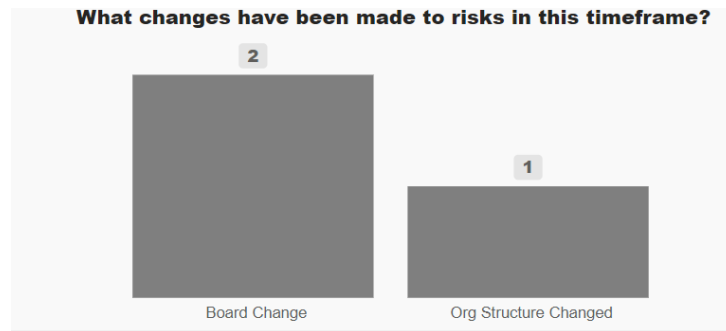
3.1.8 Appendix A to the report provides information on the 2 risks rated 15 or above. The information is also available through the risk dashboard and a copy of the link is attached for information - [Risk Dashboard](#).

3.1.9 Following changes within the corporate structure a number of new registers are currently being developed:

- Operational Delivery are reviewing their current register with a revised register to be provided for future reporting. Risk SD001 still retains the old reference format for Service Delivery and will be updated following review to the new OD reference.
- The new Directorate of Prevention, Protection and Preparedness (PPP) are currently finalising their new register and these risks will be incorporated within future reports to relevant Committee's.

3.1.10 All risk registers are currently being reviewed with an updated register to go live week beginning 27 May 2024, which would fall after the SDC report was required. Whilst information has still to be received initial discussions in relation to FCS012, contained in Appendix A, has identified that this risk will be closed. The effect of supply chain shortages is now being treated as a business as usual activity, with lead times and expectations adjusted within the realigned workplan.

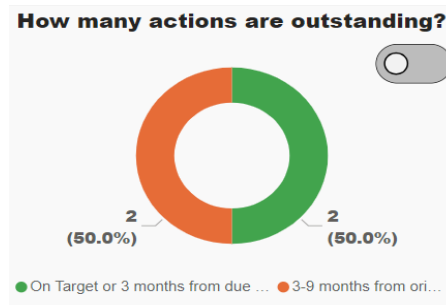
3.1.11 Following review in February the following changes have been made to risks over the last quarter. The changes reflect the realignment of risk to new Executive Boards and the changes made to the corporate structure.



3.2 **Control Actions**

3.2.1 Without action taken on progressing identified controls, risks are likely to remain static and additional reporting has now been put in place to manage control actions through a RAG status, aligned to the reporting process agreed for 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



<p>3.2.2</p> <p>3.2.3</p> <p>3.2.4</p>	<p>Following review, the following changes have been made to control actions:</p> <div data-bbox="550 219 1214 584" data-label="Figure"> <p>The bar chart displays two categories of changes. The first category, 'Percentage Complete Change', is represented by a dark red bar with the number '3' above it. The second category, 'Estimated Completion Date Change', is represented by a light pink bar with the number '2' above it.</p> <table border="1"> <thead> <tr> <th>Change Type</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Percentage Complete Change</td> <td>3</td> </tr> <tr> <td>Estimated Completion Date Change</td> <td>2</td> </tr> </tbody> </table> </div> <p>Information on the 2 control actions, now classed as 3 to 9 months from their original due date, is attached in Appendix A. These control actions both relate to the SD001 and are currently being reviewed by Operational Delivery. In advance of this update the following information has been received:</p> <ul style="list-style-type: none"> • Procurement and implementation of Vision 5 Disaster Recovery System (for EOC and DOC)– End user tests complete with several faults identified which ICT are investigating and planning next steps. The supplier will configure the city of Edinburgh 3P + HRA w/c 8 April. Training for EOC personnel will be commencing May/June 2024 • Procurement and implementation of DS300 ICCS (for DOC and JOC)– DS3000 - install of hardware commenced at DOC and JOC, not complete due to insufficient hardware delivered. Currently being addressed with the supplier. SFRS await a specification of DS3000, Training material and a final timeline and this will be shared as soon as it is available. <p>In relation to FCS012, and outlined in para 3.1.10, the control action due on 31 March 2024 is now complete and has been closed with the overall risk now also closed.</p>	Change Type	Count	Percentage Complete Change	3	Estimated Completion Date Change	2
Change Type	Count						
Percentage Complete Change	3						
Estimated Completion Date Change	2						
<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 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 The report identifies risks from each Directorate with financial implications arising from control decisions to be managed by the relevant Directorate.</p>						
<p>5.3 5.3.1</p>	<p>Environmental & Sustainability Any implications arising from the report will be managed by the relevant Directorate.</p>						
<p>5.4 5.4.1</p>	<p>Workforce Any implications arising from the report will be managed by the relevant Directorate.</p>						
<p>5.5 5.5.1</p>	<p>Health & Safety Any implications arising from the report will be managed by the relevant Directorate.</p>						

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	
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		
<p>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> <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>29 May 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 (SDB)	Director of Finance and Contractual Services	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	Ijaz Bashir, 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

OFFICIAL

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 (SDB)	Director of Operational Delivery	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	30/11/2024	Garry MacKay, Head of Operations	Training of DOC personnel in the Vision 5 DR system now complete. Some minor configuration amendments required. End user tests commencing 04/03/24. Service transition paper due to be signed off for DOC once testing is complete. Due to complexities of data transfer for EOC, Ops FMT have agreed the minimum requirements to be added to the system. Work is currently progressing and training for EOC personnel will follow. UPDATE: End user tests complete with several faults identified which ICT are investigating and planning next steps. The supplier will configure the city of Edinburgh 3P + HRA w/c 8 April. Training for EOC personnel will be commencing May/June 2024.			3-9 months from original due date	
Procurement and implementation of DS300 ICCS (for DOC and JOC)		31/03/2024	30/11/2024	Garry MacKay, Head of Operations	DS3000/ICCS built and configured. Factory testing to continue until the end of February. Installation at JOC & DOC in March 2024. Go-live aligned to DCS go-live Q3 2024. UPDATE: DS3000 - install of hardware commenced at DOC and JOC, not complete due to insufficient hardware delivered. Currently being addressed with the supplier. SFRS await a specification of DS3000, Training material and a final timeline and this will be shared as soon as it is available.			3-9 months from original due date	
Support the design, procurement, delivery and implementation of the New Mobilising System (NMS) - Phase 1		31/12/2023	31/12/2025	Garry MacKay, Head of Operations	ITT is currently live with submission date at 28/03/24. Evaluation will then take place, length dependent on number of bids. Award of contract anticipated mid-May 2024. Once contract awarded movement will take place into Phase - Planning and Implementation. UPDATE: No bids were received. Work continuing on reviewing pathway for procurement. Feedback received from suppliers to allow progress to be made.			On Target or 3 months from due date	

**Service Delivery Committee – 29 May 2024
Risk Spotlight Briefing Note**

Strategic Risk: Management of Contaminants

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

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

Research has found that toxic contaminants in fires are a risk to firefighter’s health. In January 2023, when University of Central Lancashire (UCLan) Professor of Fire Toxicity, Anna Stec, published the results of her independent research, this concluded in the publishing of five reports in the Scientific Journal Report. The five Scientific Journal Reports are:

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

On Thursday 18 April 2024, CivTech facilitated a workshop on “*How can technology identify contaminants across different types of incidents?*”. This was a worthy brainstorming opportunity that resulted in discussions on some of the previously identified topics:

- Minimising cross contamination and further exposure within and out with the working environment.
- Recording and measuring individual employee exposures to contaminants could contribute to an employee’s health record.
- Maintaining better data of contamination including real-time or post incident data for incident management.
- Sensor technologies for detecting contaminants, temperature, humidity etc.

Strategic Leadership Team (SLT) approved budget of £3,226,500m for managing fire contaminants in 2024/25. This comprises of capital expenditure of £2,898,200, a one-off resource cost of £80,600 and resource costs of £247,700. It is anticipated there will be an annual recurring resource cost of £495,500 each year thereafter. The financial resource assists with achieving organisational priority of ensuring firefighter safety and exercises due diligence in managing fire contaminants following research findings. The Standard Operating Procedure and control measures identified are proportionate to the known risks of exposure to the toxic products of combustion and will be implemented throughout Scotland in Q3/Q4.

There is a risk that failure to implement robust arrangements to manage contaminants may result in personal injury claims being brought against the SFRS.

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

The summary of controls which have been implemented or are being progressed through the Contaminants Group in 2023/24 are:

- Inverness Training Centre have implemented a Decontamination Procedure, with elements aligned to the Draft Standard Operating Procedure (SOP).
- SFRS have developed interim ‘levels of contamination’ definitions.
- The criteria for reporting exposure to contaminants on PDRPro.

- Standard Station Design documents for future new build stations/major developments encompasses controlling contaminants.
- Health and Wellbeing have introduced a data collection process to record, monitor and report on cancer diagnosis to include the type of cancer, age, gender, role, duty system etc.
- Dedicated Contaminants area introduced on LCMS.
- Training introduced decontamination arrangements on carbonaceous training courses.

The priorities for 2024/25 are:

- Procurement of products required prior to the publishing of the SOP.
- Conducting a Premises Specific Risk Assessment, where applicable.
- Implement Station Zoning at premises, where applicable.
- Training package developed and scheduled within Training for Operational Competence programme (TfOC) in Q2.
- SFRS / FBU Joint Communications formally sharing the successes of the Contaminants Group of 2023/24.
- Fire Contaminants Test of Change concluded in East, North and South Ayrshire on Tuesday 30 April 2024. A report will be brought to the Contaminants Group with considerations for wider implementation of the Standard Operating Procedure.

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

- Prof. Anna Stec conducted Health Surveillance and Testing in September 2023 with 180 SFRS firefighters involved. A research paper will be published in the next six months. One proposed recommendation is to conduct annual health surveillance for firefighters from the age of forty.
- Prof. Anna Stec is currently writing a multi-agency research proposal on Health Monitoring. It is intended the Statistics Unit, NHS/GP's, Occupational Health and Support, and SFRS will be invited to a meeting to discuss it.

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

- In EU Parliament, the fifth revision of the directive on carcinogens, mutagens and reprotoxic substances has been published.
- The Home Office have signed an agreement with Federal Emergency Management Agency (FEMA) in the United States of America.
- The Government of Norway are meeting in May 2024 to discuss Presumptive Legislation.
- The Welsh Government are conversing with Professor Anna Stec and keen to keep abreast on the stance of the Scottish Government.
- Particulate and Decontamination Technology and Awareness Seminar and the Invisible Risk Conference held in Manchester on 7 March 2024 was attended by SFRS.
- Engagement with other UK Fire and Rescue Services through National Fire Chief Council (NFCC) Health and Safety (HS) Committee and contaminants sub-committee.
- Seeking to build relationships with colleagues in European Fire and Rescue Services to identify best practice and areas of learning.

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

- The Health and Safety Executive (HSE) aim to establish Fire Contaminants enforcement criteria in 2-3 years. Therefore, there will be a statutory requirement from SFRS to be legally compliant and participate in HSE Audits, as requested.
- The NFCC PPE Committee meeting discussed supply chain issues with PPE providers. Bristol is experiencing challenges producing fabric for fire hoods.
- The Home Office are visiting several UK Fire and Rescue Services. The intention is to examine what is achievable and form a pathway to improvements for control of contaminants related to the premises. A framework should be in place to guide FRSs to ensure employees are not contaminated, as far as reasonably practicable.

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Report No: C/SDC/16-24

Agenda Item: 12.1

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	29 MAY 2024						
Report Title:	FBU FIRESTORM REPORT						
Report Classification:	For Information Only	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		A	B	C	D	E	F
1	Purpose						
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an overview of the Scottish Fire and Rescue Services' (SFRS) position with regard to matters raised in the Fire Brigades Union's (FBU) 'Firestorm' report and to provide the committee with an overview of SFRS' action plan in response to recommendations that are within the gift of SFRS to consider and action.						
2	Background						
2.1	The FBU last year published a review of the SFRS which was published 'Firestorm – a report into the future of the Scottish Fire and Rescue Service.'						
2.2	Whilst the Service have no statutory requirement to give 'due regard' to the recommendations contained with the Firestorm Report, the Strategic Leadership Team (SLT) recognised that this represented the views of a large number of staff and as such it was vital this was accepted and progressed accordingly.						
2.3	SFRS is also committed to ensuring progressive, harmonious and effective partnership working relations with Representative Bodies and their members. This reinforces our commitment to the "Working Together Framework".						
2.4	The SLT also recognised the importance that this report would play in supporting continuous improvement, developing the culture within SFRS and informing the work of the Strategic Service Review Programme (SSRP).						
3	Main Report/Detail						
3.1	Following publication of the report, SFRS and the SLT provided position statements in response to each of the recommendations within the report and instigated an action plan (Appendix A) of which details are contained within.						
3.2	This was then shared with the FBU who allocated a 'Lead' to work alongside each of the identified action owners. Work is continuing with SFRS and the FBU working collaboratively towards each of the actions identified in the action plan.						
3.3	It is worth noting that many of the recommendations made were already being progressed by SFRS in partnership with the FBU.						

4	Recommendation
4.1	SDC is invited to note the detail provided in Appendix A of this report.
5	Key Strategic Implications
5.1	Risk
5.1.1	Specific Risk Registers relating to all aspects of SFRS activities are provided to the appropriate committees of the board. There is an organisational risk in failing to respond appropriately or engage fully with the FBU in relation to the Firestorm 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 Operational Delivery, Prevention Protection and Preparedness and Training, Safety and Assurance Directorates. Where appropriate, this will be done through the Service's Business Case process.
5.3	Environmental & Sustainability
5.3.1	Although there are no direct environmental or sustainability implications associated with this report, SFRS is committed to protecting the environment from a service delivery perspective.
5.4	Workforce
5.4.1	Any workforce issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.5	Health & Safety
5.5.1	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	Health & Wellbeing
5.6.1	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	Training
5.7.1	Specific details in relation to operational training are contained within Appendix A.
5.8	Timing
5.8.1	The FBU's Firestorm report was published on the 24 th October 2023. SFRS worked to provide position statements and an action plan to the FBU on the 5 th February 2024.
5.9	Performance
5.9.1	The action plan remains under review by both SFRS and FBU leads for each outstanding action.
5.10	Communications & Engagement
5.10.1	Where appropriate, issues highlighted within Appendix A are communicated internally and externally.
5.11	Legal
5.11.1	Any legal issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.12	Information Governance
5.12.1	DPIA completed Yes/No. If not applicable state reasons. A Data Protection Impact Assessment is not required as no personal information has been used 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 relating to the FBU's Firestorm report.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Stuart Stevens, Deputy Chief Officer
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	The DCO can offer the Committee a reasonable level of assurance that SFRS is taking forward the recommendations of the Firestorm Report.
8	Appendices/Further Reading	
8.1	Appendix A – SFRS Firestorm Action Plan.	
Prepared by:	Stuart Stevens: Deputy Chief Officer	
Sponsored by:	Stuart Stevens: Deputy Chief Officer	
Presented by:	Stuart Stevens: Deputy Chief Officer	
Links to Strategy and Corporate Values		
This report supports the SFRS Objectives of <i>Prevention, Response</i> and <i>People</i> , and all four Values of <i>Safety, Teamwork, Respect, and Innovation</i> .		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Service Delivery Committee</i>	<i>29 May 2024</i>	<i>For information</i>

FBU Firestorm Recommendations - SFRS Position

FBU Firestorm Recommendation	Action Ref	Action Description	Action Owner	FBU lead	Progress Update Commentary
1. Budget	1	1. An end to year-on-year real terms budget cuts.	Sarah O'Donnell	John McKenzie	This is a matter for the Scottish Government. SFRS officials, as well as the FBU, regularly highlight the Service funding position (resource and capital), the implications of not funding inflationary increases (pay and other expenditure), the benefits of investment to modernise, and the need for multi-year budgets.
1. Budget	2	2. A new budget settlement based on sustained investment to allow progressive modernisation.	Sarah O'Donnell	John McKenzie	As Action Ref 1
1. Budget	3	3. A long-term budget strategy to replace the current reactive annual budget setting cycle.	Sarah O'Donnell	John McKenzie	SFRS has a Long Term Financial Strategy which is in the process of being refreshed, however is not in a position to change the annual budget setting cycle, beyond making representations to government as highlighted under Action 1
1. Budget	4	4. Significant, year-on-year injection of capital investment to ensure the fire service estate is fit for the 21st century.	Sarah O'Donnell	John McKenzie	As Action Ref 1
2. Pay	5	1. The National Joint Council (NJC) must continue to address the significant erosion of firefighter pay that has occurred since 2010.	Lyndsey Gaja	Colin Brown	1. Action for NJC, not SFRS directly, as Firefighter pay is collectively bargained via the National Joint Council.
2. Pay	6	2. The 5% pay differential for Control firefighters must be addressed and removed.	Lyndsey Gaja	Seona Hart	2. Action for NJC, not SFRS directly, as Firefighter pay is collectively bargained via the National Joint Council.
2. Pay	7	3. The retainer paid to 'On call' retained firefighters must be significantly increased.	Lyndsey Gaja	John McKenzie	3. There is an NJC working group currently looking at terms and conditions for on-call FFs, including retaining fees and availability requirements. The FBU is part of this working group along with employer representatives. The group is due to report in 2024.
2. Pay	8	4. The Scottish Government needs to provide the funding required to develop the 2022 'in principle' agreement between the FBU and SFRS to develop the role of firefighters in Scotland.	Lyndsey Gaja	John McKenzie	4. Action for Scottish Government, not SFRS directly. As noted in the action text, SFRS and the FBU have reached an in principle agreement on what a developed role could entail.
3. Workforce (Operations)	9	1. The Retained Duty System is in crisis. One tenth of its members leave every year and there is a 29% vacancy level. This must be addressed as a matter of urgency.	ACO David Farries	John McKenzie	Recommendations (D1 to D9 inclusive) of the SFRS on-Call Improvement Programme report (July 2023) propose a series of actions and initiatives specifically aimed at addressing this area of improvement. An On-Call Support Hub has been established within the Operational Delivery Operations Function and they are tasked with coordinating the wider Service Delivery efforts to mitigate this challenge. Programme of delivery is scheduled for the next two fiscal years with rapidly achievable objectives identified and prioritised, supported by a longer more deliberate programme of work to deliver all aims.
3. Workforce (Operations)	10	2. The Scottish Parliament must oversee an inquiry into the resourcing of the Retained Duty System in Scotland.	ACO David Farries	John McKenzie	Action for Scottish Parliament, not SFRS directly.
3. Workforce (Operations)	11	3. Staffing levels in control rooms are inadequate and regularly fall below agreed safe levels. Critical staffing levels cannot be seen as acceptable.	ACO David Farries	Seona Hart	A recruitment programme, Staff working group, OC Strategic Group (ACO, DACO, AC & FBU reps) established, cultural review, flexible working programme and Bespoke OC health and wellbeing initiative have all been established to address two key areas. Firstly, the overall Headcount vs Target Operating Model in Operations Control and secondly the high attrition, abstraction and absence rates currently experienced. Greater detail provided in Operations Control review document.
3. Workforce (Operations)	12	4. Action must be taken to ensure that the agreed safe crewing model is enforced.	ACO David Farries	John McKenzie	SFRS chose to retain the 5 & 4 crewing model during operational changes introduced on 4/9/23 and continually endeavour through various means to staff to this model on a daily basis. Operational Delivery Operations Function has met with the FBU on this matter (November 23) and discussed and agreed a review of Crewing and Mobilisation Protocols, General Information Notes (GINs) and Standard Operating Procedures (SOPs), with a view to identifying any specific areas of concern and any potential improvement areas.
4. Workforce	13	1. There should be a comprehensive review of recruitment policies and procedures to ensure the Service is representative of the communities it serves.	Lyndsey Gaja	Gus Sproul	1. To ensure the Service is representative of the communities it serves requires broader action than a review of Policy and Procedure alone would achieve. SFRS continues to review and improve its approach to positive action and the attraction and selection approaches used to attract more diverse candidates, as well as supporting under represented groups to consider internal development and progression. These actions also form part of the Service's Cultural Action plan. A review of the Recruitment and Selection policy and procedure is also scheduled for 2024.
4. Workforce	14	2. There must be negotiations with the FBU to address serious concerns about the Normal Pension Age and the ability of uniformed staff to reach it. An improved work-related pension for all firefighters and firefighters control should be implemented.	Lyndsey Gaja	Colin Brown	2. Pension arrangements for Firefighters are not determined by SFRS, so this action requires to be addressed with government.
4. Workforce	15	3. The Service must provide meaningful and fulfilling alternative opportunities for those who are under normal retirement age but who are unable to continue in their present role as they age.	Lyndsey Gaja	Gus Sproul	3. The Service provides a broad range of health and wellbeing services to support colleagues to maintain the required level of fitness for operational roles, including bespoke fitness and OH support for colleagues who, regardless of age or reason, don't meet the fitness standard. Suitable alternative roles are considered where appropriate and available.

FBU Firestorm Recommendation	Action Ref	Action Description	Action Owner	FBU lead	Progress Update Commentary
4. Workforce	16	4. Consideration should be given to increase staff resourcing of Training, and Prevention and Protection departments to ensure that operational crews are trained and prepared to respond to all recognised operational incidents.	Lyndsey Gaja	Gus Sproul	4. The Service is committed to investing in Training and Prevention & Protection, within the constraints of its resource budget allocation.
4. Workforce	17	5. SFRS must continue to recruit wholetime, retained and control firefighters with pay and conditions reflective of the role, responsibilities and risk.	Lyndsey Gaja	John McKenzie	5. Recruitment across all noted uniformed staff groups is ongoing, aligned to Workforce planning data and resource budgets. Matters related to pay and conditions should be addressed via the NJC collective bargaining arrangements.
4. Workforce	18	6. SFRS must restate their commitment to a 'No Compulsory Redundancy Policy.'	Lyndsey Gaja	Gus Sproul	6. SFRS has regularly restated its commitment to a 'No Compulsory Redundancies' policy, which also remains stated Scottish Government policy.
4. Workforce	19	7. Funding must be provided to allow for a negotiated settlement to standardise terms and conditions for retained firefighters.	Lyndsey Gaja	John McKenzie	7. Funding of SFRS is determined by the Scottish Government. The remaining area where agreement between SFRS and its representative bodies has not yet been reached on on-call standardisation (retaining fees and hours of availability) is currently the subject of an NJC working group (due to report in 2024).
4. Workforce	20	8. Volunteer firefighters should be re-contracted as retained firefighters and remunerated accordingly.	Lyndsey Gaja	John McKenzie	8. A broad range of recommendation to enhance on-call arrangements have been developed by the Service's On-Call Improvement Programme. This includes consideration of responding options and duty systems. At present there are no plans to re-contract all volunteer Firefighters on retained contracts.
5. Health Safety and Wellbeing.	21	1. The SFRS has failed to implement all of the recommendations following the Balmoral Bar fire. This should be addressed urgently and any recommendations that come forward following the Jenners fire must be progressed as a priority and implemented in full.	ACO Andy Watt	Colin Brown	1. The Lessons Identified Report contained 19 recommendations for the SFRS, which were subsequently implemented via a specifically created Balmoral Bar Implementation Group (BBIG). A closing report from the BBIG was subsequently presented to the SFRS Board on 25 October 2018. This report highlighted that the 19 previously identified recommendations had been completed and the BBIG was therefore stood down.
5. Health Safety and Wellbeing.	22	2. The SFRS must as a priority implement all the recommendations contained in the University of Central Lancashire DECON report.	ACO Andy Watt	John McKenzie	2. Recommendations from the FBU/UCLAN Minimising Firefighter's Exposure to Toxic Effulents - Interim Best Practice Report published in 2020 were incorporated into the SFRS Contaminants Implementation Plan. All recommendations are currently being progressed through the SFRS Contaminants Group in partnership with the FBU.
5. Health Safety and Wellbeing.	23	3. The Scottish Government must provide investment in the workforce to reverse the increase in response times.	ACO Andy Watt	John McKenzie	3. Recommendation for Scottish Government, not for SFRS.
6. Equipment and Technology	24	1.The SFRS must provide modern and appropriate equipment, technology and resources to meet the demands of the 21st century.	Sarah O'Donnell	Gus Sproul	The SFRS Board will be asked to approve a new Asset Management Policy at its meeting on 14 December, updating the previous Asset Management Strategy, which combined with detailed Strategic Asset Management Plans for each of the asset categories, sets out the Service's approach to making best use of the available capital investment to deliver for communities and maintain firefighter safety.
6. Equipment and Technology	25	2. All operational firefighters must be provided with appropriate and sufficient PPE.	Sarah O'Donnell	John McKenzie	Asset Management consider that all firefighters do have the appropriate level of PPE. They are aware of requests from the FBU for example that everyone gets wildfire kit regardless of location.
6. Equipment and Technology	26	3. All firefighters must be provided with the appropriate equipment, such as modern, fit for purpose radios and thermal imaging cameras.	Sarah O'Donnell	Gus Sproul	A programme of radio replacement has been committed to in the 3-year Capital Programme. There has already been significant investment this year and planned realignment of budget for 2023/24 will see this completed by 31 March, with rollout thereafter. There are sufficient Thermal Image Cameras in use for every station to have one, albeit they have not yet reached all rural stations. Awaiting policy decision from Service Delivery as to whether each appliance needs one - FBU may be of the view that this is the case.
6. Equipment and Technology	27	4. All breathing apparatus sets should have in-built face mask communications.	Sarah O'Donnell	Gus Sproul	50% of current BA sets have in-built face mask communications, which was agreed with the FBU at the time of procurement. SFRS has committed to extending this to 100% in the next contract.
7. Equipment and Technology (Mobilising)	28	1. A modern, standardised mobilising system for control firefighters is urgently required.	ACO David Lockhart	Seona Hart	The New Mobilising System Project has been established to procure and implement a replacement Command and Control System for the Service. The Invitation to Tender is currently out to the market with an expected Award of Contract to a preferred supplier in Q1 2024/25. Target date for implementation of a first release (MVP) of the solution across all three Operations Control rooms, is December 2025.
7. Equipment and Technology (Mobilising)	29	2. A modern, standardised mobilising system for retained firefighters is also urgently required.	ACO David Lockhart	Seona Hart	The implementation of a replacement Command and Control Mobilising System will standardise mobilisation of all SFRS operational assets irrespective of duty system. This aligned to the implementation of a new Rostering solution for On-call firefighters, will ensure that On-call resources are mobilised appropriately across the Service.
8. Governance and Accountability	30	1.The FBU should have two voting members on the board of the SFRS - one with Control room experience, the other with Operational experience.	Mark McAteer	Colin Brown	This is a matter for Scottish Government but SFRS has arranged a discussion with the sponsor team to discuss. SFRS has also reviewed how similar approaches work in the NHS and will be speaking to a NHS Board members on their perceptions of how this works in practice at Board level. These perceptions will be shared with the SG sponsor Team.

FBU Firestorm Recommendation	Action Ref	Action Description	Action Owner	FBU lead	Progress Update Commentary
8. Governance and Accountability	31	2. The Scottish Government must address the absence of a duty to consult on major Service changes.	Mark McAteer	Colin Brown	We have duties to consult as previously set out in various SFRS Board papers.
8. Governance and Accountability	32	3. The Scottish Parliament Criminal Justice Committee must hold an inquiry into the impact of the creation of the SFRS.	Mark McAteer	Colin Brown	SG commissioned a joint review of Police and Fire Reform in 2019 that also provided a comparative analysis of other similarly structured services in Europe and elsewhere. Also, in March 2019 the Justice Committee at the Scottish Parliament published a report on the post legislative scrutiny on Police and Fire Reform Act with a full chapter on Fire Reform. Both concluded reform had progressed well and was delivering the intentions set out in the Outline Business Case that SG produced for Fire Reform. Copies available for both reports - Report on post-legislative scrutiny of the Police and Fire Reform (Scotland) Act 2012 - The Scottish Fire and Rescue Service Scottish Parliament and Evaluation of Police and Fire Reform: Year 4 - Summary of Key Findings and Learning Points from the Evaluation.
8. Governance and Accountability	33	4. The governance arrangements for the SFRS are not fit for purpose. The Scottish Government must reform the way the SFRS board operates to ensure much greater democratic participation in Service development and accountability.	Mark McAteer	Colin Brown	Similar to Action Ref 30 and will be picked up in the discussion with the sponsor team.
9. Culture	34	1. A review of the culture of SFRS should be carried out.	DCO Liz Barnes	Colin Brown	1. SFRS has developed a Culture Action Plan to enhance its organisational culture and ensure the Service is an open and inclusive place where colleagues can be themselves. The action plan was informed by a review of publications into the culture of other emergency services (including the London Fire Brigade report, Baroness Casey's report on the Met Police, and the HMICFRS Spotlight Report), as well as engagement sessions carried out with colleagues across SFRS. In addition, HMFSI will be conducting an independent inspection on Culture in SFRS in 2024. The next SFRS Colleague Engagement survey will take place in March 2024, providing further insight into the experiences of those working at SFRS, and informing future actions. All of this work will be driven via the Cultural Development Group chaired by DCO Liz Barnes in addition to ongoing targeted activities based on live and historic data examples.
9. Culture	35	2. The SFRS must review its policies and culture to ensure it is removing barriers to recruitment, retention and progression within the Service.	DCO Liz Barnes	Gus Sproul	2. Summary provided against Action Ref 13.
9. Culture	36	3. The SFRS must address issues of a negative culture and mistrust and allow staff more input into their role.	DCO Liz Barnes	Colin Brown	3. In addition to the actions noted at Action Ref 34 above, management and leadership development programmes will focus on managers' roles in supporting an inclusive culture and encouraging employee voice.
9. Culture	37	4. Incidences of bullying, harassment, sexism, racism etc. must be dealt with rigorously and transparently with a zero tolerance approach.	DCO Liz Barnes	Colin Brown	4. All allegations of this nature are treated with utmost seriousness and appropriate action is taken where inappropriate conduct is established. SFRS is working to ensure all colleagues who experience conduct of any kind that doesn't align with our values feels comfortable and confident raising the matter. The Cultural Development Group and the External Reporting Line will be key vehicles for this activity.
9. Culture	38	5. All staff should receive regular in-person equality and diversity training.	DCO Liz Barnes	Colin Brown	5. SFRS EDI / Professional Behaviours training is online via LCMS, which enables all colleagues to access the materials on demand regardless of location or shift pattern. All colleagues are required to complete this as part of thier Induction and refresh this training every three years. New Professional Standards are being developed and this will include clear messages in relation to culture.
9. Culture	39	6. The SFRS must address poor management culture and practices where these exist.	DCO Liz Barnes	Colin Brown	6. Developing managers' capability and confidence is a priority for the service, through its management development programmes. Where poor practice is identified, managers are supported to make improvements. Where appropriate more formal action is taken.
9. Culture	40	7. The SFRS must end the inappropriate use of non-disclosure agreements.	DCO Liz Barnes	Colin Brown	7. SFRS does not make inappropriate use of non-disclosure agreements. In reaching any settlement of legal disputes there is a presumption against the use of confidentiality clauses, unless in exceptional circumstances.
9. Culture	41	8. The SFRS must conduct exit interviews with all leavers to establish the reasons many staff are resigning/leaving the organisation and take appropriate action.	DCO Liz Barnes	Colin Brown	8. All colleagues who leave the service are invited to complete an exit questionnaire and have the option of an exit interview with their line manager. There is also an option to take part in an exit interview with someone other than the line manager if that's the colleague's preference. The Service is taking steps to improve the exit questionnaire and interview process to increase the number of leavers who choose to take part.
10. Training	42	1. There must be immediate action to address the multiple deficiencies in essential and safety critical training across the board. The level and standard of training must not be diluted - this is one of the biggest issues facing the SFRS.	ACO Andrew Watt	John McKenzie	1. A new Training Vision and Strategy 2023 - 2028 has been approved. It sets out how training will be delivered within SFRS over the next five years with a clear focus on creating capacity within the Training Function to deliver training more effectively and efficiently and embed a collective responsibility for training across all levels of the service. Training delivered will always be legally compliant and be aligned to National Training Standards.
10. Training	43	2. An independent audit of SFRS training should be carried out by a respected individual acceptable to the FBU and SFRS.	ACO Andrew Watt	John McKenzie	2. SFRS Internal Auditors, Azets, completed an audit of Training in February 2023, with six recommendations being made within the report. All six recommendations were added to the Training Continuous Improvement Programme, three have since been completed with the remaining three being progressed.
10. Training	44	3. No firefighter should be going into a 'hot fire' without appropriate up to date training.	ACO Andrew Watt	John McKenzie	3. A BA Recovery Plan has been developed to incorporate all three elements of BA refreshers, BA Search and Rescue, CFBT and Tac Vent into a single day delivery. This will be implemented from Q4 23/24 and run until all BA associated competencies are at the required level. Full plan was been shared with the FBU.

FBU Firestorm Recommendation	Action Ref	Action Description	Action Owner	FBU lead	Progress Update Commentary
10. Training	45	4. Firefighters cannot be allowed to deal with emergency incidents without up to date relevant training.	ACO Andrew Watt	John McKenzie	4. See Action Ref 42.
10. Training	46	5. The Service needs to establish greater numbers of qualified instructors and invest in training facilities to ensure that no firefighter is exposed to risks that they have had no formal, practical, and ongoing training on.	ACO Andrew Watt	John McKenzie	5. Training have filled all hard to fill instructor vacancies in the past 12 months, this will clearly increase capacity and the ability to deliver more training. A structured Succession Planning process has been fully embedded within Training which will ensure all instructor vacancies are filled as the Instructional TOM fluctuates. Training have also commenced a full restructure of instructional teams, bringing together National and Local teams into a single Training Function, again, this will increase capacity and provide a more flexible delivery model. Asset Management are currently developing a Training Strategic Assess Management Plan. This will set out what investment is required within Training with regards to fleet, equipment and facilities over the next 5 years.
10. Training	47	6. There must be a return to watch-based officers being upskilled with instructor qualifications immediately following promotion.	ACO Andrew Watt	John McKenzie	6. Training published a BA Instructors (BAI) Revalidation Framework in June 2023, the scope of this document is to provide a framework to deliver the BAI revalidation strategy for the Training, Safety and Assurance Directorate. This will allow Training to reintroduce watch based BA Instructors, there are currently 105 watch based personnel who will be progressed through the revalidation pathway. Training are progressing work to introduce watch based instructors across a number of core and specialist skill sets.
11. Climate Emergency	48	1. The SFRS is currently demonstrably ill-equipped to respond to the climate emergency and needs to take action across the board to ensure it is fully resourced to respond to the increases in climate related incidents.	DCO Stuart Stevens	Gus Sproul	Within the recent HMFSI report which examined SFRS response to climate and weather related events "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 aspects of flooding involves a partnership approach with other agencies and the SFRS is well engaged." The HMFSI then goes on to state "The Service has set out a methodical and positive wildfire strategy, some aspects of which are still being finalised." SFRS will continue to use data and analysis to inform further development of its ability to respond to Climate related events and where required introduce further measures.
11. Climate Emergency	49	2. Firefighters urgently need appropriate PPE, equipment and training to tackle wildfires - the SFRS must build on the initiatives taken by the Greater Manchester and Northern Ireland Services who have been trained by their Spanish counterparts in wildfire fighting.	DCO Stuart Stevens	Gus Sproul	We ensure that operational staff at all levels are provided with the appropriate wildfire training in support of the SFRS Wildfire Strategy. Within an internationally recognised tiered approach, specialist staff at dedicated wildfire stations are developed in all aspects of wildfire suppression and wildfire incident management. We continue to develop and increase the number of Wildfire Tactical Advisors within the Service, these officers are developed and trained to an advanced level. Additionally, SFRS Wildfire Tactical Advisors have recently undertaken training in Catalonia with the Catalonian Fire & Rescue Service Group of Support to Forest Actions (GRAF) team, internationally recognised as providing the foremost expertise in prescribed burning and tactical wildfire management.
11. Climate Emergency	50	3. SFRS must expand its capacity to deal with the predicted increases in incidents of flooding.	DCO Stuart Stevens	Gus Sproul	SFRS currently has 20 Swift Water Rescue Teams and 60+ Flood response stations. All SFRS personnel are equipped with foul weather PPE. SFRS will continue to use data and analysis to determine if further flooding resources are required.
12. Climate Emergency (Net Zero)	51	1. The capital budget must be increased significantly if the Service is to meet their, and the Scottish Government's targets to decarbonise and move to net zero.	Sarah O'Donnell	John McKenzie	The Annual Carbon Management Plan update is due in the next quarter which will provide an assessment of progress against long term targets. This will show there is insufficient investment.

SERVICE DELIVERY COMMITTEE – FORWARD PLAN

Agenda Item 13.1

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
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"> 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: <ul style="list-style-type: none"> (Contaminants) 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">
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 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Update from HMFSI Operational Learning 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Service Delivery Update (incl NMS/OC Resilience) Service Delivery Performance Reporting: Quarterly Performance Report, HMFSI Action Plan Updates & Closing Reports UFAS Strategic Risk Summary and Committee Aligned Directorate Risks Spotlight Risks: <ul style="list-style-type: none"> (TBC) 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none">

SERVICE DELIVERY COMMITTEE – FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
	<ul style="list-style-type: none"> IGF, Board and Strategy Days Date of Next Meeting 	<p><u>New Business</u></p> <ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 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 UFAS Response Benefits Realisation 	<p><u>New Business</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">