



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**TUESDAY 26 NOVEMBER 2024 @ 1000 HRS**

**GALASHIELS COMMUNITY FIRE STATION, 143 ABBOTSFORD ROAD,  
GALASHIELS, TD1 3BS / 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: THURSDAY 22 AUGUST 2024**  
*(attached)* *T Wright*  
  
*The Committee is asked to approve the minute of this meeting.*
- 6 ACTION LOG** *Board Support*  
  
*The Committee is asked to note that there were no outstanding actions.*
- 7 SERVICE DELIVERY**
  - 7.1 Service Delivery Update *(attached)* *A Watt*
  - 7.2 Local Senior Officer Performance Overview *(verbal)* *M Pincombe*  
*The Committee is asked to scrutinise these attached reports.*
- 8 INSPECTIONS/AUDITS**
  - 8.1 Update from HM Fire Service Inspectorate *(attached)* *HMFSI*
  - 8.2 Independent Audit/Inspection Action Plan Update *(attached)* *R Whetton*  
*The Committee is asked to scrutinise the attached reports.*

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

**OFFICIAL**

**9 SERVICE DELIVERY PERFORMANCE REPORTING**

9.1 Quarterly Performance Report for Q2 2024/25 *(attached)*

*A Watt*

9.2 Unwanted Fire Alarm Signals Update *(attached)*

*J Henderson*

*The Committee is asked to scrutinise the attached reports.*

**10 GRENFELL TOWER FIRE – PHASE 2 RECOMMENDATIONS *(attached)***

*J Henderson*

*The Committee is asked to scrutinise the attached report.*

**11 OPERATIONAL ASSURANCE OVERVIEW *(attached)***

*C McGoldrick*

*The Committee is asked to scrutinise the attached report.*

**12 SERVICE DELIVERY RISK REGISTER**

12.1 Committee Aligned Directorate Risks *(attached)*

*A Watt*

12.2 Risk Spotlight: SD006 Statutory Duties *(attached)*

*D Farries*

*The Committee is asked to scrutinise the attached reports.*

**13 FORWARD PLANNING**

13.1 Committee Forward Plan *(attached)*

*T Wright*

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

*T Wright*

**14 REVIEW OF ACTIONS**

*Board Support*

**15 DATE OF NEXT MEETING**

Tuesday 25 February 2025

**REPORTS FOR INFORMATION ONLY:**

- Home Fire Safety Visits and Prevention Action *(attached)*
- SFRS Complaints Annual Report 2023/24 *(attached)*
- SFRS Compliments Annual Report 2023/24 *(attached)*

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**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**THURSDAY 22 AUGUST 2024 @ 1000 HRS**

**LECTURE ROOM (1<sup>ST</sup> FLOOR), PERTH FIRE STATION,  
401 OLD HIGH STREET, PERTH, PH1 1PL/ VIRTUAL (MS TEAMS)**

**PRESENT:**

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

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)
Robert Scott (RS)	HMFSI
Heather Greig (HG)	Board Support Executive Officer
Iona Milne	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 None.

**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 There were no declarations of conflict of interests made.

**5 MINUTES OF PREVIOUS MEETING: 29 MAY 2024**

5.1 The minutes of the previous meeting held on 29 May 2024 were agreed as an accurate record of the meeting.

5.2 **Matters Arising**

5.2.1 There were no matters arising.

5.3 **The minutes of the meeting held on 29 May 2024 were approved as a true record of the meeting.**

**6 ACTION LOG**

6.1 There were no outstanding actions on the action log.

**7 SERVICE DELIVERY UPDATE**

7.1 SS introduced the update report detailing relevant matters from a Scottish Fire and Rescue Service (SFRS) Service Delivery perspective, which comprises of Operational Delivery, Prevention, Protection and Preparedness (PPP) and Training, Safety and Assurance (TSA) Directorates. The report covered the period from May 2024 to August 2024, albeit some issues may precede and extend beyond this period.

7.2 The Committee enquired what impact the use of drones had and how it integrated with other aerial technologies. DF advised that currently the use of drones was quite sporadic and as SFRS did not have their own drones or drone pilots access to them was presently through partners and the Community Asset Register. DF noted there was ongoing work with the operations function and asset management research and development team to research the topic and a paper had recently been produced. DF suggested the research paper be considered as a horizon scanning topic for a future meeting. The Committee noted the experimental work being carried out in Cornwall and Devon regarding the use of drones. DF advised the research paper produced covers other sectors and agencies. RW noted there was an innovative piece of work involving drones currently looking at improving situational awareness on the fire ground and also in multi-agency operations.

7.3 The Committee agreed that drones would be added as an agenda item to a future meeting.

7.4 The Committee noted that operational learning from the multi-agency electric vehicle fire exercise had been forwarded to operational assurance and asked what this meant and if SFRS actively engaged with other partners. DF advised the operational learning from the debrief would be passed on to the operational assurance team with lessons learned, good practice, unusual events and any other relevant information that may enhance organisational learning, policies and procedures. Western Isles, Orkney and Shetland management team are in dialogue with ferry providers with regards to dealing with incidents on board the vessel. Most of the operator's plans were to return to port if there was an incident on board. The Committee enquired how operational assurance shares lessons learned internally and externally with relevant partners. AW advised exercise learning is fed back into operational assurance which then informs future decisions, policy, practices and training. Operational assurance is tied in with operational learning across the UK.

7.5 The Committee enquired how older people were engaged in regard to the publication of Ageing Safely Living Well and how SFRS intends to evaluate its impact. DL advised that older people were engaged through Age Scotland but in addition SFRS have received feedback from peer review through the Scottish Government Cross Party Group on older people and Health Improvement Scotland. The PPP Directorate will evaluate this engagement and feedback in line with its evaluation policy while LSO's will also evaluate processes at a local level. There will also be a direct review on an annual basis to see how LSO areas are performing.

7.6 Regarding On Call wellbeing, the Committee enquired what was bespoke about this. DF noted that the Fire Fighter's Charity presented at the National Fire Chiefs Council (NFCC)



On Call Strategic Group as they were finding there was a smaller uptake from On Call staff, which suggested that they were either unaware of, or not taking up, the services provided. On Call wellbeing now tied in with other elements such as the remote physiotherapy service and has been packaged together alongside the mental health awareness work.

7.7 With regards identifying the data for the partnership working Road Safety, Older Drivers Initiative, DL advised that the statistics were collated by Police Scotland (PS) in collaboration with local authorities. SFRS only record individuals that have become a casualty or fatality where SFRS have had direct involvement. SFRS support initiatives through the Community Safety Partnership Arrangements which are part of the community planning structure within each local authority area.

7.8 In regard to the Orkney NorthLink ferry exercise the Committee noted the innovative fogging system and enquired if this was applicable to other electric vehicle (EV) fires. DF advised that tactics for fighting EV fires are still in development and all technologies are being explored in the fire sector.

7.9 The Committee noted the improvement in relation to water safety and asked if there would be further reporting about the changes and outcomes and SFRS's contribution towards the improved statistics. DL advised this was the first review of SFRS's contribution towards Water Safety Scotland's action plan. SFRS have identified it as a good success story in terms of prevention, however cannot directly correlate that as to whether or not it has made a positive impact but believe it has contributed to it.

7.10 Following a request from the Public Bodies Unit, SFRS is currently considering submitting this work as an example of partnership working with other public sector organisations to reform the way we work and to improve safety across Scotland.

7.11 With regards partnership working and the Older Drivers Event the Committee asked at what age a person was classed as an older driver and if other public agencies worked on the same definition. RW advised that the official age for DVLA was 70 years however there was an increase in incidents from age 55 and typically more likely in males and driving motorcycles.

7.12 The Committee noted potential future meetings with other public service partners to talk about some of the broader preventative work around the cost-of-living crisis. This was an excellent example of preventative non fire safety activity which the Committee suggested was the type of work that required more analysis and KPI work. SS thanked the Committee for the feedback and advised that there was a lot of preventative activity across the organisation which needed to be captured so both crews and organisation received recognition for the work undertaken.

7.13 In regard to the Home Fire Safety Visit (HFSV) pilot, DL advised that the pilot was of the revised HFSV system following the work in relation to safe and well and would conclude at the end of August 2024. Training would be rolled out in the last quarter of the calendar year with the new system being implemented in the New Year. An update report would be provided to the November meeting.

7.14 The Committee noted that Jenners was not included in the list of ongoing fire investigations and asked if this was due to the investigative work being concluded. AW advised that the investigation was still ongoing.

7.15 In regard to British Standards Institute (BSI) the Committee asked what aspect of training was being certified. AW advised that it was the administrative process of delivering training rather than the practical delivery of training that was being looked at. The Committee enquired if other parts of the organisation should be assigned the same certification process. AW advised that, historically, the People directorate were but unsure if this was

still the case. The Committee considered it would be worthwhile to understand which external agencies were used to quality assure/certify different areas of business across the organisation. This would be raised at the next IGF meeting.

7.16 With regards the North Crew Commander recruitment process the Committee queried the level of success achieved by having 43 of the 54 candidates being progressed to the interview stage and if the outcome satisfied the number of resources required. SS would confirm this off table.

7.17 The Committee noted that 800 firefighters had completed the BA course and queried the current situation with regards the recovery process. AW advised this had been rolled out in the East Service Delivery Area (SDA) and would now be rolled out in the West and North SDA's. It was anticipated that by quarter 3 there would be a significant impact in BA recovery.

7.18 **The Committee scrutinised the report.**

## **8 INSPECTIONS/AUDITS**

### **8.1 Update from HM Fire Service Inspectorate**

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

- East and West SDA inspection reports are completed and published.
- The ongoing North inspection was originally planned to span over two financial years however, since discussions at the last meeting HMFSI had identified some funding from other areas of business which would now be allocated to this inspection. It was subsequently anticipated to conclude the inspection by April 2025 with the report laid in parliament in May/June 2025.
- Following discussion and feedback received from the Service, RS advised that an inspection to look at the strategic level of business within the Service would be carried out next year which would look at service delivery from a corporate perspective. Following that process the recommendations and actions from the SDA inspections would be reviewed, thus allowing sufficient time for the recommendations to be addressed and any subsequent measures put in place.
- The Organisational Culture inspection had commenced with 365 documents having been identified as part of the initial review. The next stage would be to conduct limited field work. RS reiterated that two external assistants had been appointed with colleagues from Audit Scotland also involved in undertaking the inspection. The first report would be around policy and procedure and whether the corporate documents are valid and understood by the end user.
- Operational Assurance inspection has commenced with the data request being satisfied. Field work would commence shortly.
- Chief Inspector three-year plan is up for review. RS would share the next version of the plan with the Service before it goes to consultation.

8.1.2 The Committee noted the appointment of a new member to the Inspectorate and asked if the team was now at maximum capacity. RS confirmed the team was now at full capacity and anticipated it remaining that way in order for the Inspectorate to perform its full duties. RS thanked SFRS for releasing staff to HMFSI on secondment.

8.1.3 Now that the West SDA inspection report had been produced the Committee enquired if the recommendations were overlapping with the East SDA inspection. RS advised that some were overlapping however RW confirmed the actions would be captured under a theme within an action plan in order to prevent any duplication.

8.1.4

The Committee queried the governance route for HMFSI reports. RW advised that they are currently submitted to SDC with the action plan. RS confirmed that the action plan was not produced before the report was published. The Committee requested that future reports be provided to them once they become available and before the action plan is produced either through adding them to the agenda or via email circulation once they become available.

8.1.5

Regarding SDA inspections and the geographical challenges in the North with remote and rural areas, the Committee enquired how HMFSI would be assured that the inspection was effective. RS advised that HMFSI would be proportionate and reasonable with the inspection regime. When conducting the East inspection, HMFSI set the target of 51% of properties to be visited and 50% within the West. It was anticipated that a higher percentage of the time would be spent in remote rural areas rather than the mainland during the North inspection.

8.1.6

The Committee enquired if there was a sample size in mind for the field work regarding the Culture Inspection interviews, what format the interviews might take and if the interviews would be structured or partly structured. RS advised at this stage it was looking at corporate policy and procedures. The interviews would be tailored to match the audience and there would be a different set of questions when meeting with different staff groups. The questions would be determined by the inspection team with input from external colleagues and signed off by RS.

8.1.7

RS confirmed that the structure of the report would assess the journey of a staff member from joining the organisation and throughout their career and that staff would have the opportunity to speak about areas of importance to them that they might not have previously been able to say. Processes were in place for withdrawing any staff member or inspectors who showed signs of being stressed by the information being conveyed.

8.1.8

RS advised of the likely approach to be taken in terms of interviews being one to one or in a group setting. The Committee enquired if HMFSI actively encouraged or forbid people to approach them. RS confirmed that they did not encourage nor forbid.

8.1.9

Regarding the potential inspection around the corporate element of service delivery, the Committee asked if HMFSI would be looking at making the SFRS affordable now and in the future as was being undertaken by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). RS advised that it would likely look at the same themes as in the East, West and North SDA inspections. HMFSI focused on the operational element while any financial elements fell to Audit Scotland.

8.1.10

**The Committee noted the report.**

## 8.2 Independent Audits/Inspection Action Plan

8.2.1 RW provided the Committee with a brief update on audit and inspection action plans and closing reports. The following were highlighted.

- There were a number of updates in the report which were slightly out of date due to timescales of receiving formal updates. However, RW had meetings with the specific leads and up to date position statements were provided for each of these.
- The High-Rise Inspection report published in September 2022 has 3 out of the four actions completed with one outstanding. This related to a Standard Operating Procedure (SOP) and the SOP was now live. The overall rating is amber, red but it is almost complete with an expected full completion by the end of September.
- Contingency Planning for Industrial Action was published in May 2023. There are 3 actions reported as complete with one action as green. The business area had notified SDC of slippage however action 1.22 and 2.2 have now been completed. The outstanding action is the tabletop exercise supported by the Scottish Multi

Agency Resilience Training and Exercise Unit (SMARTEU) and is on course to be completed by December as planned.

- East Service Delivery report was published in September 2023. There are 8 actions reported complete, one marked green which relates to the permanent solutions for the reinforced autoclave aerated concrete (RAAC). The capital programme is progressing against this in a number of these in the East but the RAAC roofing issue will take longer to resolve.
- Climate Change report was published in September 2023 and the majority of the actions are complete. There are three outstanding actions. Action 2 relates to the undertaking of a review of operational intelligence information gathering processes to develop standardised processes to record water related hazards and is expected to be completed by the end of August. Action 5.2 has a delay due to finalising the delivery of new wildfire vehicles. Operations are providing additional support in terms of updating standard operating procedures and risk assessments for wildfire. The new lead Area Commander (AC) Humphreys expects it to be completed in January 2025. Action 8.1 has a full statement ready in terms of suggested improvements relating to capturing the approach, analysis, and reporting around weather related phenomenon. RW's team will engage with stakeholders as requested by HMFSI. RW suggested this will be completed by October 2024. RW advised there was a partnership working element relating to the action and this would be reflected in future updates.

8.2. **The Committee noted the report and the extension dates for the actions.**

*(C Fitzpatrick joined the meeting at 1116hrs and RS left the meeting at 1122hrs)  
(The meeting broke at 1122hrs and reconvened at 1130hrs)*

**9 SERVICE DELIVERY PERFORMANCE REPORTING**

9.1 **Quarterly Performance Report for Q1 2024-25**

9.1.1 SS provided a brief update on the performance report for Quarter 1 2024/25.

9.1.2 The Committee discussed response times and associated KPI's and noted the upcoming workshop where KPI's would be discussed. If necessary, a briefing note would be produced following the outcome of the workshop.

9.1.3 The Committee noted the increase in call handling times. DF advised this was linked to the 15 new trainees who recently started within operations control however this was expected to come down.

9.1.4 Regarding KPI30 assist other agency's, the Committee noted a higher level over the last 8 quarters and asked what the implications were for SFRS resources. DF advised that it has been discussed at SDC before in terms of the change in incident types and forms part of discussions around Service Delivery and SSRP work and matching operational resource to risk and demand appropriately. The Committee suggested discussing this at the upcoming workshop.

9.1.5 The Committee noted the data pipeline for KPI's 7 and 8 had been reviewed and corrected but did not resolve source data and asked what the issue was. CF advised it was the source system and how the information had previously been received and SFRS's understanding of what data was required to measure the KPI's. Work was required with the data owner to better understand what checks there are in place to ensure the accuracy of data being reported on.

9.1.6 CF noted the assurance provided by the Director of Strategic Planning, Performance and Communications (SPPC) to SLT that an executive group being established would bring the Heads of Functions (HoFs) together to give them an opportunity to discuss their systems

that are critical for measuring SFRS success and also the areas highlighted within previous QPR reports in order to start to put a data resolution in place.

9.1.7 **The Committee scrutinised the report.**

*(C Fitzpatrick left the meeting at 1148hrs)*

9.2 **Unwanted Fire Alarm Signals Update**

9.2.1 DL provided a brief update and highlighted the following.

- Q1 of 2024/2025 has seen a similar trend to Q4 2023/2024 against KPI 21 with just under 3,000 Unwanted Fire Alarm Signals (UFAS) calls attended.
- Overall, for the 12-month period there has been 19,000 non attended incidents and just under 13,000 attended which is a 55% reduction.
- The team are currently working on the 12-month review which will be brought forward at the next meeting.

9.2.2 **The Committee noted the update.**

9.3 **Incidents Involving Recycling Management and Battery Storage**

9.3.1 DF presented a report to the Committee to provide information regarding incidents involving recycling management and battery storage sites and SFRS approach to prevention and response to these types of incidents. The following was highlighted.

- There have been 51 lithium-ion related fires since 2022. Five have been in recycling centres with three of them being this year in April, May and June.
- The production of the report has been brought together by the operations team and the preparedness team and provides a lot of information regarding the challenges and operational considerations.

9.3.2 The Committee noted the regulatory environment and related challenges around battery management and storage. DL referenced the Private Member's Bill which was being proposed through the UK Government and a meeting he and DF were having with SEPA regarding a research piece relating to fires in waste facilities which could perhaps be an opportunity to influence future legislation. The Committee enquired about the preventative relationship with SEPA. DF advised it was not yet established however was looking forward to exploring this at the upcoming meeting.

9.3.3 The Committee noted the complexities involved in this area and the issues around how the Service responds, how it keeps firefighters safe and the wider issues for the community. DL noted that guidance had been developed by the National Fire Chiefs Council (NFCC) which provided information to the organisations that manage recycling sites, however SFRS needs to build on that and working with SEPA would be helpful.

9.3.4 The Committee asked how the risk governance element was addressed in such incidents. DL advised that it was an incident type that was responded to effectively and as part of daily business and that there was not a risk register for these incident types, albeit work continued to try and prevent them.

9.3.5 **The Committee scrutinised the report.**

**10 SERVICE DELIVERY RISK REGISTER**

10.1 **Committee Aligned Directorate Risks**

10.1.1 SS presented a report to the Committee to provide an overview of current risks highlighted by Directorates rated at 15 or above. SS provided a brief update.



- 10.1.2 The Committee enquired if the critical systems failure risk rating had been changed as it has been extremely high for a long time. SS advised it had not changed.
- 10.1.3 The Committee asked when risk appetite was being discussed. SS advised it has been through SLT and would be discussed at the Board Strategy Day in September.
- 10.1.4 With regards to cyber training the Committee asked which Committee would oversee this; SS advised that it was ARAC.

10.1.5 **The Committee scrutinised the report.**

10.2 **Risk Spotlight: Fire Safety Enforcement**

- 10.2.1 DL presented the risk spotlight to the Committee to provide an update on the management of Fire Safety Enforcement (FSE). DL provided an overview of the issues and challenges faced and the actions being progressed by the organisation to address these in the short, medium and long term.
- 10.2.2 The Committee enquired as to the level of involvement received from firefighters in relation to this area. SS advised that this varied as some firefighters were keen to be involved while others preferred to be more operational. DF noted that the stage of an individual's career was also a factor.
- 10.2.3 RW advised that the legal team supported the investigation team in terms of progressing prosecutions and litigators were very interested in safety enforcement. SS advised that the operational learning from it was vast.
- 10.2.4 The Committee noted the expectancy of a uniformed member of SLT to have experience in the FSE role however the Fire Engineering (FE) and specialist Fire Investigation (FI) Officers roles were different and the number of staff in those roles with the appropriate skill sets was limited. The Committee suggested a short life working group be established to discuss the challenges around this.
- 10.2.5 The Committee enquired as to what extent the roles require to be uniformed as opposed to non-uniformed. SS advised there was currently a blend of uniformed and non-uniformed staff undertaking the FE roles.
- 10.2.6 **The Committee noted the report.**

11 **FORWARD PLANNING**

11.1 **Committee Forward Plan**

- 11.1.1 The Committee noted the forward plan and added the following items for the November meeting:
- Future Use of Drones
  - Operational Learning Process
  - Revised HFSV Pilot

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

- 11.2.1 The undernoted item would be submitted to a future IGF meeting:

External Quality Assurance/Certification Across the Organisation

12 **REVIEW OF ACTIONS**

- 12.1 HG confirmed that there were no formal actions recorded.



**13 DATE OF NEXT MEETING**

13.1 The next meeting is scheduled to take place on Tuesday, 26 November 2024.

13.2 There being no further matters to discuss, the public meeting closed at 1227 hrs.

DRAFT

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



SCOTTISH  
FIRE AND RESCUE SERVICE  
Working together for a safer Scotland

Report No: C/SDC/26-24

Agenda Item: 7.1

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	26 NOVEMBER 2024							
Report Title:	SERVICE DELIVERY UPDATE REPORT							
Report Classification:	For Scrutiny	<b>SFRS Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <b><u>Board Standing Order 9</u></b>						
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>	<a href="#">G</a>
<b>1</b>	<b>Purpose</b>							
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.							
<b>2</b>	<b>Background</b>							
2.1	The overall purpose of SDC is to scrutinise and challenge the safety, quality and performance of service delivery across Scotland, providing assurance to the SFRS Board.							
2.2	To support SDC in this role, this Service Delivery Update Report is presented by the Deputy Chief Officer at each meeting of the committee. This highlights key issues from an SFRS service delivery perspective.							
2.3	For the purposes of the committee's role, and this update report, service delivery comprises SFRS' Service Delivery, and Training, Safety and Assurance Directorates.							
<b>3</b>	<b>Main Report/Detail</b>							
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 Aug 2024 to Nov 2024 albeit as outlined in 3.1 above, some issues highlighted in Appendix A may precede this time period and/or extend beyond it.							
<b>4</b>	<b>Recommendation</b>							
4.1	SDC is invited to scrutinise the detail provided in Appendix A of this report.							
<b>5</b>	<b>Key Strategic Implications</b>							
5.1	<b>Risk</b>							
5.1.1	A specific Service Delivery Risk Register is also provided to each meeting of SDC, which complements this update report.							

5.2 5.2.1	<b>Financial</b> Any financial implications associated with this report will be considered by the Strategic Leadership Team and SFRS Board where this is out with the normal budgetary arrangements for the Service Delivery, and Training, Safety and Assurance Directorates. Where appropriate, this will be done through the Service's Business Case process.
5.3 5.3.1	<b>Environmental &amp; Sustainability</b> Although there are no direct environmental or sustainability implications associated with this report, SFRS is committed to protecting the environment from a service delivery perspective.
5.4 5.4.1	<b>Workforce</b> Any workforce issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.5 5.5.1	<b>Health &amp; Safety</b> Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.6 5.6.1	<b>Health &amp; Wellbeing</b> Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.7 5.7.1	<b>Training</b> Specific details in relation to operational training are contained within Appendix A.
5.8 5.8.1	<b>Timing</b> This report covers the period from Aug 2024 to Nov 2024 and, where appropriate, the period prior to and following this.
5.9 5.9.1	<b>Performance</b> A specific Service Delivery Quarterly Performance Report is also provided to each meeting of SDC, which complements this update report.
5.10 5.10.1	<b>Communications &amp; Engagement</b> Where appropriate, issues highlighted within Appendix A are communicated internally and externally.
5.11 5.11.1	<b>Legal</b> Any legal issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.12 5.12.1	<b>Information Governance</b> 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	<b>Equalities</b> 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	<b>Service Delivery</b> This report provides an update to SDC on service delivery related matters.

<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Andrew Watt, Deputy Chief Officer
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient
7.3	<b>Rationale:</b>	Due to the breadth and depth of activity being undertaken across the Service the DCO can offer the Committee reasonable level of assurance that SFRS is fulfilling its statutory duties and meeting the commitments as set out within the Strategic Plan. Concerns remain around capacity and backlog caused by the pandemic and recent other concurrent demands, including industrial action. Primary concerns are around training backlog and workforce profile challenges.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – Service Delivery Update.	
<b>Prepared by:</b>	Operational Delivery, PPP and Training, Safety and Assurance Directorates	
<b>Sponsored by:</b>	Andrew Watt: Deputy Chief Officer	
<b>Presented by:</b>	Andrew Watt: Deputy Chief Officer	
<b>Links to Strategy and Corporate Values</b>		
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> .		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Service Delivery Committee</i>	<i>26 November 2024</i>	<i>Scrutiny</i>

SERVICE DELIVERY COMMITTEE HIGHLIGHT REPORT

SAFETY AND RISK REDUCTION	
OPERATIONAL DELIVERY DIRECTORATE	
OPERATIONS	
<u>Item</u>	<u>Commentary</u>
<b><u>Future Concepts, Strategy &amp; Policy - Fire Contaminants</u></b>	In support of the UK-wide initiative to reduce and manage the risk to crews associated with Fire Contaminants, the Operations Policy Team have developed and progressed the draft Fire Contaminants Standard Operating Procedure (SOP) and circulated for Service wide consultation with the returns/feedback currently being reviewed.
<b><u>Operations Control (OC) – Service Delivery</u></b>	Health and Safety management has been enhanced within Operations Control with a structure change that moves responsibility from one individual with remit for 3 OC rooms, to a Premises Responsible Person (PRP) model. This is further supported by embedding of Deputy Safety and Assurance Liaison Officer (SALO) to support SALO. Business case accepted by SLT for additional 15 temporary posts (23 months) to enhance resilience within OC, including building capacity to support training for New Mobilising System (NMS).
<b><u>Operations Control</u></b>	As part of the ongoing commitment to maintaining the existing systems, the Hardware for DS3000 ICCS has been installed within DOC and JOC. System configured and available at DOC, JOC requires further configuration with telephony – ICT progressing. Training courses have commenced. Once training complete DOC can go live independent of JOC being available. In addition, the Vision 5 Disaster Recovery System awaits the additional modems from NEC to be delivered and connected to progress mobilisation tests to station end kit. This work combined represents a concerted effort to manage the risk associated with OC Systems that will eventually be replaced as part of the New Mobilising System (NMS) Project.
<b><u>National Fire Resilience Scotland (Tac Ad’s)</u></b>	The NFRS team has completed the annual review of capabilities for specialist advisors within the FDO cadre, focusing on Tactical Advisors to enhance national resilience. Nine Hazmat/DIM officers have been identified and are scheduled to complete their training by February 2025. Additionally, professional discussions are underway to identify suitable candidates for the NILO course, which will commence in January 2025.
<b><u>National Fire Resilience Scotland</u></b>	NFRS Team continues to work in partnership with SFRS Assets and Fleet to scope and develop a maintenance and replacement strategy for National capabilities. This includes short term funding allocated to Capabilities to bridge gaps and increase firefighter safety, management and updating of the risks (held by Scottish Government Resilience / CONTEST) and direct engagement with the Sponsor unit and Resilience Leads to highlight the current condition of capabilities, and also prioritise the allocation of any future funding. In the first instance the team are concentrating on DIM and CSU capability and have visited English FRS’ to view developments around UK frameworks with a view to informing the procurement of 8 vehicle chassis’.

<p><b><u>National Fire Resilience Scotland (High Reach)</u></b></p> <p><b><u>Frontline Support</u></b></p> <p><b><u>Central Staffing</u></b></p>	<p>NFRS team are working in collaboration with Fleet, Training and Local Senior Officer Teams, to complete the implementation of two new High-Reach Appliances and the removal of the eldest and/or least reliable fleet in their place within the West Service Delivery Area (Coatbridge, Lanarkshire &amp; Kilmarnock, ENSA). This is consistent with the HRA Strategy and should see these appliances on station in the next two months with full operational availability expected in Q1 2025 (after all training including for fleet technicians/mechanics).</p> <p>The team is providing ongoing support to Assets and Driver Training for PPE/Vehicle Information Card development, as well as working groups related to Contaminants, Wildfire response, and Electrical infrastructure. Numerous Equipment Information Card (EIC) documents have been completed, with the project nearing completion. The team is supporting Awareness Briefings on gathering information via IRS on Li-ion battery fires, appropriate fit/gender-specific PPE, and carbon monoxide incidents.</p> <p>The team has assisted Water Rescue leads with the deployment of new personal floatation devices and continues to facilitate the rollout of Smoke Curtains. Returns from LSO areas regarding BA cylinder transportation have been collated and are being progressed. The SFRS digital radio rollout is ongoing, West SDA near completion and FDO rollout has begun in the East and North with West FDOs starting in Nov.</p> <p>A new monthly reporting template has been developed to pull KPI data directly from the electronic availability management system. Key focus areas include Appliance Availability, Abstraction Rate, OPRR Usage, Detached Duties and Pre-Arranged Overtime.</p>
<p><b>SERVICE DELIVERY AREAS</b></p>	<p><b>WEST</b></p>
<p><b><u>Item</u></b></p> <p><b><u>World Drowning Prevention Day</u></b></p> <p><b><u>Older Drivers Event</u></b></p>	<p><b><u>Commentary</u></b></p> <p>EWDAB LSO Area actively supported preparations for World Drowning Prevention Day, held on 25th July. The event took place at Lomond Shores and was attended by various EWDAB staff members as well as Youth Volunteer Scheme members. The event provided a valuable opportunity to engage with various partners, members of the public, several elected members and Members of the Scottish Parliament to highlight the work being undertaken locally and nationally to improve water safety.</p> <p>The Community Safety team also attended a multi-agency water safety event as part of UK Drowning Prevention Week. The event was used to show children how to behave safely around bodies of open water including open water swimming and was supported by Police Scotland, Park Rangers and West Dunbartonshire leisure.</p> <p>EWDAB LSO Area in partnership with Police Scotland, NHS Highland, the Institute of Advanced Motoring (IAM Road Smart), Age Scotland, and the MS Snowdrop Centre in Lochgilphead, held an 'Older Drivers Event' to address the challenges faced by older drivers.</p> <p>Plans are underway to take the event to other towns in Argyll and to establish a Road Safety Hub in each town in partnership with Police</p>



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<p><b><u>Cancer Awareness Roadshow</u></b></p> <p><b><u>Carbon Monoxide Initiative</u></b></p>	<p>Scotland and IAM Road Smart. These hubs will provide a range of activities and information for drivers of all ages across Argyll and Bute.</p> <p>ENSA LSO Area in partnership with Health &amp; Wellbeing Team hosted a Cancer Awareness Roadshow on 4th September at Dregghorn CFS. The event offered insight into our health and wellbeing resources and partner organisations. It aimed to create an inclusive environment where everyone feels supported, valued and give an appreciation of the support available.</p> <p>As part of a Scottish Government funded initiative, Carbon Monoxide (CO) detectors were secured for 3 WSDA LSO Areas</p> <p>(CoG, D&amp;G and ERRI). These alarms were distributed to all stations within the Areas as part of a pilot which began on 1 July. These alarms should only be installed where an occupant meets the high-risk criteria and resides in an owner-occupied property.</p> <p>Our partnership with SGN enables us to address gaps where occupants do not qualify for the Scottish Government funded CO alarms.</p>
	<p><b>EAST</b></p>
<p><b><u>Item</u></b></p> <p><b><u>Partnership Working</u></b></p> <p><b><u>Joint training</u></b></p>	<p><b><u>Commentary</u></b></p> <p>Partnership working with Social Work, Community Justice and SFRS – Funding received by Social Work to purchase mail guards/Flap locks, a locking system used to prevent unauthorized access via the letterbox.</p> <p>These are issued during a HFSV where there is a threat of fire, domestic abuse/criminal act, to make the occupant safer within their home.</p> <p>Partnership working with SGN, the CAT have been supplied with CO Alarms and CO Sensory Impaired Alarms which are compatible and link with our local stock of Hard of Hearing Smoke and Heat Alarms.</p> <p>Galashiels have organised joint training with SAS regarding input for crews to increase knowledge and skills in relation to dealing with bariatric casualties due to recent increase in these types of incidents</p> <p>22 Scottish Ambulance Service student paramedics from Stirling University attended Falkirk for RTC training. Discussions are ongoing relating to the development of this partnership arrangement.</p>
	<p><b>NORTH</b></p>
<p><b><u>Item</u></b></p> <p><b><u>Exercise Puffin</u></b></p>	<p><b><u>Commentary</u></b></p> <p>Orkney crews attended a multi-agency exercise named “Exercise Puffin” to test Orkney Island Councils compliance with the Civil Aviation Authority UK licencing of aerodromes. The exercise simulated a hard landing for a passenger aircraft with initial incident command under the control of the airport fire service, with SFRS personnel assuming command when in attendance, crews were further supported by North OC and a FDO at the scene. Due to the location of the exercise and resources on the island further resources were required from the mainland with Dundee OC coordinating. Partners from Police Scotland, Orkney Island Council, HM</p>

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<p><b><u>Road Safety Awareness</u></b></p>	<p>Coastguard, island first responders and the Red Cross supported the event.</p> <p>Crews from PKAD, in collaboration with partners, hosted a road safety event at the House of Bruar. The team showcased their expertise through live demonstrations of extraction techniques, emphasising the importance of interagency cooperation and highlighting road safety on and around the A9, the event aimed to raise public awareness and prevent RTCs.</p>
<p><b><u>Cost of Living Initiatives</u></b></p>	<p>Peterhead Fire Station continues to provide great support to the local communities. Their out of hours foodbank is a very well used resource and additional food parcels have been requested from partners to keep up with demand. Negotiations to expand the initiative to other ACAM stations is still ongoing with partners, with a go live date proposed for November 2024.</p> <p>Breakfast clubs continue to support communities across the North SDA with discussions ongoing regarding establishing a breakfast club at Ellon Fire Station.</p>
<p><b><u>Binky the Sensory Bus</u></b></p>	<p>Binky the Sensory Bus will be based at Peterhead Fire Station every Wednesday to provide support to families with children aged up to 12 years who have additional support needs or neurodivergent conditions. The partnership, with Autism and Neurodiversity North Scotland, provides children a safe place to build sensory tolerances through play. This along with the team’s support helps improve emotional regulation, builds coping strategies and encourages positive experiences.</p>

**QUALITY ASSURANCE, BENCHMARKING, AND STANDARDS**

**OPERATIONAL DELIVERY DIRECTORATE**

<b>OPERATIONS</b>	
<b><u>Item</u></b>	<b><u>Commentary</u></b>
<p><b><u>Operations Control (OC) – Service Delivery</u></b></p>	<p>With a focus on improving staffing levels and abstraction, OC continue to support a programme focused on staff health, wellbeing and development. This included Wellbeing days within Edinburgh and Dundee and the rollout of a Supervisory Development Day (covering courageous conversations, attendance management and professional behaviours).</p> <p>Draft OC Service Delivery Plan developed to inform staff expectations and performance standards has been produced. This is going through initial stages of consultation.</p>
<p><b><u>On Call Improvement Team – Local fitness testing</u></b></p>	<p>Due to the complexity of the trial the decision was made to carry out the evaluation of the local Fitness Testing in two phases:</p> <ol style="list-style-type: none"> <li>1. Evaluation of the candidates who participated in the gaining the Level 2 fitness instructions</li> <li>2. Qualitive and quantitative assessment of the impact of having additional available trained personnel to deliver the fitness assessment portion of the PST.</li> </ol>

	Phase 1 is now underway with engagement with the candidates seeking their feedback. Engagement has taken place with Wellbeing to quantify the impact of delivering the training within their department.
<b>SERVICE DELIVERY AREAS</b>	<b>WEST</b>
<u>Item</u>	<u>Commentary</u>
<b><u>Appraisal Audit Review</u></b>	As part of the ongoing appraisal process Lanarkshire LSO Area carried out a sample audit of the current appraisals for their WT stations. This was as a result of the station audit program which had identified instances of poor standards and practices, with some appraisals not being completed.  The findings of this audit have been shared across all 6 LSO Areas to enable them to reinforce the remedial recommendations identified.
<b><u>Staff Development</u></b>	Staff development continues to be a key focus across all WSDA LSO Areas, with identified On Call engagement sessions taking place in November within 5 of the 6 Areas. In addition, Wholtime supervisory management development sessions commenced in October, this focuses all officers on local area performance, that will align with strategic priorities. There is also planned engagement with all West middle managers to discuss performance, standards and expectations and change management. As part of ongoing promotional campaigns work is also being carried out to identify key individuals from supervisory and middle managers who are demonstrating they are ready for career progression through appraisal. Support will then be provided to these individuals and groups to prepare them for the next role, this will include identifying mentors and specific development areas for each individual and enabling more exposure to support their development.
	<b>EAST</b>
<u>Item</u>	<u>Commentary</u>
<b><u>Continual Improvement and Development role</u></b>	<b>Station Audits</b> – East central hub created on the CID SharePoint site which will allow monitoring of trends throughout the SDA and identify areas of improvement to help focus development of Supervisory Managers and share good practice.  <b>OA13's</b> – As above, this is an area that has been identified as requiring improvement across the East through the Station Audit process. This includes quality of submissions and transparency in terms of resolving issues.  <b>Multi-Pump Testing and Exercising</b> – 3 year rolling schedule has been created along with standardised event planners and Minute of Agreement. Stations have been placed into clusters and the schedule identifies who will be the lead for organising each training event. This will also be an integral part of employee development and events can also be used as a back-up for the SVQ process.

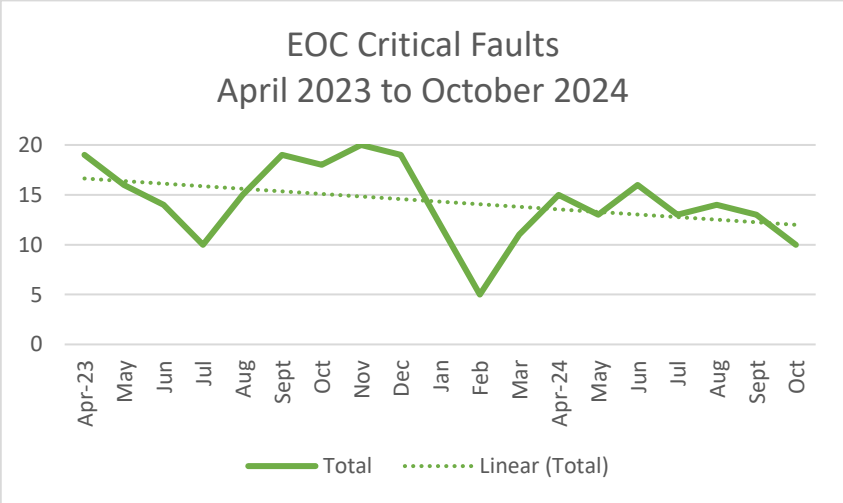
	<b>(KPI's)Performance Forum</b> – first SDA performance forum has taken place which was well received by Performance SPoC's (GCs & SCs) with the standardised approach widely welcomed. Inputs have now been planned for all LSO Management Teams to provide overview and to ensure consistency of message across the SDA.
	<b>NORTH</b>
<b>Item</b>	<b>Commentary</b>
<b><u>North HMFSI Inspection</u></b>	The HMFSI Inspection of the North is progressing with ACAM, PKAD, Orkney and Shetland having been inspected with meetings being conducted with members of the LSO Management team, Wholetime and On Call stations Management Teams and Watches as well as Functions and Support Staff. Highland LSO area and Western Isles inspection commenced in October.
<b><u>FDO Development Day</u></b>	A North FDO Development Session for all FDO and prospective FDO's took place on the 11 July with inputs from the SSRP team on Engagement and timelines, Finance who gave inputs on FDO financial responsibilities which was in relation to the NSDA Fraud Risk Assessment which was undertaken earlier in the year, the North SDA Three Year Operating Plan and Battery Energy Storage Sites and their associated risks.

**PERFORMANCE AND OUTCOMES**

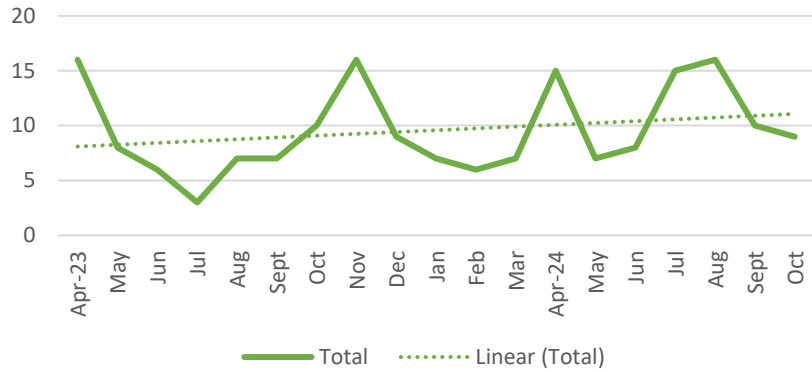
**OPERATIONAL DELIVERY DIRECTORATE**

**OPERATIONS**

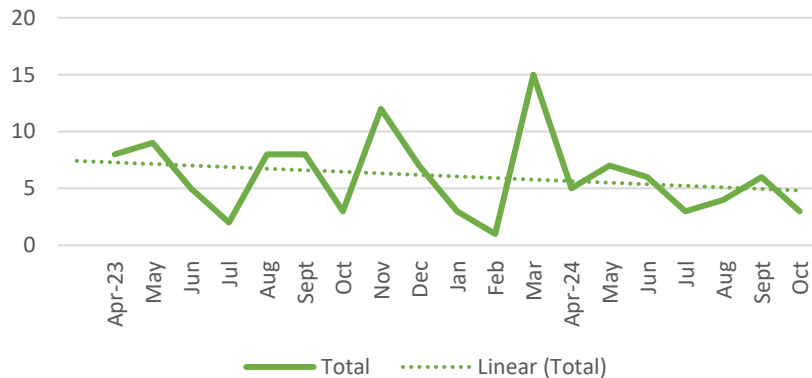
<b>Item</b>	<b>Commentary</b>
<b><u>OCIT - On Call Contract banding harmonisation</u></b>	The team have been part of the working and consultation groups regarding the transfer of payment bandings (in line with the NJC terms & conditions changes) within On Call cadre. Area management teams have been briefed and information will be cascaded to on call staff in relation to agreed harmonisation between bandings
<b><u>Operations Control</u></b>	Existing mobilising and telephony systems continue to be monitored closely in relation to faults.



DOC Critical Faults  
April 2023 to October 2024



JOC Critical Faults  
April 2023 to October 2024



**National Fire Resilience Scotland**

To ensure national oversight, the Operations National Resilience Team produces quarterly and annual reports through ongoing monitoring of assets using the Report on Capability Availability (RoCA). Additionally, the NFRS team continuously reviews current capabilities in line with the 10-year assurance program outlined in the Capability Performance Framework. This includes a rolling self-assessment program that examines two capabilities per year and a program of exercises. Currently, Command Support Units and High-Volume Pumps are in Year 2 of the process, while USAR and Water Rescue are undertaking Year 1 of the self-assessment.

<b>HORIZON SCANNING</b>	
<b><u>OPERATIONAL DELIVERY DIRECTORATE</u></b>	
<b>OPERATIONS</b>	
<b><u>Item</u></b>	<b><u>Commentary</u></b>
<p><b><u>Future Concepts, Strategy &amp; Policy - Document Conversion Project</u></b></p>	<p>The Document Conversion Project (DCP) is progressing very well, with Phase 1 ("All Incidents Package") uploaded, familiarisation commenced on 28 October 2024. This period extends until 3rd January 2025, when it will go fully live. To better align with operational priorities, Phases 2 and 3 have been swapped, with the "Fires and Firefighting Package" scheduled for release in Q4 2024/25 and the "Transport Work Packages" now planned for Q1 2025/26. Additionally, the "Hazmat Package" (Phase 4) is currently in development and remains on track for release in Q2 2025/26. To support the delivery of the "Fires and Firefighting Package," the GRA is being developed in parallel to ensure alignment with this timeframe. This restructuring ensures a smooth transition and effective delivery of risk-critical information to frontline personnel.</p>
<p><b><u>Operations Control (OC) – Service Delivery</u></b></p>	<p>OC continuing to balance shifts on 5WDS to reduce the impact of long-term absence and maternity cover, reducing occurrences of critical staffing as much as reasonably practicable.</p> <p>OC management continue to work with Representative Bodies and strategic People Partners to inform proposed restructure of OC, proposed to be implemented prior to April 2025.</p> <p>Crew Commander (Control) campaign launch to align with restructure to support stability and vacancy management.</p>
<p><b><u>On Call Improvement Team (OCIT) - Ongoing Pilots</u></b></p>	<p>The following ongoing pilots will undergo evaluation next quarter:</p> <ul style="list-style-type: none"> <li>- Modular Task and Task Management, pilots now completed evaluation engagement underway</li> <li>- Local Practical Selection Test, pilots now complete evaluation engagement under way.</li> <li>- Local Fitness Testing complete the evaluation report for stage 1 and progress towards 2<sup>nd</sup> stage of evaluation.</li> <li>- PREP &amp; PREP 2 appraise the returned feedback forms, seek quantitative feedback from business partners</li> </ul>
<p><b><u>OCIT – Bank Roster Scheme</u></b></p>	<p>A number of variations of Bank Rostering pilots have been running across SFRS. The purpose of this initiative is to allow on-call staff who are available at a station that has an overprovision of available staff at any given time to move and provide cover at a station that would otherwise be unavailable. With the evaluation now complete, work is underway to complete a national work instruction along with FAQ's. A national Bank Roster policy will follow this.</p>
<p><b><u>National Fire Resilience Scotland (Drones)</u></b></p>	<p>NFRS Team and RD&amp;I team have conducted a visit to Lancashire FRS as part of the development/exploratory work to support the development of an SFRS Drones strategy. This included discussions on drone technology and Enhanced Logistical Support (ELS), which is a capability being developed UK-wide in the Fire Sector as part of the National Resilience framework.</p>
<p><b><u>SERVICE DELIVERY AREAS</u></b></p>	<p><b>WEST</b></p>



<p><b><u>Item</u></b></p> <p><b><u>EWDAB Test &amp; Exercise</u></b></p> <p><b><u>Glasgow Commonwealth Games 2026</u></b></p>	<p><b><u>Commentary</u></b></p> <p>The aim of the localised Test and Exercise training is to enhance and support firefighter safety for all station-based personnel across EWDAB, including WT and On Call. This will be achieved by conducting multi-pump realistic training exercises in locations with known risks within our local communities. The training ensures that our staff have the necessary knowledge, understanding, and skills to effectively deliver the required services. Additionally, this training supports the recent recommendations of the West SDA HMFSI Report regarding the improvement of Volunteer core skills. The first Test and Exercise event took place in September on the Isle of Iona, involving the Mull Cluster Stations (Iona, Bunessan, and Craignure).</p> <p>City of Glasgow LSO Area are currently working with PP&amp;P and other partners including Police Scotland to consider the planning assumptions and to outline the strategic intentions for the Glasgow Commonwealth Games in 2026, based on previous event experience.</p>
<p><b>EAST</b></p>	
<p><b><u>Item</u></b></p> <p><b><u>SSRP</u></b></p>	<p><b><u>Commentary</u></b></p> <p>Ensuring ESDA staff are fully engaged and updated regarding SSRP, is a key focus for the East Senior Management Team. Several methods are being used to facilitate this including virtual sessions with each of the 5 watches and our On Call cadre.</p> <p>LSO management teams have supported the SSRP coordinating team by providing area information whilst contributing to the development of change options through local knowledge and experience.</p> <p>LSO continue to update external partners as appropriate via forums such as Scrutiny Committees and CPP's.</p>

<p><b>SAFETY AND RISK REDUCTION</b></p>	
<p><b>PREVENTION</b></p>	
<p><b><u>Item</u></b></p> <p><b>Fire Skills Employability Award</b></p> <p><b>Education Resources</b></p>	<p><b><u>Commentary</u></b></p> <p>The FireSkills Employability Award (FEA) launched nationally, with the new Credit Rating Body, Ayrshire College. The FEA will enable young people to gain four credits at SCQF Level 4 while learning important Fire Safety information. A learner's handbook is available to support their transition and utilise the skills learned on the course into a positive destination.</p> <p>In partnership with Dream Kids YouTube channel, a new digital resource promoting bonfire and sparkler safety to under 10's was developed. Further topics developed are linked to the curriculum for excellence including "People who Help Us", highlighting the role of the firefighter.</p>

<p><b>YVS</b></p>	<p>Phase Three of the Youth Volunteer Scheme (YVS) syllabus has been finalised, focussing on the youth volunteers developing their leadership skills. Accreditation has been identified for all three phases of the syllabus and will be introduced in stages. The accreditation will recognise the youth volunteer's contribution to community safety, self-development and leadership.</p>
<p><b>Telecare Guidance</b></p>	<p>SFRS and Digital Health &amp; Care Scotland collaborated to produce an updated document "Telecare &amp; Scottish Fire &amp; Rescue Service: A Partnership Approach to Fire Safety Good Practice Guide (GPG). <a href="#">TelecareSFRSPartnershipApproachFSGoodPracticeGuidePrint.pdf (sharepoint.com)</a></p> <p>The purpose of the guide is to set out safe and effective practice and supports a consistent and integrated approach to:</p> <ul style="list-style-type: none"> <li>○ the referral, assessment, installation and maintenance of smoke and heat detection linked to an Alarm Receiving Centre (ARC).</li> <li>○ person-centred fire risk assessment;</li> <li>○ call handling in response to heat, smoke and carbon monoxide (CO) detection; and,</li> <li>○ additional fire safety advice and support for telecare.</li> </ul> <p>This Guide is for Health and Social Care Partnerships, local authorities, housing providers and other organisations that provide care supported by technology.</p>
<p><b>Bonfire Preparations</b></p>	<p>Preparations for Bonfire Night 2024 commenced in July between SFRS and Scottish Government. Schools' presentations were refreshed and reissued to supplement a joint comms campaign.</p> <p>SFRS coordinated the creation of Bonfire Protocols in all Local Authority Areas which will form the basis of the Ministerial Briefing for Bonfire Night 2024. SFRS website will host a list of organised Firework events.</p>
<p><b>HFSV</b></p>	<p>A short pilot concluded, August 2024 with positive feedback from personnel and householders. The revised Policy, Procedure and documentation has been circulated for comment and feedback received for consideration.</p> <p>Work has commenced to identify and engage with partner organisations who are required to sign up to a new Data Sharing Framework to ensure all parties are compliant with GDPR. A Partner Guide has been developed along with training resources, including a Risk Recognition module, which will provide Partners with key information highlighting the importance of their involvement in the process.</p>
<p><b>A Guide to Alcohol &amp; Drug Partnerships (ADPs)</b></p>	<p>This document has been produced to provide personnel with information on the problematic alcohol and drug use causing significant issues in Scotland, damage to people's lives, families and communities and contributing to poorer health, violence, crime and a higher risk of fire within their homes - impacting the work of the Fire Service. It sets out how LSO Managers can play a key role providing evidence, support and guidance to those other organisations involved within ADPs. Personnel will be presenting to the ADP Leads Meeting on 31 October.</p>

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<p><b>NFCC Prevention Awards</b></p> <p><b>Collaboration with Scottish Social Services Council (SSSC)</b></p> <p><b>UFAS</b></p>	<p>Two members of staff who lead on Child and Adult Safeguarding within the Prevention Directorate have been nominated for the NFCC Prevention Awards 2024 within the Safeguarding Category. Awards ceremony is on 14 November 2024</p> <p>Prevention personnel are in early discussions with SSSC to discuss creating an online training package for their 173,176 personnel focussing on identifying fire risks in the home.</p> <p>Following the implementation of the new UFAS response model, performance management continues to be monitored against a set of agreed Key Performance Indicators.</p> <p>Business Intelligence team are in the process of harvesting data relating to UFAS over the initial 12-month period following implementation of the new policy. The data will be reviewed, and a report will be issued detailing the benefits of the new policy and note any further recommendations that may be required.</p> <p>Ongoing engagement with duty holders continues at a local level with local management teams and UFAS champions, providing guidance and support where necessary.</p> <p>Calls to OC remain high, a further action plan has been generated for OC managers to increase collaboration between SFRS and Alarm Receiving Centres (ARCs) with a view to reduce the amount of calls received and increase accuracy of information received by ARCs.</p>
<p><b>PROTECTION</b></p>	
<p><u><b>Item</b></u></p> <p><b>Strathclyde University Forensic Science Projects</b></p> <p><b>Prosecutions and Investigations Update</b></p>	<p><u><b>Commentary</b></u></p> <p>SFRS Fire Investigation staff are continuing to support Forensic Science students at Strathclyde University on fire-related research projects. One of these projects focuses on the flammability of emollient creams, with findings that could enhance SFRS's prevention strategies to reduce fire incidents involving these products. The second project explores the use of alternative light sources to detect ignitable liquids, which has the potential to improve the accuracy of fire investigations to enhance both community and firefighter safety by helping to prevent future occurrences.</p> <p>There is one ongoing case currently under consideration for Prosecution by the Crown Office and Procurator Fiscal (COPFS) that the Function, supported by area personnel are currently involved with.</p> <p>There are nine (9) live investigations currently being progressed, which include incidents at the New County Hotel, Perth and HMP Addiewell. Fire Investigation and FSE Officers continue to work closely with multi-agency and SFRS partners towards completion and submission of final reports. Such investigations may result in further submissions for consideration of the COPFS in due course. It is also likely that at least one of our investigations will become involved in a Fatal Accident Inquiry upon further consideration by COPFS.</p>

<p><b>Fire Engineering</b></p>	<p>SFRS have been unsuccessful in obtaining a provider for a Fire Engineering Degree course following a procurement process. Further engagement with academia is being undertaken to ascertain any reasons for non-submissions and the Function are considering the risks associated with future skills resourcing.</p>
<p><b>Grenfell</b></p>	<p>The High-Rise Continual Improvement Group (HRCIG) are now meeting monthly to consider the findings of Phase 2 of the Grenfell Tower Inquiry Report and have drafted position statements and actions specific for SFRS. These are due to be submitted to SLT for agreement and thereafter be governed through SPPC frameworks in line with other national action plans.</p> <p>The Directorate have been engaging with Scottish Government through its Ministerial Working Groups associated with the Grenfell recommendations and submitted initial responses to the Report. We continue to be represented on those groups which also presently meet on a monthly basis.</p>
<p><b>PREPAREDNESS</b></p>	
<p><u>Item</u></p> <p><b>Risk and Preparedness Assessment Strategy</b></p> <p><b>Water Risk Based Identification</b></p> <p><b>Bonfire Planning</b></p> <p><b>Interpol General Assembly</b></p>	<p><u>Commentary</u></p> <p>SFRS Risk and Preparedness Assessment (RPA) Strategy has been developed and agreed. The overarching aim of the strategy is to enhance the organisations preparedness for potential risks through a comprehensive Risk Preparedness Assessment. This will be carried out with a review of the Scottish Risk Assessment (SRA) and the National Security Risk Assessment (NSRA) to evaluate current capabilities and to identify any capability gaps.</p> <p>The Water Risk Based Identification form is a risk-based approach to gathering water Operational Intelligence (OI) as well as prioritising the production of Water, Fire &amp; Rescue Response Plans through the introduction of a risk-based scoring form.</p> <p>A National Event Operating Plan (NEOP) has been developed to cover “Operation Moonbeam” from the 31 October to the 5 November. C3 structures will be stood up across all Service Delivery Areas (SDA). Briefing sessions have been undertaken for all command cells.</p> <p>A National Event Operating Plan (NEOP) has been developed for the Interpol General Assembly that span’s the 4–9 November. A C3 structures will be stood up within the West Service Delivery Area (SDA). Briefing sessions have been undertaken for all command cells.</p>

**QUALITY ASSURANCE, BENCHMARKING, AND STANDARDS**

<p><b>PREVENTION</b></p>	
<p><u>Item</u></p> <p><b>Safeguarding QA</b></p>	<p><u>Commentary</u></p> <p>Prevention staff have begun to engage / visit Areas to quality assure Safeguarding activities. This will ensure Safeguarding (adults and children) policy is being followed, staff are trained, information sharing</p>

	systems are embedded, and identify any aspects where the Directorate can provide support and advice.
<b>PROTECTION</b>	
<b><u>Item</u></b>	<b><u>Commentary</u></b>
<b>Joint Scottish Fire Investigation Training and Research Facility- Kelpie</b>	<p>The Scottish Fire and Rescue Service (SFRS), in collaboration with the Scottish Police Authority (SPA) Forensic Services, the Leverhulme Research Centre for Forensic Science at the University of Dundee, and the Danish Police, established the Joint Scottish Fire Investigation Training and Research Facility in Portlethen. This facility continues to enhance forensic scene investigation techniques for firefighters, police, and forensic personnel.</p> <p>On 5 June 2024, the facility conducted its second controlled burn (Kelpie), and the post-burn scene is currently being analysed by SFRS and Forensic Services as part of ongoing training and development. In addition to its training capabilities, the project serves as a platform for research into emerging technologies, such as virtual reality applications for fire scene visualization, which these initiatives contribute to the National Crime Scene Management training course.</p>
<b>Crown Office Procurator Fiscal Services engagement</b>	<p>Fire Investigation (FI) management is working closely with Crown Office and Procurator Fiscal Service (COPFS) representatives to enhance information-sharing protocols in fatal fire incidents. This collaboration aims to ensure the prompt identification and sharing of relevant findings, allowing for timely learning and improvements following these significant incidents.</p>
<b>Development of Virtual Reality Training</b>	<p>Attempts are also ongoing to advance the training provided by the FI Training Unit, ensuring that both SFRS staff and partner agency personnel are equipped with the latest skills and knowledge, aligned with current and emerging risks. The team is currently exploring the use of virtual reality (VR) technology to share this training across the service, at all levels of the organisation and identify areas that would benefit from further research.</p>
<b>FDO Level 2 FI training</b>	<p>Fire Investigation Officers (FIOs) are developing a training package for Fire Duty Officers (FDOs) who have attained Level 2 Fire Investigation qualifications. This initiative aims to maintain their existing skills and knowledge while continuing to provide high-quality support to Level 5 FIOs, ultimately enhancing investigation outcomes.</p>
<b>Partner Agency Training Input</b>	<p>FIOs are also committed to supporting the development of partner agency personnel by delivering Fire Investigation training to external partners within a multiagency setting, such as contributing to the Crime Scene Manager course for British Transport Police. This collaboration will strengthen future joint investigations and lead to improved outcomes for our communities and support the direction of SFRS prevention activities.</p>

**PERFORMANCE AND OUTCOMES**

<b>PREVENTION</b>	
<u>Item</u>	<u>Commentary</u>
<p><b>Drowning and Incident Review (DIR) Dashboard</b></p>	<p>There is an average of 96 drownings in Scotland every year. Historically around 20 of these have very limited data with basic information such as age or gender not recorded.</p> <p>Since the launch of DIR in May 2023 data capture for drownings in Scotland is at 100% and is now available via a BI Dashboard on the Water Safety Scotland website.</p> <p>The Dashboard was launched jointly between SFRS, RoSPA and the COPFS in October 2024.</p>
<b>PROTECTION</b>	
<u>Item</u>	<u>Commentary</u>
<p><b>Fatal Fires Casualties</b></p>	<p>In the first two quarters of the current financial year, there have been 17 fire fatalities. This marks a decrease compared to the same period in 2023/24, which recorded 21 fatalities.</p>
<p><b>Jenner Department Store Investigation</b></p>	<p>The investigation into Jenners is approaching its final stages, with the completion reliant on receiving further clarification and detailed information from both internal and external partners. This additional information is essential before presenting the final conclusions.</p>
<p><b>Fire Engineering</b></p>	<p>The Fire Engineering (FE) section has continued to work positively in reducing the number of outstanding consultations received by Local Authorities and Building Standards. In addition, we continue to engage with the Building Standards Division of Scottish Government and some Local Authorities to improve the information exchange as part of the consultation process that will further reduce pressure on SFRS.</p>

**HORIZON SCANNING**

<b>PROTECTION</b>	
<u>Item</u>	<u>Commentary</u>
<p><b>Personnel</b></p>	<p>The staffing levels in both the East and West FI Resources has created challenges related to resource and skills availability for the delivery of FI. Notes of interest for these positions have been issued, with professional discussions planned to follow the conclusion of this process.</p> <p>The demands placed upon the FSE Function due to the number of investigations and concurrent workstreams will require enhanced resourcing through the provision of support by LSO Areas.</p>
<p><b>SFJL5 Course Procurement</b></p>	<p>The procurement process for the Skills for Justice Level 5 Fire Investigation courses is currently underway and is expected to be out to market by mid-November which will secure training for the for next 3 years.</p>



PREPAREDNESS	
<b>Item</b>	<b>Commentary</b>
<b>Significant Event</b>	<p>The Commonwealth Games Federation (CGF) has officially confirmed Glasgow as the host city of the 2026 Commonwealth Games. The 23 edition of the Commonwealth Games will take place from Thursday 23 July to Sunday 2 August 2026.</p> <p>It is anticipated that 500,000 spectators will attend events across four venues.</p>

New Mobilising Systems	
<b>Item</b>	<b>Commentary</b>
<b>NMS</b>	<p>The NMS Full Business Case (FBC) completed its governance and assurance journey, being approved by SFRS Board on 19 August</p> <p>A Scottish Government Portfolio, Programme, Project, Assurance (PPPA) Gateway 3, Investment decision review was carried out from 14-16 August awarding amber/green status to 'progress to next stage'. An internal Portfolio Office Gateway review was carried out following this resulting in approval on 27 August to progress to delivery stage.</p> <p>Following no legal challenge to the voluntary ex-ante transparency notice published by SFRS the Service issued a letter of award to Motorola for the provision of a New Mobilising System on 17 September. On-boarding of the new supplier commenced on 15 October accompanied by a demonstration of the Integrated Communications Control System (ICCS). The contract was subsequently formally signed by both parties on 18 October with confirmation that the ICCS element of the NMS will go live by December 2025 with the Computer Aided Dispatch (CAD) element to follow as soon as possible in 2026.</p>

SAFETY AND RISK REDUCTION	
TRAINING, SAFETY AND ASSURANCE DIRECTORATE	
OPERATIONAL ASSURANCE	
<b>Item</b>	<b>Commentary</b>
<b><u>Ultra Virtue Debrief Report</u></b>	This Report was approved through governance and ten recommendations were accepted for action at OLG (03/10/24). The ACO requested that a Case study is to be developed. OA will progress this with LED.
<b><u>Breadalbane Debrief Report</u></b>	The Breadalbane Debrief Report was approved through governance and nine recommendations were accepted for action at OLG (03/10/24).

<b>TRAINING FUNCTION</b>	
<b><u>Item</u></b>  <b><u>Firefighter Safety</u></b>	<b><u>Commentary</u></b>  To improve Firefighter safety linked to contaminants, all Training Centres are being supplied with additional Fire Kit (Reserve Stock) in support of students / candidates carrying out Compartment Fire Behaviour Training. Key sites will now receive 200 sets of new PPE. Instructors have also been issued a fourth set of PPE given the greater level of exposure due to the nature of their role.

**QUALITY ASSURANCE, BENCHMARKING, AND STANDARDS**

**TRAINING, SAFETY AND ASSURANCE DIRECTORATE**

<b>OPERATIONAL ASSURANCE</b>	
<b><u>Item</u></b>	<b><u>Commentary</u></b>
<b><u>Information Note</u></b> <b><u>NFCC Liquified</u></b> <b><u>Natural Gas fuelled</u></b> <b><u>HGV fire</u></b>	An external review was completed by OA and the report was taken through governance. Three recommendations were approved and added to OLG tracker for action (03/10/24).
<b><u>Information Note</u></b> <b><u>NFCC Mine rescue</u></b>	An external review was completed by OA and the report was taken through governance. Four recommendations were approved and added to OLG tracker for action (03/10/24). This was presented at the first Safety and Assurance Tri-Services meeting and was well received by Police Scotland and Scottish Ambulance Service.
<b><u>NFCC NOLUG</u></b>	The NOLUG meeting was held at McDonald Road, Edinburgh on 3 October 2024. George 4 <sup>th</sup> Bridge interactive case study was presented by OA. The ACO noted an Agreement in Principle to share all Case Study interactive modules from SFRS within the NFCC library, following Legal Services approval to do so.

<b>TRAINING FUNCTION</b>	
<b><u>Item</u></b>  <b><u>CFBT Visitations</u></b>	<b><u>Commentary</u></b>  Aligned to the Training Function Vision & Strategy 2023-28 and the (draft) Training Strategic Asset Management Plan, personnel from the Training Function BA & Contaminants team have been conducting visitations across the UK FRS Sector, most recently at County Durham & Darlington FRS and Warwickshire FRS. The purpose of these visitations was to conduct benchmarking and also scoping linked to CFBT training facilities and the management of contaminants.

PERFORMANCE AND OUTCOMES	
TRAINING, SAFETY AND ASSURANCE DIRECTORATE	
<b>OPERATIONAL ASSURANCE</b>	
<b><u>Item</u></b>	<b><u>Commentary</u></b>
<b><u>KPI's</u></b>	The current KPI relating to OA requires review. OA are considering relevant KPI's for OA that would provide the ability to monitor OA performance.
<b><u>Frontline Update</u></b>	The Near Miss Reporting Frontline Update was distributed service wide on 16 October 2024. As of 22 October 2024, there was 2382 views (52.5%).
<b>TRAINING FUNCTION</b>	
<b><u>Item</u></b>	<b><u>Commentary</u></b>
<b><u>Performance Reporting</u></b>	Following a Training Function workshop facilitated on Thursday 3 October, the Function has now streamlined some internal elements of performance reporting. These changes within our internal reporting structures are designed to improve upon and refine the process by which the Function collects and analyses performance data. A more concise form of internal performance reporting will assist the Training Function in making data-driven decisions and driving continuous improvement. It is evident the Training Functions focus on performance is assisting in general terms with the consistent positive trend against our KPI's.
<b><u>BA Recovery Plan</u></b>	Since the commencement of Phase 2 at the start of Q1 2024/25, 1598 operational personnel have now successfully completed the 3-1 refresher event at one of our 11 CFBT training sites across SFRS. Further courses are programmed, and the aim is to complete the full programme within fiscal year 2025/26, transitioning to a business-as-usual model which will be further informed from lessons learned as a result of the BA Recovery programme itself.

HORIZON SCANNING	
TRAINING, SAFETY AND ASSURANCE DIRECTORATE	
<b>OPERATIONAL ASSURANCE</b>	
<b><u>Item</u></b>	<b><u>Commentary</u></b>
<b><u>H&amp;S paper on Safety and Assurance Management System</u></b>	To align with ICT's strategic direction and overcome challenges with the current TASS and OARRS system, SA have drafted a paper on the possibility/viability of replacing TASS and OARRS with commercial products combining both into a singular management system to improve on current provisions and enhance reliability.

OFFICIAL

<b><u>Thematic Audit</u></b>	A Thematic Audit is to be conducted on the introduction of Smoke Evacuation Hood to cover usage since introduction, storage and damage.
<b>TRAINING FUNCTION</b>	
<b><u>Item</u></b>	<b><u>Commentary</u></b>
<b><u>XVR</u></b>	XVR is the new Incident Command immersive software package recently purchased by the Training Function. The Incident Command Team will facilitate a demo to SLT on Wednesday 20 November to showcase XVR and discuss the planned integration of the software within our SFRS Incident Command Training Methodology.
<b><u>Partnership Working – Police Scotland</u></b>	A meeting took place on Wednesday 30 October between the SFRS Training Function and the Police Scotland National Innovation Team. The purpose of the meeting was to explore opportunities for collaboration linked to innovation, particularly in the learning environment. Initial discussions were extremely productive, and a further meeting will take place in due course. In the interim, the SFRS Training Function have been invited to attend an AVERT (Adaptive Virtual Reality Training) demonstration at Jackton Police College on Thursday 7 November.
<b><u>Capital Investment</u></b>	Working in partnership with colleagues in Asset Management and Property, the Training Function are now progressing several in-year priority repairs and wider capital investment projects aligned to the (draft) Training Strategic Asset Management Plan, and to maximise the budget allocation across our Training estate.



## HM Fire Service Inspectorate

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

**Date:** 26 November 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 NSDA inspection team continue to work through an inspection schedule and have completed fieldwork in ACAM, PKAD, Highland and the Orkney and Shetland islands with the itinerary for these having been agreed with North SDA Officers. Members of the Inspection team were scheduled to visit the Western Isles in October, but the travel logistics were unfortunately curtailed by Storm Ashley, and it was cancelled. Running concurrently with all station visits there are a number of key personnel and external stakeholder interviews, these are ongoing and will continue with an expected completion in December 2024. It is envisaged that the North SDA Inspection will be published in the summer of 2025.

#### 3.2 Thematic Inspection Work

##### Organisational Culture

HMFSI are undertaking a thematic Inspection of Culture of SFRS. So far, HMFSI have been interviewing SFRS policy owners and representatives from the People Directorate and most recently liaising with the SDAs to plan and schedule station visits, which are due to commence on 11 November. Concurrently with the SDA work, Inspectors are moving on to commence interviews, both face-to-face and on MS Teams, across all functions of the Service. To achieve this effectively and efficiently, HMFSI will be reaching out to a random sample of staff via email to invite them to an individual MS Teams meeting with Inspectors. This is to discuss the areas of focus of the inspection, namely organisational values, policies, procedures and training that support organisational culture. The Service has issued an update to all personnel, as part of the Weekly Brief, advising staff

that they might receive a direct approach. The publication of the report is anticipated for early Spring 2025.

## **Operational Assurance**

HMFSI are currently carrying out a thematic inspection of Operational Assurance within the SFRS as per the agreed outline. Fieldwork started in July 2024 and has been continuing throughout the summer with engagement meetings and interviews conducted throughout the Service. Further fieldwork is scheduled to start November 2024 and planned for the early part of 2025 with data analysis, report development and consultation thereafter. The final report is due to be published in the early half of 2025.

### **3.3 Additional Inspection Activity**

#### **Chief Inspector's Plan 2025-2028**

The Chief Inspector is legally obliged to publish an inspection plan providing detail on inspections planned, and information on how inquiries will be carried out. The Chief Inspector's plan for 2022/25 is due to be reviewed and updated and work has commenced to consider potential areas of inspection for 2025/28. The Chief Inspector will consult with the Service in due course and is keen to consider areas of inspection that SFRS feel might add value.

**HM Chief Inspector Robert Scott QFSM**

**Date: 26 November 2024**





Report No: C/SDC/28-24

Agenda Item: 8.2

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	26 NOVEMBER 2024						
Report Title:	INDEPENDENT AUDIT/INSPECTION ACTION PLAN UPDATES AND CLOSING REPORTS						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <a href="#">Board Standing Order 9</a>					
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on audit and inspection action plans and closing reports.						
1.2	At this meeting SDC are asked to scrutinise the progress of the action plans relating to His Majesty's Fire Service Inspectorate (HMFSI) report on: <ul style="list-style-type: none"> <li>• Firefighting in High Rise Buildings</li> <li>• Climate Change: managing the operational Impacts of fires and other weather-related emergencies</li> <li>• Contingency Planning for Industrial Action</li> <li>• Inspection of the Scottish Fire and Rescue Service: East Service Delivery Area</li> </ul>						
1.3	There are no closing reports to consider.						
<b>2</b>	<b>Background</b>						
2.1	HMFSI inspects and reports on the Scottish Fire and Rescue Service (SFRS) with the purpose of assuring the public and Scottish Ministers that we are working in an efficient and effective way, and to promote improvement in the Service.						
2.2	Each year, HMFSI sets out its intended programme of thematic and local area inspections. Additional reviews may also be conducted at any time at the request of Scottish Ministers.						
2.3	Following the publication of reports, an action plan is prepared to address the issues or recommendations that are highlighted within the report.						
2.4	In line with the new thematic process agreed in May 2020, once approved, progress on the individual action plans will be presented to SDC for scrutiny.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	The SDC is presented with the current overview dashboard, attached as <b>Appendix A</b> for noting. This provides high level details of all action plans.						

<p>3.2</p> <p>3.2.1</p> <p>3.2.2</p> <p>3.2.3</p> <p>3.2.4</p> <p>3.3</p> <p>3.3.1</p> <p>3.3.2</p> <p>3.3.3</p> <p>3.3.4</p> <p>3.3.5</p>	<p><b>Firefighting in High Rise Buildings</b></p> <p>The HMFSI report on Arrangements for Firefighting in High Rise Buildings was published in September 2022. The action plan contains a total of 8 actions and is attached as <b>Appendix B</b>.</p> <p>During the reporting period, no actions were completed, and the one remaining action (see 6) has a red status due to slip in timescales resulting from an interdependence on other projects. This last action is currently 70% complete.</p> <p>SDC members are asked to note the following:</p> <ul style="list-style-type: none"> <li>• <b>Action 6 - Operations to capture recommendations in the final version of the High Rise Standard Operating Procedure (SOP):</b></li> </ul> <p>Delays as a result of the iHub/Web project have meant that a third revised due date from September 2024 to June 2025 has been provided. Publication of the High Rise Standard Operating Procedure is scheduled for Phase 3 of the Document Conversion Project, now due for completion in June 2025. In the meantime, the existing High Rise Standard Operating Procedure (SOP) will be republished to include some of the recommendations from the HMFSI Firefighting in High Rise Buildings review. Recommendations which are not incorporated at this time will be included in the finalised Standard Operating Procedure (SOP) when it is published as part of Phase 3 of the Document Conversion Project (DCP).</p> <p>The overall BRAG rating for this action plan is <b>red</b> and is estimated at over 95% complete. <i>(Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).</i></p> <p><b>Climate Change: Impact on Operational Activity</b></p> <p>The HMFSI report on Climate Change: Impact on Operational Activity was published in September 2023. The action plan contains a total of 12 actions and is attached as <b>Appendix C</b>.</p> <p>During the reporting period, two actions were completed (see 2 and 8.1), with the remaining action having a red status and being 75% complete to-date (see 5.2).</p> <p>SDC members are asked to note the following:</p> <ul style="list-style-type: none"> <li>• <b>Action 5.2 - Progress and deliver the Wildfire Strategy through development and implementation of the following SFRS National Users' Group (SNUG) workstreams: Prevention &amp; Communication, Assets &amp; Equipment, Training, Partnership Working and Policy &amp; Procedure:</b></li> </ul> <p>A third revised due date from August 2024 to January 2025 has been provided and this action has moved from amber to red due to the significant slippage. This has resulted from delays out with Service control, including supply chain issues for the 4x4 support vans. All workstreams are in progress and a revised due date of March 25 is proposed for completion.</p> <p>It is anticipated that the remaining actions will be completed by the next reporting period.</p> <p>The overall BRAG rating for this action plan is <b>red</b> and is estimated at over 95% complete. <i>(Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).</i></p>
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<p>3.4</p> <p>3.4.1</p> <p>3.4.2</p> <p>3.4.3</p>	<p><b>Contingency Planning for Industrial Action</b></p> <p>The HMFSI report on Review of contingency planning arrangements in relation to potential industrial action was published in May 2023. The action plan contains a total of 7 actions and is attached as <b>Appendix D</b>.</p> <p>During the reporting period, three actions were completed (see 1.2, 2.1 and 2.2) and the remaining one action has a green status (see 1.3):</p> <ul style="list-style-type: none"> <li>• <b>Action 1.3: Develop programme for annual ‘table-top’ training and exercising events with Training, Safety and Assurance, and SMARTEU.</b></li> </ul> <p>A table-top exercise has been developed and dates are to be confirmed by the due date at the end of the year.</p> <p>The overall BRAG rating for this action plan is <b>green</b> and is estimated at over 95% complete. <i>(Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).</i></p>
<p>3.5</p> <p>3.5.1</p> <p>3.5.2</p> <p>3.5.3</p> <p>3.6</p> <p>3.6.1</p> <p>3.6.2</p> <p>3.6.3</p>	<p><b>East Service Delivery Area (ESDA)</b></p> <p>The HMFSI report on the East Service Delivery Area (ESDA) was published in October 2023. The action plan contains a total of 9 actions and is attached as <b>Appendix E</b>.</p> <p>During the reporting period no actions were completed, however, the remaining one action regarding Reinforced Autoclaved Aerated Concrete has a green status and is currently 40% complete (see 2) with work continuing to identify solutions for permanent resolutions to those stations in the East SDA that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing.</p> <p>The overall BRAG rating for this action plan is <b>green</b> and is estimated at over 90% complete. <i>(Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).</i></p> <p><b>Action Plans currently in development</b></p> <p>On 17 July 2024, the Strategic Leadership Team were presented with the report: <a href="#">Inspection of the Scottish Fire and Rescue Service West Service Delivery Area</a>.</p> <p>At this meeting, Deputy Chief Officer Stuart Stevens was appointed as Executive Lead and given responsibility of developing an Action Plan to address the 29 recommendations made.</p> <p>It was anticipated that this Action Plan would be presented to the Strategic Leadership Team for approval in September 2024, however, this work was delayed and will now be submitted in November 2024.</p>
<p><b>4</b></p>	<p><b>Recommendation</b></p>
<p>4.1</p>	<p>The SDC is invited to:</p> <ul style="list-style-type: none"> <li>• Note the progress of all action plans as presented in the audit and inspection dashboard, attached as <b>Appendix A</b>.</li> <li>• Scrutinise the Arrangements for Firefighting in High Rise Buildings action plan, attached as <b>Appendix B</b>.</li> <li>• Scrutinise the Climate Change: managing the operational Impacts of fires and other weather-related emergencies Action Plan, attached as <b>Appendix C</b>.</li> <li>• Scrutinise the Contingency Planning for Industrial Action Plan, attached as <b>Appendix D</b>.</li> <li>• Scrutinise the Inspection of the Scottish Fire and Rescue Service: East Service Delivery Area Action Plan, attached as <b>Appendix E</b>.</li> </ul>

<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	There are no risks associated with the recommendations of this report.
5.2	<b>Financial</b>
5.2.1	There are no financial implications associated with the recommendations of this report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no environmental implications associated with the recommendations of this report.
5.4	<b>Workforce</b>
5.4.1	There are no workforce implications associated with the recommendations of this report.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no health and safety implications associated with the recommendations of this report.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	There are no health and wellbeing implications associated with the recommendations of this report.
5.7	<b>Training</b>
5.7.1	There are no training implications associated with the recommendations of this report.
5.8	<b>Timing</b>
5.8.1	Each relevant HMFSI Action Plan will be reported to the SDC on a quarterly cycle until completion.
5.9	<b>Performance</b>
5.9.1	This process supports robust challenge and scrutiny of our performance against HMSFI recommended improvements.
5.1	<b>Communications &amp; Engagement</b>
5.1.1	There is no implication associated with the recommendations of this report.
5.11	<b>Legal</b>
5.11.1	The arrangements for independent inquiries into the state and efficiency of the SFRS are a statutory requirement as laid out in Section 43 of the Fire (Scotland) Act 2005.
5.12	<b>Information Governance</b>
5.12.1	A Data Protection Impact Assessment (DPIA) is not required for this report as there is no sensitive information to consider.
5.13	<b>Equalities</b>
5.13.1	An Equality and Human Rights Impact Assessment (EHRIA) is not required for this report. These will be captured by Directorate and LSO EHRIAs.
5.14	<b>Service Delivery</b>
5.14.1	There are no service delivery implications associated with the recommendations of this report.
<b>6</b>	<b>Core Brief</b>
6.1	Not applicable.

<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	<b>Substantial/Reasonable/Limited/Insufficient</b>
7.2	<b>Rationale:</b>	Following receipt of Audit Reports, Action Plans are developed in conjunction with Directorates and approved via the Strategic Leadership Team and the nominated Executive Committee of the Board. Quarterly reporting is made to the Senior Management Board and nominated Executive Board until full completion of the Action Plan.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	<b>Appendix A:</b> Audit and Inspection Overview Dashboard	
8.2	<b>Appendix B:</b> Arrangements for Firefighting in High Rise Buildings Action Plan Update	
8.3	<b>Appendix C:</b> Climate Change: managing the operational Impacts of fires and other weather-related emergencies Action Plan	
8.4	<b>Appendix D:</b> Contingency Planning for Industrial Action Update	
8.5	<b>Appendix E:</b> Scottish Fire and Rescue Service: East Service Delivery Area Action Plan	
<b>Prepared by:</b>	Louise Patrick, Planning and Partnerships Coordinator	
<b>Sponsored by:</b>	Richard Whetton, Head of Governance, Strategy and Planning	
<b>Presented by:</b>	Richard Whetton, Head of Governance, Strategy and Planning	
<b>Links to Strategy and Corporate Values</b>		
Our audit and inspection process contributes to Strategic Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification / Comments</b>
<i>Corporate Board</i>	<i>28 October 2024</i>	<i>For Recommendation</i>
<i>Service Delivery Committee</i>	<i>26 November 2024</i>	<i>For Scrutiny</i>

HMFSI INSPECTION OVERVIEW DASHBOARD

HMFSI Thematic Reports Progress Dashboard

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Committee Update	Not Started	In Progress	Deferred	Complete	On Hold	Transferred	Cancelled	Moved to BAJ	Void	% Complete	RAG
Apr-22	Health and Safety: An Operational Focus	PC	Oct-24	Dec-24	18	Oct-24	Feb-25	Dec-24	0	3	0	14	0	0	1	0	0	95%	Red
Sep-22	Firefighting in Highrise Buildings	SDC	Jun-24	Jun-25	8	Oct-24	Feb-25	Nov-24	0	1	0	7	0	0	0	0	0	95%	Red
Apr-23	Command and Control Mobilising System (CCMS)	CC	Jul-24	-	6	Oct-24	Feb-25	Nov-24	0	0	0	6	0	0	0	0	0	100%	Green
Sep-23	Climate Change – Impact on Operational Activity	SDC	Apr-25	Mar-25	12	Oct-24	Feb-25	Nov-24	0	1	0	11	0	0	0	0	0	95%	Red
Oct-23	East Service Delivery Area (ESDA)	SDC	Mar-25	-	9	Oct-24	Feb-25	Nov-24	0	1	0	8	0	0	0	0	0	95%	Green
Dec-23	Mental Health and Wellbeing Support in SFRS - Action Plan presented to SLT in April 2024, first progress update due in October 2024	PC	Dec-25	-	30	Oct-24	Feb-25	Dec-24	0	17	0	8	0	0	5	0	0	55%	Green
Jun-24	West Service Delivery Area (ESDA) - Action Plan to be presented to SLT in October 2024, first progress update due in February 2025	SDC	Dec-25	-	29	-	Feb-25	Nov-24											

HMFSI Focused Reports Progress Dashboard

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Committee Update	Not Started	In Progress	Deferred	Complete	On Hold	Transferred	Cancelled	Moved to BAJ	Void	% Complete	RAG
May-23	Review of contingency planning arrangements in relation to potential industrial action	SDC	Dec-24	-	7	Oct-24	Feb-25	Nov-24	0	1	0	6	0	0	0	0	0	95%	Green

HMFSI Local Area and Service Delivery Area Inspection Reports Progress Dashboard

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Committee Update	Not Started	In Progress	Deferred	Complete	On Hold	Transferred	Cancelled	Moved to BAJ	Void	% Complete	RAG
N/A	Local Area Inspection National Recommendations	SDC	N/A	N/A	11	Dec-22	N/A		0	0	0	11	0	0	0	0	0	100%	Inactive

Closed Inspection Action Plans

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

HMFSI Inspection Forecast

Expected	Title	Type
2024-25	North Service Delivery Area (NSDA)	SDA
2024-25	Organisational Culture within SFRS - Volume 1	Thematic
2024-25	Operational Assurance	Thematic

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

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



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

Updated	Next Update	Committee Update (SDC)
Oct-24	Feb-25	Nov-24

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	BRAG	Evidence
We are mindful that a general document conversion programme is in progress and that rewrite of the high rise Standard Operating Procedure by the Service is well advanced. The Standard Operating Procedure rewrite should consider the issues we mention in this report to improve its usability for the end users.	6	Operations to capture recommendations in the final version of the High Rise Standard Operating Procedure (SOP).	AC Duffy	Dec-23	Mar-24 to Sep-24 to Jun-25	In Progress	24 June 2024: The published High-Rise Standard Operating Procedure continues to be amended following the introduction of new pieces of equipment and the introduction of an Evacuation Standard Operating Procedure. Fire Escape Hoods are now available on all appliances with a Breathing Apparatus capability and the deployment of Smoke Curtains have been captured in draft High-Rise and Firefighting in Buildings Standard Operating Procedures. Fire Ground digital radios are currently being rolled out across the country. Thermal Imaging Cameras are now available in every Community Fire Station. The Document Conversion Project High-Rise Operating Procedure and supporting information, when it is available to all personnel, will capture these improvements. Information Governance will provide document upload training to Operations Function personnel mid-late May 2024, which will enable the packages within the Document Conversion Project to be published on Hub thereafter. This action is red due to the slip in the original timescale. (Proposed revised due date from March 2024 to September 2024) Training has now been delivered, although delay has had an impact on publication dates. Phase 3 go live, publication, in June 2025. However, it should be noted that the existing Standard Operating Procedure (SOP) is live and includes updated information. 28 October 2024: The previous update accurately reflected the Operations Position at the time as the Document Conversion Project (DCP) was expected to launch on schedule. However, following significant delays to the Document Conversion Project (DCP), it has become apparent that the High Rise Standard Operating Procedure (SOP), which was scheduled to be published in Phase 3 of the Document Conversion Project (DCP) will, as a result of slippage, be delayed until June 2025. In the meantime, the decision has been made to carry out a review of the High Rise Standard Operating Procedure (SOP) and republish with updates including some of the recommendations from the HMFSI Firefighting in High Rise Buildings review. Recommendations which are not included at this time will then be included in the finalised Standard Operating Procedure (SOP) when it is published as part of Phase 3 of the Document Conversion Project (DCP). This action remains red due to slip in original timescale as a result of project interdependencies and will continue to be progressed to completion by the proposed revised due date of Jun-25. (Proposed revised due date from September 2024 to June 2025)	70%		Red	
We recommend that the SFRS firms up its policies and internal guidance on fire safety standards in high rise domestic buildings with a view to influencing a standard risk-based approach in the provision of: a. fire warning systems, and b. SFRS controlled evacuation systems.  This should take into account the suitability of these systems and potential problems and interactions.	1	Prevention and Protection and Operations to review Policy and Guidance to include Fire Warning and Emergency Evacuation Systems.	AC McGoldrick/AC Getty	Jul-23	Mar-24	Complete	21 February 2024: Prevention and Protection have been in discussion with Scottish Government and Local Senior Office Areas around the consistent approach to fire warning systems in High Rise Domestic Buildings (HRDBs). The Operational Assurance Visit procedure is currently being redrafted to reflect this alongside the guidance for Evacuation Alert Systems, Premise Information Boxes and Personal Emergency Evacuation Plans. We are also in discussion with Operations Delivery around revision requirements of the High Rise Standard Operating Procedure. Due to resourcing challenges, conflicting priority work and changes in structures, it is requested this action is further extended until the end of March 24 taking it past the 6 month original due date. There is a managed workstream ongoing to consider and revise existing guidance and policy for this action which has required internal and external engagement though is now progressing well. Operations continue to stand ready to support any subsequent action i.e. should Prevention & Protection determine a change to policy is required following their scheduled meetings. Operations will support by ensuring any required changes are reflected within operational documentation. Timeline if required would be 10-12 weeks following the identification of Policy changes; 2 weeks re-write, 4 weeks consultation, up to 2 weeks update post consultation, 4 weeks familiarisation period- Go-Live. This action has moved from amber to red due to the second slip in timescale. (Proposed revised due date from December 2023 to March 2024) 22 May 2024: Progress on all tasks identified have been reviewed, progressed and updated. Work has been completed against tasks and this has been recorded in the evidence column as of 27.03.2024. Task 1: Update Operational Assurance Visits (OAV) procedure Task 2: Ensure information captured on the High Rise Domestic Checklist in relation to Premises Information Boxes is conveyed to Department Heads. Task 3: Alter letter templates to reflect change in OAV procedural document. This action has moved from red to blue and is now complete.	100%	Mar-24	Blue	Section 7 in the OAV procedure document references Emergency Alert Systems (EAS) and provides a link to LCMS training module which contains the NFCC guidance document. Question H3a within the High Rise Domestic Building Checklist asks if a system is present. This will allow SFRS to assess the number of systems fitted within each area and identify any retrospective installations. A guidance document is available via LCMS (NFCC guidance document). Following consultation with FE, there have been limited plans for new buildings indicating an EAS being installed. This task was primarily to gather information relating to the extent that these systems may be present in Scotland. Moving forward, any EAS will be identified during HRDB checks carried out by operational crews. National Training Centre (NTC) have received a EAS system from a company called 'Advanced' for training purposes. There has been a delay in using/installing the system due to issues relating to advertising and promoting the company. The system has not yet been installed but operates through Wi-Fi so should not be too complex once approval has been given. The system will be installed into one of the buildings at NTC. A second system has been offered to NTC which is a mobile system. This can be transported to various locations for training staff at local training centres to facilitate training scenarios. Following discussions with Scottish Government Building Standards, an agreement and policy setting of not supporting common alarm systems in high rise buildings has been established other than for the actuation of firefighting systems. This supports the stay put policy adopted across Scotland and avoids confusion for residents. This can be reconsidered on an individual basis such as requirements to support high risk issues relating to cladding.
We think that it would improve safety if the external indicator plate used on domestic high rise buildings was adopted as a standard in Scotland and a mandatory requirement to install and maintain these plates was imposed on building owners.  We recommend that, if the SFRS shares our view, then the SFRS should work with Scottish Ministers to influence such a change to introduce a statutory duty (perhaps achievable by amending the Fire Safety (Scotland) Regulations 2006). (This recommendation is made, albeit it is somewhat indirect, to the SFRS given that the statutory power of the HMFSI facilitates the making of recommendations only to the SFRS).	2	Prevention and Protection to gather data and carry out a review of current external indicator plates and produce a report to gauge support for Regulatory change.	AC Dourley	Apr-23	Jul-23	Complete	17 May 2023: Information regarding the total number of compliant and fitted High Rise Indicator Plates (HRIPs) has been passed to Scottish Government. We have provided further context to Scottish Government as to why there are still buildings with no plate fitted. The reasons include financial barriers; being considered unsightly; and there being no legal requirement. As a result, SFRS have formally requested regulatory change and are awaiting an update from the Fire and Rescue Unit. This action has been marked as amber due to some slip in timescales. A revised due date from April 23 to July 23 has been proposed. 16 August 2023: The Fire and Rescue Unit is now in receipt of the SFRS request for regulatory change and the SFRS action can be closed. This action has been marked green and is now complete.	100%	Jul-23		
The SFRS should review its expectation regarding the recording and use of Operational Intelligence for high rise buildings and take steps to implement a standard approach.	3	Operations to review Operational Intelligence in relation to High Rise premises and provide a consistent standard Service-wide approach and template.	AC Duffy	Jul-23	May-23	Complete	17 May 2023: The Operational Intelligence Team have been working with the Prevention & Protection Enforcement Team who have developed and updated the Operational Assurance Visit that will incorporate the High Rise Guidance Plate Template which will be recorded on the Operational Intelligence System. Operational Assurance Visit information can be captured on the Operational Intelligence system along with the High Rise Guidance Plate information. The reviewed General Information Note, once it is live, will go to the Operational Intelligence Liaison Group for awareness, followed up by a Service-wide communication to ensure the instructions are conformed to. 16 August 2023: Template form and guidance went live on 10 May 2023 and a nationwide staff Awareness Briefing (see link in evidence) was released to inform personnel. This action has been marked green and is now complete.	100%			ABQAVProcedureHRDBGuidancePlatesV1.0 (firescotland.gov.uk)

<p>The SFRS should develop its own policy on the suitability of 'Premises Information Boxes' for high rise domestic blocks so that a standard approach can be taken where housing providers may propose to introduce these boxes for their buildings.</p>	4	<p>Prevention and Protection to produce a Policy and supporting guidance for Premises Information Boxes.</p>	AC Getty	Jul-23	Mar-24	Complete	<p>21 February 2024: The SFRS have provided a proposed standard template to the Scottish Government around the High Rise Identification Plate for their consideration and inclusion in the Building Standards Technical Handbook. Premises Information Box and Personal Emergency Evacuation Plans are considered in the revised Operational Assurance Visit procedural document as updated in Action 1. This will reference the standard guidance issued by the Fire Industry Association and National Fire Chiefs Council, with further detail on guidance for SFRS crews on what they are and what they should consider when coming across them. It is requested in line with the above action, that this is extended until end of March 24. This action has moved from amber to red due to the second slip in timescale. [Proposed revised due date from December 2023 to March 2024]</p> <p>22 May 2024: Progress on all tasks identified have been reviewed, progressed and updated. Work completed against tasks have been recorded in the evidence column as of 27.03.2024:</p> <p>Task 1: Update Operational Assurance Visits procedural document</p> <p>Task 2: Ensure information captured on the High Rise Domestic Checklist in relation to Premises Information Boxes is conveyed to Department Heads.</p> <p>Task 3: Alter letter templates to reflect change in Operational Assurance Visits procedural document. This action has moved from red to blue and is now complete.</p>	100%	Mar-24	Blue	<ul style="list-style-type: none"> <li>Section 4.3 (E) with the OAV procedure makes reference to PIBs under "further areas for consideration" as this is not covered under legislation. The presence of PIB information is captured on the checklist however this specifically sits in section "For Internal Fire service use only"</li> <li>The information relating to PIBs on the checklist has now been moved to the main body of the checklist covered by "non-mandatory items" (questions H31, H31a &amp; H31b).</li> <li>New corresponding standard terms have been added for inclusion in any outcome letters for duty holders. The standard term directs Duty holders to the NFCC guidance note for PIBs, recommending they are provided and what should be provided within them.</li> <li>All SFRS advice on PIB's will follow NFCC guidance</li> <li>Templates and procedures have been updated and are going through internal QA prior to issue.</li> </ul> <p>In addition to the above, any information relating to PIBs will be shared with OI and where appropriate, recorded on mobile information systems to ensure all attending crews are aware.</p>
<p>The SFRS should reconsider the introduction of a risk-based Operational Assurance Visit inspection frequency, in line with what exists for fire safety audits and Operational Intelligence inspections generally, where appropriate.</p>	5	<p>Operational Assurance (OA) to review the current Policy for OA High Rise Visits and consider a risk based approach.</p>	AC Duffy	Dec-23	Mar-24	Complete	<p>21 February 2024: The pilot is underway at McDonald Road Community Fire Station and the evaluation report is due for drafting in March 2024.</p> <p>This action remains amber due to slip in original timescale but is on target by completion by the revised due date of March 2024.</p> <p>22 May 2024: A risk based approach to Operational Assurance Visits in High Rise buildings has been considered with a pilot due to be undertaken in City of Edinburgh. Following a number of recent High Rise incidents demonstrating hidden fire spread, the fire safety issues arising from Operational Assurance Visit inspections and further information from local authorities around cladding and remediation issues, the introduction of single building assessments by Scottish Government that is expected to require operational intelligence gathering, and the forthcoming Grenfell Phase 2 Report being published, this has been put on hold and will be reconsidered once the above impact can be determined. This will be picked up through the Prevention, Protection and Preparedness review and Strategic Service Review Programme identifying capacity and resource improvements moving forward.</p> <p>This action has been marked as blue and is now complete.</p>	100%	Mar-24	Blue	
<p>The SFRS should reflect on the strong views among its firefighting staff and consider whether there is scope to refine the set down procedures for tackling fires contained in the SFRS high rise Standard Operating Procedure, taking into account the different levels of risk offered by features such as modern lift protection, smoke hood availability, automatic suppression systems, and information from cameras and attending staff.</p>	7	<p>Operations to consider a bottom up approach and gauge feedback from staff in terms of current and proposed methods for operations at High Rise incidents.</p>	AC Duffy	Dec-23	Aug-23	Complete	<p>17 May 2023: During the Standard Operating Procedure development, part of the process involved a consultation process with frontline staff. Outcomes of the consultation process have been considered and will be included where deemed appropriate. A due date of December 2023 has been provided for this action.</p> <p>16 August 2023: As part of the Document Conversion Project, amendments to the High Rise Operating Procedure have been made in respect of Evacuation and Fire Escape Hoods, which involved robust consultation(s) and trials with all stakeholders. This action has been marked green and is now complete.</p>	100%			
<p>The SFRS should review its arrangements for transporting equipment for high rise firefighting with a view to introducing an arrangement which is physically less demanding than the existing arrangements.</p>	8	<p>Operations to review arrangements across Scotland and produce suitable options for transporting equipment and standardising this approach throughout Scotland.</p>	AC Duffy	Dec-23		Complete	<p>16 August 2023: SFRS Research, Development and Innovation (RD&amp;I) are currently coordinating trials of alternative equipment, methodologies and products for transportation of equipment. The trial and review of alternatives as per the action will be completed by the target due date of December 2023. However it should be noted that service wide implementation would then transfer to business as usual and extend beyond this date based on the specific outcomes. This action has been marked green and is on track for completion by the target due date.</p> <p>15 November 2023: Operations have carried out this review and SFRS Research, Development and Innovation (RD&amp;I) are currently out to tender for new heavy weight appliance (18T) and simultaneously trailing high rise bags that are in use throughout a number of European fire and rescue services. Trailing stations are Inverness, Creve Toil and Clyde mill. This action to review arrangements is therefore complete.</p>	100%			



HMFSI Action Plan - Climate Change: Managing the operational impact on fires and other weather related emergencies - Action Plan Progress  
 Action Plan Owner: ACO David Faries, Service Delivery

Updated	Next Update	Committee Update (SDC)
Oct-24	Feb-25	Nov-24

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
The ability to retrieve important information on specific hazards at water related incidents can aid with the tactics adopted, inform the crews and incident commander of hazards to assist in their risk assessment process and is ultimately a commitment to firefighter safety. The SFRS holds good information but the provision is inconsistent across the Service. The SFRS should progress consistently the completion of water incident response plans and make them available on the OI system.	2	Undertake a review of the Operational Intelligence information gathering process and develop a standardised process to record water-related hazards.	Graeme Nicoll / Damien Griffiths / John McNicol Prevention, Protection and Preparedness	Jun-24	N/A	Complete	24 June 2024: Water Operational Intelligence is still under review. We have 46 on the system and a further 18 in progress at last count. Each new submission is assessed by our Water Capability Lead, prior to progression, as we have had a variance of suitability. The Operational Intelligence Unit are actively developing a process whereby Operational personnel can identify what merits a Water Hazard Operational Intelligence to protect Firefighter Safety. This action has been marked green and remains on target for completion by the end of June 2024 (initial due date). 28 October 2024: The Operational Intelligence Unit has created a Risk Based Identification Form to risk score a water hazard prior to gathering Operational Intelligence. This form has been approved by the Preparedness Functional Management Team (FMT) and along with a briefing paper, has been sent to the Deputy Director Forum (DDF) for information. This action is now complete with regards to reviewing the current Operational Intelligence information gathering process and developing a standardised process to record water-related hazards.	100%		Blue	
The SFRS should reinvigorate the operation of the Wildfire SFRS National Users Group (SNUG), and look to communicate the implementation plan and encourage two way engagement to assist in participative development of the Wildfire Strategy.	5.2	Progress and deliver the Wildfire Strategy through development and implementation of the following SNUG workstreams: Prevention & Communication, Assets & Equipment, Training, Partnership Working and Policy & Procedure.	Michael Humphreys Local Senior Officer - Highland	Nov-23	Apr-24 to Aug-24 to Mar-25	In Progress	24 June 2024: The Scottish National Users Group are currently progressing all the workstreams detailed in the "Action Description". This has included the following: scheduling and phased roll-out of training to wildfire specialist stations; Development of the Wildfire Tactical Advisor cadre; procurement of specialist wildfire vehicles and equipment; establishment of a wildfire Communications Strategy and communications lead; review in development of key wildfire documents with support from Health and Safety and Service Delivery Scottish National Users Group representatives; and working with partner agencies to ensure partnership approach to wildfire risk management, as per the strategy, i.e. NatureScot, Forest & Land Scotland, National Trust for Scotland. The next Scottish National User Group is scheduled to take place in June 2024 with further progress being made. This action has been marked as amber due to the slip in original timescales, however, with the Scottish National User Group now re-established, all workstreams are in progress and a revised due date of August 2024 is proposed. [Proposed revised due date from Apr-24 to Aug-24] 28 October 2024: Michael Humphreys took over as Wildfire lead and Scottish Wildfire Forum Chair. Following the Wildfire prevention campaign which was run during the historical months of the highest number of wildfires (March - Jul), an evaluation was completed and presented to the User Group in August. The new Wildfire website pages have shown a large increase in numbers of people engaging with the pages, which will continue to be updated regularly. Wildfire User Group sub-groups have been established to ensure there is progress against incomplete actions, including Generic Risk Assessment (GRA), Standard Operating Procedures (SOP), Provision and Use of Work Equipment Regulations (PUWER) and Training. A detailed action log has now been created by the group. We are currently awaiting the delivery date of the 4x4 vans to support the full rollout of the Wildfire Strategy and these are expected by December 2024. An article was provided for inclusion in the SFRS Weekly Brief to provide a full update on the Wildfire Strategy. The Scottish Wildfire Forum website is currently being developed to improve Wildfire danger ratings and warnings process. Driver and practical training are planned to be delivered throughout Oct 2024 - March 2025 which is also historically the quietest periods for wildfires and the only period (Muirburn season) in which we can conduct some of the practical elements of the training due to burn licence requirements. This action has moved from amber to red due to the slip in original timescales, as a result of delays out with Service control including supply chain issues for the 4x4 support vans. All workstreams are in progress and a revised due date of Mar-25 is proposed for completion. [Proposed revised due date from Aug-24 to Mar-25]	75%		Red	
In order to try to fully understand the impact of weather-related incidents, facilitate analysis, and realise the impact on the Service of wide area flooding incidents and wildfires, the SFRS should improve its data capturing, statistical analysis and reporting capability.	8.1	Work with relevant stakeholders (HMFSI, SLT, Operations Delivery) to identify requirements and suggest approaches to improve data capturing, statistical analysis and reporting capability for consideration.	Chris Fitzpatrick Business Intelligence	Mar-24	Aug-24	Complete	24 June 2024: Work for Action 8.1 regarding identifying and improving data capturing, statistical analysis and reporting capability has not progressed due to ongoing competing priorities. This item has been marked red due to the slip in original timescales and a revised due date of August 2024 has been proposed. [Proposed revised due date from Apr-24 to Aug-24] 28 October 2024: A detailed recommendation has been submitted to the Operations team leading this project, outlining a number of options that involve working with other agencies, and academia and investment in systems that can collect the required data and generate predictions. In addition, the Scottish Environment Protection Agency (SEPA) have invested significant time and resource to develop a real-time planning tool for partner agencies dealing with flood events in Scotland. A meeting is planned this year to discuss suitability and possible applications. To "improve upon its data capturing" would be a two-fold process for SFRS. The inspectorate report refers to other business area systems that "hold good information but the provision is inconsistent across the Service". An appropriate first step would be to prioritise "data discovery" initiatives that exist as part of the Data Governance Group remit. That would potentially allow data linkage between systems such as Incident Recording System (IRS) and Operational Intelligence to look at areas of identified risk (point 42 of report) and assess historical activity. Information previously collated by Scottish Water National Users Group (SNUG) (point 34 of report) could supplement recorded data to show what additional risks have been raised and resolved. The second part of for SFRS is to understand what questions are being asked of the Service that we cannot currently answer (suggest stakeholder engagement during 2024). Once we are aware of what those questions are, it would be possible for all relevant business areas to discuss where information is missing and agree appropriate action to collect. This may come from publicly available data, it may come from the other systems mentioned in the report, or it may require staff in Service to adopt new practices to collect required information. This may require systems procurement or development by ICT of existing systems. In terms of "wildfire", it is also likely that significant investment (such as that seen in Spain, America and by European Forest Fire Information System (EFFIS) in developing analysis tools such as machine learning, AI or even the use of drone technology would be critical to "fully understanding the impact of weather-related incidents. Once appropriate datasets have been established, the Service could prioritise and fund engagement with researchers, academia or consultancy where the resource and experience to carry out the required analysis exists. What previous studies have identified is that inconsistent practices across different fire management agencies, FRS, government departments can make it difficult to coordinate firefighting and prevention when it comes to managing the operational impact on fires and other weather-related emergencies. There is clear evidence that the HMFSI recommendation has been given due regard and work and ongoing progress will now be monitored and progressed as business as usual. This action has been marked blue and is now complete.	100%		Blue	Spatial and temporal pattern of wildfires in California from 2000 to 2019   Scientific Reports (nature.com)
The Service should consider whether there is potential to amend the guidance in the Water Rescue and Flooding SOP, so that the application of the "cannot enter the water" rule is explained and qualified, with a view to including more definitive guidance for personnel at incidents where there is a very low water, low risk, environment.	1	Undertake a review of Water and Flooding Generic Risk Assessment and Standard Operating Procedure and consider if safe systems of work can be developed to support HMFSI recommendations.	Martin Casaday / Stuart McDonald Operational Delivery	Apr-24	N/A	Complete	24 June 2024: To address this recommendation, as in response to significant event actions resulting from operational incidents, there is a recommendation to establish a cross-functional short-term working group (including the SFRS Water Rescue Scottish National User Group) to look at a number of proposed recommendations, to determine the best course of action to address areas of improvement within water rescue response. Any decisions taken by the stakeholder group will potentially see amendments to relevant Generic Risk Assessments and Standard Operating Procedures. Addressing all the required points/actions will result in a revised due date, being April 2025, to allow consultation and implementation however, for the purposes of the action it has been determined that this work will be undertaken as Business as Usual. This action has been marked blue and is now complete.	100%	Apr-24	Blue	
The SFRS should firm up its guidance and requirements for the recording of maintenance training, carried out by level 3 and 4 personnel in line with its national policy standards on water and flood rescue training to improve accountability and monitoring.	3	Introduce the Rescue 3 Maintenance Skills Logbooks to all level 3 and 4 water rescue personnel.	Marc McGill Training, Safety and Assurance	Mar-24	N/A	Complete	24 June 2024: The Training Function have now rolled out the Rescue 3 logbooks across all 20 water rescue stations. This is understood to meet the recommendation of the same recording of training across the country and everyone following the same skills sheets. This action has been marked blue and is now complete.	100%	May-24	Blue	

The SFRS should review its approach to planning for wide-area flooding, both generally and also where appropriate on a site-specific basis, and take steps to assess or develop plans, and determine how information can be shared with operational personnel to assist with planning, procedures and incident command at potential flooding events.	4	Develop Severe Weather Business Continuity Plan and update Severe Weather Plan General Information Note.	Mark Cleland Prevention, Protection and Preparedness.	Dec-23	N/A	Complete	24 June 2024: Both the Severe Weather Business Continuity Plan and Severe Weather Plan General Information Note were published for familiarisation on 19/12/23 and went live on 16 January 2024. This action has been marked blue and is now complete.	100%	May-24	Blue	<a href="#">Severe Weather BCP</a>
The SFRS should reinvestigate the operation of the Wildfire SFRS National Users Group (SNUG), and look to communicate the implementation plan and encourage two way engagement to assist in participative development of the Wildfire Strategy.	5.1	Re-establish the SFRS wildfire SNUG with collaborative representation from: Assets / Fleet, Operational Support, Operations Control, Operational Strategy & Development, Training Function, Representative Bodies, Health & Safety, Communications & Media, Prevention & Protection, NFR (Scotland).	Bruce Farquharson Training, Safety and Assurance	Nov-23	N/A	Complete	24 June 2024: The SFRS Wildfire Scottish National User Group has been re-established with a formal group meeting taking place in November 2023, followed by a second in February 2024. The next Scottish National User Group meeting is set for the June 2024. The group has representation from: Assets / Fleet, Operational Support, Operations Control, Operational Strategy & Development, Training Function, Representative Body, Health & Safety, Communications & Media, Prevention & Protection and is also supported by the Service Level 3 & 4 Wildfire Flexi Duty Officer capability officers. As per the Scottish National User Group structure, there are now identified leads for the Operational and Delivery workstreams. Area Commander Humphreys will take over all capability lead as part of succession planning for Deputy Assistant Chief Officer Farquharson's retirement. This action has been marked blue and is now complete.	100%	May-24	Blue	
The SFRS should reinvestigate the operation of the Wildfire SFRS National Users Group (SNUG), and look to communicate the implementation plan and encourage two way engagement to assist in participative development of the Wildfire Strategy.	5.3	Identify engagement groups for information sharing and develop a communication plan that informs and engages with relevant parties in relation to strategy proposals and implementation.	Bruce Farquharson Training, Safety and Assurance	Mar-24	N/A	Complete	24 June 2024: SFRS Promote Wildfire Danger Warnings utilising social media and traditional media across the country, as well as sharing with regional key stakeholders including local authorities, partner agencies and elected representatives. A communications toolkit has been provided for partner agencies to access for the sharing of wildfire information and strategy information. Sign up mailing list have been established for wildfire alerts to reach as wide an audience as possible. We empower and equip colleagues and stakeholders/partner organisations to bolster this messaging and reach as wide an audience as possible. SFRS attend North Public Communications Group meeting to bolster engagement. Wildfire capability leads, including Tactical Advisor cadre have attended partner meetings to provide briefings and updates on the wildfire strategy. This action has been marked blue and is now complete.	100%	May-24	Blue	
The SFRS wildfire SNUG should add crew welfare to its agenda as a commitment to explore practical improvements to welfare arrangements.	6	Undertake a review of welfare arrangements at all incidents. A representative with subject matter expertise on Wildfire will be available to support this workstream.	Craig McGoldrick Operational Delivery	Apr-25	N/A	Complete	24 June 2024: It is proposed that this action should be closed on the basis that the Operations Function, in conjunction with key stakeholders (Assets, Contaminants Working Group, Operational Delivery, Wildfire Scottish National User Group, Safety & Assurance) intend to develop an SFRS Incident Welfare Strategy as part of the 2024/25 Functional workplan. This HMFSI recommendation will be incorporated within the working group objectives and outcomes. This action has been marked blue and is now complete. [Proposal to close HMFSI action as work will be undertaken as Business As Usual within the working group objectives and outcomes]	100%	May-24	Blue	
To realise the full potential of the Community Asset Register (CAR), the SFRS should review arrangements in place and consider the feasibility of improving awareness and utilisation of assets, both internally and with Category 1 partners. (The CAR has been the subject of separate recommendation in two of our other HMFSI inspection reports.)	7	Develop internal and external Community Asset Register presentations to be delivered regularly to staff and stakeholders to increase awareness of the resources available.	Mark Cleland Prevention, Protection and Preparedness.	Nov-23	N/A	Complete	24 June 2024: Both internal and external Community Asset Register presentations have been developed and agreement is in place that the internal presentation will be delivered on Incident Command Level 1, Incident Command Level 2 Development courses and Incident Command Level 2 refresher course, as well as the Command Support Unit Operator course. External presentation will be delivered by Scottish Multi-Agency Resilience Training and Exercise Unit prior to exercises. External presentation was delivered to Volunteer Sector Resilience Partnership meeting on 26/3/24 and an external presentation to Local Resilience Partnerships in the West, to be replicated in the East and North. This action has been marked blue and is now complete.	100%	May-24	Blue	<a href="#">CAR Share Folder - OneDrive (sharepoint.com)</a>
In order to try to fully understand the impact of weather-related incidents, facilitate analysis, and realise the impact on the Service of wide area flooding incidents and wildfires, the SFRS should improve its data capturing, statistical analysis and reporting capability.	8.2	Update the Community Risk Index Model to incorporate geographical flood risk using SEPA data.	Mark Loynd Prevention, Protection and Preparedness	Oct-23	N/A	Complete	24 June 2024: Development and testing of a SFRS multi-covariant flooding risk model has been completed in collaboration with Scottish Environmental Protection Agency and Sweco Ltd. This has been incorporated within the Community Risk Index Model and can also be analysed further via a dedicated Geographical Information System dashboard and tools. This action has been marked blue and is now complete.	100%	May-24	Blue	SFRS Flood data processes, risk mapping layers and datazone based risk metrics. SFRS Flooding GIS Dashboard.
	8.3	Carry our further research into the development of a geographic wildfire risk layer for incorporation into the Community Risk Index Model.	Damen Griffith, Prevention, Protection and Preparedness	Mar-25	N/A	Complete	24 June 2024: Development of a SFRS wildfire risk layer was initiated, but it was not possible to complete due to: complex nature of the product development; no nationally agreed and consistent risk methodology; at least three different wildfire base maps in use; multiple wildfire factors that each require individual research out with scope of current SFRS capacity. Recommendation agreed by the Service delivery Model Programme Board that external collaboration would be required to be commissioned by National Fire Chiefs Council and other UK Fire and Rescue Services together with specialist academic institutions e.g. James Hutton Institute and University of Manchester. This action has been marked blue and is now complete with regards to the requirements for the recommendation.	100%	May-24	Blue	

HMFSI Contingency Planning Arrangements for Industrial Action in the Scottish Fire and Rescue Service - Action Plan Progress

Updated	Next Update	Committee Update (SDC)
Oct-24	Feb-25	Nov-24

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
The SFRS should ensure that Business Continuity Plans are routinely updated and refreshed to ensure that it can respond to foreseeable risks. Regular training and exercising in relation to potential service interruption should be programmed into annual training programmes.	1.2	Update review process to ensure Business Continuity Plans, including Industrial Action Preparedness, are reviewed annually as part of the Governance Cycle.	Group Commander, Preparedness (Mark Cleland)	Apr-24	Aug-24	Complete	24 June 2024: Section 12 of the Industrial Action Business Continuity Plan is to be updated to include an annual review. This will also be captured in Prevention, Protection and Preparedness Policy review procedures. This action has been marked amber due to the slip in original timescales and a revised due date of August 2024 has been proposed. [Proposed revised due date from Apr-24 to Aug-24] <b>28 October 2024: An annual review date of 13 May 2025 has been included within the Industrial Action Business Continuity Plan and this has also been captured within the Prevention, Protection and Preparedness Policy review process.</b> <b>This action has been marked blue and is now complete.</b>	100%		Blue	
	1.3	Develop programme for annual 'table-top' training and exercising events with Training, Safety and Assurance, and SMARTEU.	Group Commander, Preparedness (Mark Cleland)	Dec-24		In Progress	24 June 2024: Dialogue with the Scottish Multi-Agency Resilience Training and Exercise Unit and Training, Safety and Assurance has taken place and no 'table-top' training or exercising has been arranged since the conclusion of the Industrial Action. It has been agreed that a working group will be established to rectify this. This action has been marked green as work progresses to the target date. <b>28 October 2024: A 'table-top' training exercise has been developed following liaison with the Scottish Multi-Agency Resilience Training and Exercise Unit and Training, Safety and Assurance and dates are to be confirmed before end of the year.</b> <b>This action has been marked green as work continues to progress to the agreed target due date.</b>	75%		Green	
The SFRS should fully consider all options available for the provision of emergency cover, including those that may be available via private fire service providers, in pursuance of its duties under section 9(2a) of the Act. The SFRS should maintain an ongoing awareness of resources that may be available from private providers and consider this option as part of its ongoing review of Business Continuity Plan arrangements. This is particularly relevant when no realistic, planned alternative for operational capability gaps can be put in place prior to Industrial Action.	2.1	Carry out a review of hierarchical options for emergency cover during Industrial Action, including the use of private fire service suppliers, and include reviewed hierarchy within Business Continuity Plans.	Group Commander, Preparedness (Mark Cleland)	Apr-24	Aug-24	Complete	24 June 2024: Section 8.5 'Additional Resourcing' of the Industrial Action Business Continuity Plan includes options for emergency cover. As part of the document review process, this section will be amended to provide a hierarchical approach. This action has been marked amber due to the slip in original timescales and a revised due date of Aug-24 has been proposed. [Proposed revised due date from Apr-24 to Aug-24] <b>28 October 2024: A review of hierarchical options for emergency cover during Industrial Action has been carried out and these have been updated within the Industrial Action Business Continuity Plan document, with private fire service suppliers having been considered within the options.</b> <b>This action has been marked blue and is now closed.</b>	100%		Blue	N/A
	2.2	Develop a register of UK private fire service suppliers with available resources and contact details for inclusion within Business Continuity Plans.	Group Commander, Preparedness (Mark Cleland)	Apr-24	Aug-24	Complete	24 June 2024: There are no private fire service suppliers in Scotland, but a list of UK private fire service suppliers has been identified. This will be amended as an appendix, although the possibility of securing their services will be slim as any strike is likely to impact the full of the UK. This action has been marked amber due to the slip in original timescales and a revised due date of August 2024 has been proposed. [Proposed revised due date from Apr-24 to Aug-24] <b>28 October 2024: Following the review of hierarchical options for emergency cover during Industrial Action, including consideration of private fire service suppliers, a list of identified UK private fire service suppliers has been created and a register has been added to the Industrial Action Business Continuity Plan document as an appendix.</b> <b>This action has been marked blue and is now closed.</b>	100%		Blue	



<p>The SFRS should ensure that Business Continuity Plans are routinely updated and refreshed to ensure that it can respond to foreseeable risks. Regular training and exercising in relation to potential service interruption should be programmed into annual training programmes.</p>	1.1	<p>Following the Multi Agency Industrial Action Debrief in June 23, review the Business Continuity Plan and National Event Plan.</p>	<p>Group Commander, Preparedness (Mark Cleland)</p>	Nov-23		Complete	<p><b>24 June 2024: A full review of the Industrial Action Business Continuity Plan and National Event Plan by members of the Resilience Team has taken place. Updates to the documents are required regarding nomenclature, etc. Confirmation required that this document will now move over from Operations to the Preparedness Function. A Working Group will be established within the Resilience team and former Industrial Action Planning Team to update the document based on feedback.</b></p> <p><b>This action has been marked blue and is now complete.</b></p>	100%	Feb-24	<b>Complete</b>	N/A
<p>The SFRS should continue to develop robust Business Rules for use of Community Asset Register resources during Industrial Action. These rules should be developed by the Service and promulgated to Industrial Action Operations Control staff as well as Flexi Duty Officers in advance of any Industrial Action to ensure that they are clearly understood.</p>	3	<p>Review existing Community Asset Register provision and logistics and augment where identified as necessary within Business Continuity Plans.</p>	<p>Group Commander, Preparedness (Mark Cleland)</p>	Dec-23	N/A	Complete	<p><b>24 June 2024: The review of the Community Asset Register Assets is included with the Industrial Action Business Continuity Action Plan (Section 8.11.2). These resources have been refreshed and validated as part of the Industrial Action Pre-Planning Process.</b></p>	100%	Dec-23	<b>Complete</b>	N/A
<p>The SFRS should continue to engage with local Fire Brigades Union representatives to develop a common approach to mobilising to a range of incidents during times of Industrial Action.</p>	4	<p>Liaise and engage with FBU Region 1 (Scotland) to explore and agree mobilising protocols to incidents involving community life risk during periods of Industrial Action.</p>	<p>Group Commander, Preparedness (Mark Cleland)</p>	Dec-23	N/A	Complete	<p><b>24 June 2024: An agreement is in place with the Fire Brigade Union that personnel may return to duty for the declaration of a major incident.</b></p> <p><b>This action is complete.</b></p>	100%	Dec-23	<b>Complete</b>	<p><u>Responding to Major Incidents during periods of strike action - Scotland</u></p>

Updated	Next Update
Oct-24	Feb-25

HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	BRAG	Evidence
We recommend that the Service resolves the roofing problems at the affected fire stations as a matter of urgency.	2	Identify solutions for permanent resolutions to those stations in the East SDA that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing.	Ijaz Bashir				24 June 2024: The SFRS Capital programme was approved by the Board in March 2024 which allows progress towards solutions for 3 of the 8 sites as follows: - Crewe Toll is currently subject to a feasibility study and structural investigations with regards remedial Reinforced Autoclaved Concrete Roof and reconfiguring station for Dignified Facilities and Contaminant Control. Galashiels work currently in progress to remediate Reinforced Autoclaved Aerated Concrete roof and reconfigure station for Dignified Facilities and Contaminant Control. Dalkeith, a preferred new site, has been identified and design of new fire station is in progress with a view to commence construction in next financial year. At Liberton, a project has been initiated to demolish the existing station and rebuild on current site using Newcraighall as a temporary location for the duration of the works. The remaining four sites - Livingston, Hawick, Marionville, and Tranent continue to be regularly inspected to monitor condition awaiting outcomes of Strategic Service Review Programme. This action is progressing as planned with work ongoing and has been marked green. <b>28 October 2024: The current status is as follows: -</b> <b>Crewe Toll – The proposed project to remediate Reinforced Autoclaved Aerated Concrete (RAAC) roof and reconfigure the station for Dignified Facilities and Contaminant Control is currently on hold awaiting outcome of a public consultation for proposed Edinburgh Tram extension routes; Two of three routes require to go through the existing station site.</b> <b>Galashiels - Work is currently in progress to remediate Reinforced Autoclaved Aerated Concrete roof and reconfigure the station for Dignified Facilities and Contaminant Control with completion to fall within the current financial year.</b> <b>Dalkeith - A preferred new site has been identified and the design of the new fire station is in progress with an expected construction period of 2025 - 2027.</b> <b>Liberton - A project has been initiated to demolish the existing station and to rebuild on the current site using Newcraighall as a temporary location for the duration of the works with an expected construction period of 2025 - 2027.</b> <b>The remaining four sites - Livingston, Hawick, Marionville, and Tranent continue to be regularly inspected to monitor their condition, and we have options to either resolve, new build or remediation, which will be progressed dependent upon the outcomes of the Strategic Service Review Programme.</b> <b>This action remains green and is progressing as planned.</b>	40%		Green	SFRS Capital program approved by Board in March 2024 - solutions in place for 3 of 8 sites
We recommend that the Service conducts a review of its staffing strategy and how it relates to the current under-resourced Target Operating Model.	1	Review staffing strategy to confirm that the requirements of the interim Target Operating Model continue to be met and regularly reported.	Fiona Munro	Feb-24	N/A	Complete	24 June 2024: The People directorate continue to develop analysis, data and forecasting around workforce planning and resourcing which is reported to Strategic Leadership Team and other forums to outline approach, challenges and risks. We have developed a flexible and agile approach to promotion activity to ensure it is evidence led and a resourcing group is currently stood up to progress actions to maintain the Target Operating Model.  This action has been marked blue and is now complete.	100%	Feb-24	Blue	
The Service should standardise its recording of standard tests taking cognisance of the electronic innovations already in use.	3.1	Carry out a review of the current provision of documentation and policy in relation to Standard Testing.	DACO Garry Mackay	May-24	N/A	Complete	24 June 2024: The Operations Function has successfully completed the Equipment Information Card project. The project aimed to develop and implement Equipment Information Cards by merging Periodic Inspection Tests and Technical Information Notes, thereby providing standardised recording templates.  This action has been marked blue and is now complete.	100%	May-24	Blue	<a href="#">EICMasterFamilyV4.0 (sharepoint.com)</a>
	3.2	SFRS Operations Team will make recommendations for improvements in relation to consistency and the use of technology.	DACO Garry Mackay	May-24	N/A	Complete	24 June 2024: Operational Assurance 2 Station Audit form contains a section reviewing operational equipment ensuring it is maintained in accordance with Equipment Information Cards. The Operations Function will continue to monitor, review and embed any continuous improvements as a result of new technologies brought into the SFRS.  This action has been marked blue and is now complete.	100%	May-24	Blue	<a href="https://oars.azurewebsites.net/StationAudits/Create">https://oars.azurewebsites.net/StationAudits/Create</a>
It is of concern that there are still issues with the reliability and functionality of the Getac tablet which may result in firefighters not having access to up-to-date risk information at time of need. Action should be taken as soon as possible to resolve the technical issues with the system.	4	ICT to re-issue Corporate Communications reminding all stations to log any issues relating to Getacs and/or Operational Intelligence with the ICT Service Desk in the first instance.	Greg Atken	Feb-24	N/A	Complete	24 June 2024: A Corporate Communications was re-issued to all stations via the Hub requesting that any issues relating to Getacs and/or Operational Intelligence should be logged with the ICT Service Desk in the first instance.  This action has been marked blue and is now complete.	100%	Feb-24	Blue	
As we recommended in our inspection report on command and control, we continue to suggest that more could be done to promote the existence of the CAR, and to encourage the use of assets contained on the list, where appropriate.	5	SFRS Operations Function to develop a communication plan to promote the use of the Community Asset Register by operational crews and (where appropriate) partner agencies. This will include internal and external CAR presentations for staff and stakeholders developed in relation to the Climate Change Action Plan.	DACO Garry Mackay (GC Mark Cleland P&P)	Mar-24	N/A	Complete	24 June 2024: Both internal and external Community Asset Register presentations have been developed and agreement is in place with that the internal presentation will be delivered on Incident Command Level 1 & Incident Command Level 2 Development courses and Incident Command Level 2 refresher course as well as Command Support Unit Operator course. External presentation will be delivered by Scottish Multi-Agency Resilience Training and Exercise Unit prior to exercises. External presentation was delivered to the Volunteer Sector Resilience Partnership meeting on 26/3/24 and an external presentation to Local Resilience Partnerships in the West has been delivered which will be replicated in the East and North.  This action has been marked blue and is now complete.	100%	Mar-24	Blue	<a href="#">CAR Share Folder - OneDrive (sharepoint.com)</a>
We have highlighted that there are problems with the resourcing of training, both locally and at the Newbridge national training centre, which has led to the cancellation of courses. We recommend that a review of training delivery in the East is undertaken with a view to improving training outcomes.	6	Training to conduct a review of training delivery in the East, with a view to improving training outcomes.	DACO Bruce Farquharson (GC Galloway)	Jun-24	N/A	Complete	24 June 2024: The Training re-structure has now concluded for the East. A comprehensive review of vacancies has been carried out to establish impact across the East Service Delivery Area training delivery. Any vacancies have been identified and both local and national campaigns have been established and personnel secured, with innovative solutions implemented to address acute gaps within the structure. Total vacancies across the Training, Safety and Assurance Directorate have been reduced from 36 down to 3 as of April 2024. With 1 x Crew Commander Vacancy currently in the East Service Delivery Area (only recently vacated by existing Crew Commander to return to Service Delivery - March 2024). Plans are in place to recruit and fill any vacancy at present. A comprehensive review of the Training, Safety and Assurance fleet has been carried out and has identified a requirement to increase and update fleet across the Function. Engagement with Fleet management is ongoing and plans to address gaps being progressed. As part of the Strategic Asset Management Plan and in support of the Training Vision and Strategy, a review of Training resources is being carried out to provide options to address gaps in resources across SFRS and East Service Delivery Area. Engagement sessions with staff and a questionnaire has been distributed across the East Service Delivery Area by Asset Management, and is being evaluated to provide options. Additionally, the Training Assets Framework is being developed to further support the Training function in reviewing the location and condition of Training Facilities, establishing what training facilities are required for individual skill sets and provide a training facilities dashboard and booking system.  This action has been marked blue and is now complete.	100%	May-24	Blue	
We have highlighted in this report and in others that there are problems in delivering USAR training, leading to the reported low levels of competency in this specialism. We would encourage the Service to review course delivery and resolve the issues identified as a matter of urgency.	7	Ensure all Urban Search and Rescue (USAR) stations have the appropriate training resources and materials to enable station based USAR instructors, supported by the Training USAR instructors, to deliver USAR maintenance training and CPD events locally at stations.	DACO Bruce Farquharson (GC McGill)	Jun-24	N/A	Complete	24 June 2024: Urban Search and Rescue Technician competency levels as of 02/05/2024 at all Urban Search and Rescue stations in the East (watches) are 100%. Regular Continued Professional Development visits from National instructors and correct recording of training events has seen a significant improvement in performance figures from Quarter 1 2023 – Quarter 1 2024. USAR Train the Trainers course scheduled for June 2024 will target East Watch areas with aim of 1 Train the Trainer per Watch by end of Quarter 2 2024 with the purchase of timber packs to allow for localised training to follow. In addition the Urban Search and Rescue National Training Standard is currently under review.  This action has been marked blue and is now complete.	100%	May-24	Blue	
The Service should conclude the review and updating of its Positive Action Strategy and continue to promote the Service as an employer of choice in a bid to ensure the makeup of its workforce better reflects the communities it serves.	8	Review the Positive Action Strategy and ensure that improving inclusion and diversity within SFRS is incorporated into the SFRS Cultural Action Plan.	Fiona Munro	Feb-24	N/A	Complete	24 June 2024: The Cultural Action Plan has been agreed with future priority actions for 2024 to improve diversity and inclusion. This will be monitored and reported through the Culture Development Group.  This action has been marked blue and is now complete.	100%	Feb-24	Blue	

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/29-24

Agenda Item: 9.1

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	26 NOVEMBER 2024							
Report Title:	SERVICE DELIVERY COMMITTEE QUARTERLY PERFORMANCE – Q2 2024/25							
Report Classification:	For Scrutiny	<b>SFRS Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <b><u>Board Standing Order 9</u></b>						
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>	<a href="#">G</a>
<b>1</b>	<b>Purpose</b>							
1.1	To provide members with the second quarter performance of <b>KPIs 1 – 21, 30 &amp; 31</b> for fiscal year 2024-25.							
<b>2</b>	<b>Background</b>							
2.1	The Performance Management Framework (PMF) defines how we, the Scottish Fire and Rescue Service (SFRS), manage our performance and how we use performance information to inspire change and improvement. This framework remains in place for the current fiscal year until the roll out of a new Strategic Plan in 2025.							
2.2	56 quarterly indicators (23 for Service Delivery) and 9 national indicators were identified across directorates to provide senior leaders, committees and the SFRS Board with relevant information on our performance. This supports those responsible for scrutiny of how SFRS perform in delivering its Strategic 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.							
<b>3</b>	<b>Main Report/Detail</b>							
3.5	Exceptional variation: <ul style="list-style-type: none"> <li>• 01 - Non-domestic Building Fires</li> <li>• 12 - Total Incidents</li> <li>• 21 - UFAS Incidents</li> </ul>							
3.6	Deteriorating (long-term): <ul style="list-style-type: none"> <li>• 14 - Median Response Time to Life Risk Incidents - National</li> <li>• 14 - Median Response Time to Life Risk Incidents - SDA</li> <li>• 15 - Median Call Handling Time for Life Risk Incidents - National</li> <li>• 15 - Median Call Handling Time for Life Risk Incidents - SDA</li> </ul>							
3.7	Improving (long-term): <ul style="list-style-type: none"> <li>• 09 - Audits Completed</li> <li>• 10 - ADFs</li> <li>• 18 - OI Inspections</li> <li>• 20 - Hydrant Inspections</li> </ul>							

3.8	<p>Not changing:</p> <ul style="list-style-type: none"> <li>• 02 - Deliberate Primary Fires</li> <li>• 03 - Refuse and Vehicle Fires</li> <li>• 04 - Fire Fatalities</li> <li>• 05 - Fire Casualties</li> <li>• 06 - HFSV Conducted</li> <li>• 07 - % High Risk HFSV</li> <li>• 08 - % Partner Referral HFSV</li> <li>• 11 - % High Severity ADFs</li> <li>• 13 - Non-refuse Secondary Fires</li> <li>• 16 - On-Call 1st Appliance Availability</li> <li>• 17 - Wholetime Availability</li> <li>• 19 - Ops Assurance Audit Actions</li> </ul>
3.9	<p>Not known – limited data or unspecified direction:</p> <ul style="list-style-type: none"> <li>• 30 - Assist Other Agencies Incidents</li> <li>• 31 - Effect Entry/Exit Incidents</li> </ul>
<b>4</b>	<b>Recommendation</b>
4.1	<p>Members are invited to scrutinise the contents of this, question KPI performance and provide feedback on practical use of reporting to ensure continuous development of user experience. The live version of the report can be accessed through the Governance area of the <a href="#">Power BI Landing Page</a>.</p>
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<p><b>Risk</b> 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.</p>
5.1.1	
5.2	<p><b>Financial</b> There are no specific financial issues raised within this paper.</p>
5.2.1	
5.3	<p><b>Environmental &amp; Sustainability</b> There are no specific Environmental &amp; Sustainability implications addressed in this paper.</p>
5.3.1	
5.4	<p><b>Workforce</b> There are no workforce implications in this paper.</p>
5.4.1	
5.5	<p><b>Health &amp; Safety</b> There are no specific Health and Safety implications addressed in this paper.</p>
5.5.1	
5.6	<p><b>Health &amp; Wellbeing</b> There are no specific Health and Wellbeing implications addressed in this paper.</p>
5.6.1	
5.7	<p><b>Training</b> There are no specific Training implications addressed in this paper</p>
5.7.1	
5.8	<p><b>Timing</b> 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.</p>
5.8.1	

5.9 5.9.1	<b>Performance</b> All performance measures reported are linked to Strategic Outcomes 1 & 2.	
5.10 5.10.1	<b>Communications &amp; Engagement</b> There are no specific Communications & Engagement implications addressed in this paper.	
5.11 5.11.1	<b>Legal</b> There are no specific Legal implications addressed in this paper.	
5.12 5.12.1	<b>Information Governance</b> DPIA completed - No	
5.13 5.13.1	<b>Equalities</b> EHRIA completed - No	
5.14 5.14.1	<b>Service Delivery</b> All performance measures reported are linked to Strategic Outcomes 1 & 2 and specific to Service Delivery.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	David Farries, Director of Operational Delivery
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient
7.3	<b>Rationale:</b>	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.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A: PDF copy of Service Delivery Committee Performance Report	
8.2	<u>Further Reading:</u> Link to <a href="#">Power BI Landing Page</a> .	
<b>Prepared by:</b>	Chris Fitzpatrick, Business Intelligence and Data Services Manager	
<b>Sponsored by:</b>	Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate	
<b>Presented by:</b>	Andrew Watt, Deputy Chief Officer	
<b>Links to Strategy and Corporate Values</b>		
<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"> <li>Supporting business owners to protect Scotland's non-domestic buildings and premises.</li> <li>we will continue to enforce and provide advice around fire safety legislation to business owners in shops, offices, workshops and factories.</li> <li>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.</li> </ul>		

OFFICIAL

- We will build on the work with our partners to target education and safety initiatives to those who need it most, including the young and the vulnerable.
- Outcome 2 - Communities are safer and more resilient as we respond effectively to changing risks.
- More efficiently responding to false fire alarm calls and improving road safety by reducing the number of blue light journeys we make to them.
  - Improving how we manage calls from the public and deploy our resources to emergency incidents.
  - We will ensure we have the right resources in the right places at the right times and further improve our On Call service.

<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Service Delivery Committee</i>	<i>26 November 2024</i>	<i>For scrutiny</i>
<i>Service Delivery Board</i>	<i>11 December 2024</i>	<i>For scrutiny</i>





# SCOTTISH

## FIRE AND RESCUE SERVICE

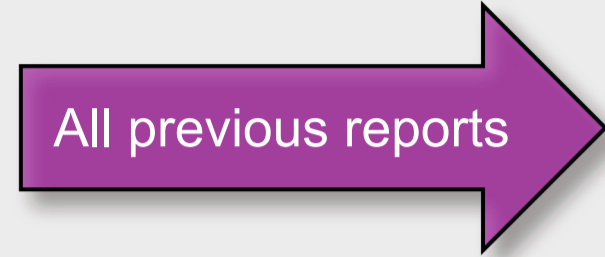
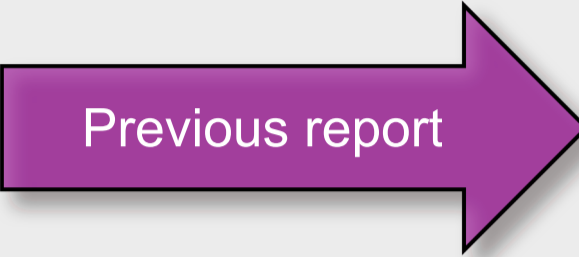
Working together for a safer Scotland

# Service Delivery Committee Performance Report



**LIVE  
MANAGEMENT  
INFORMATION**

Latest quarter shown: **2024-25 Q2**



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



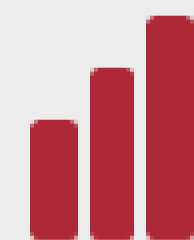
### Welcome

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: [Bl@firescotland.gov.uk](mailto:Bl@firescotland.gov.uk)



**BUSINESS  
INTELLIGENCE**



### LIVE MANAGEMENT INFORMATION

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

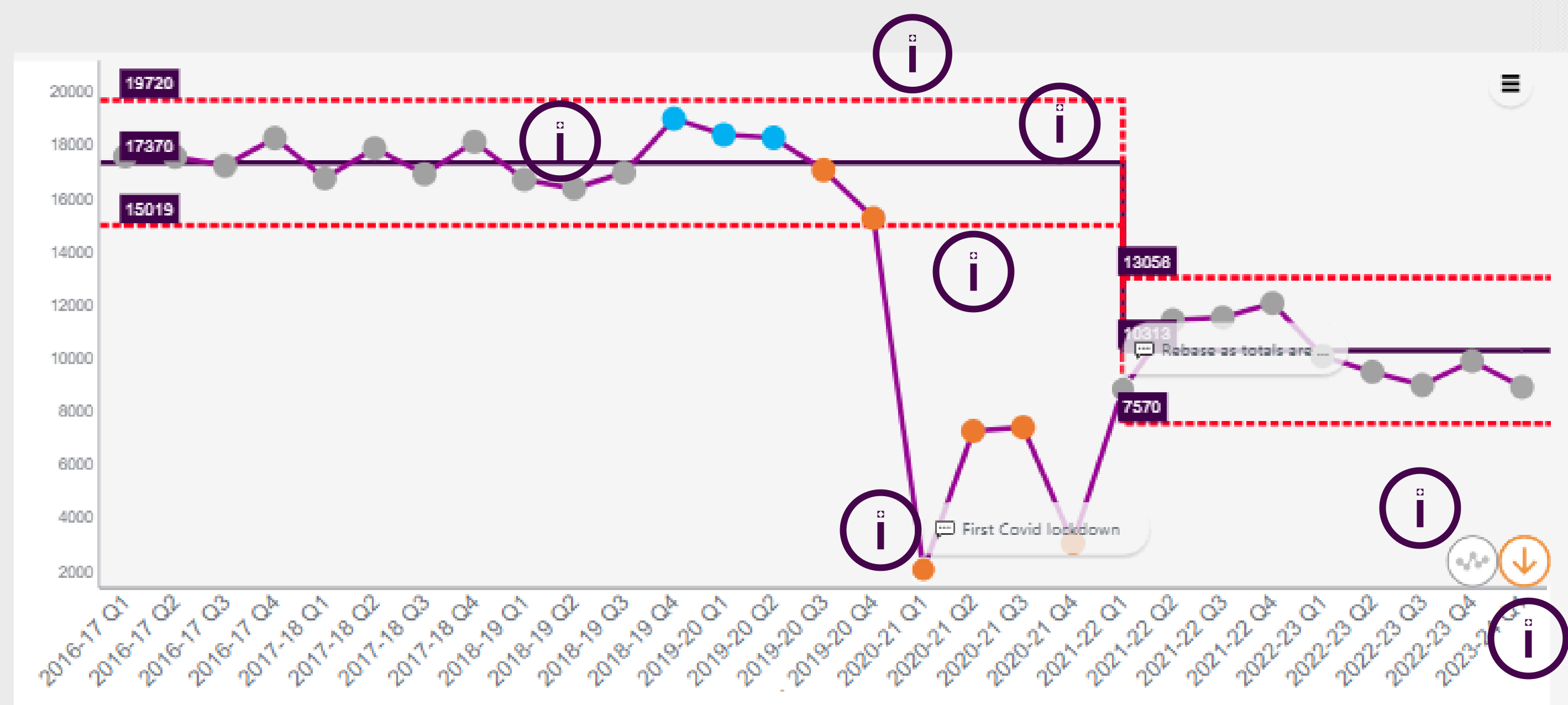
This report presents data over time for each of the quantitative performance measures as detailed in the [Performance Management Framework 2023-24](#), broken down into the Strategic Plan Outcomes. The Contents page (next) provides direction as to where you can find certain information.

### SPC Charts

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

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

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



Above: anatomy of a SPC chart

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

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

- An **ORANGE** data point indicates special cause variation of particular concern and needing action. For example, whenever a data point falls outside of a control limit, or if 2 out of 3 data points are close to a control limit.
- A **BLUE** data point indicates where improvement appears to lie.
- A **GREY** data point indicates no significant change (common cause variation) as well as the baseline.

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

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

### Data source for this report:

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

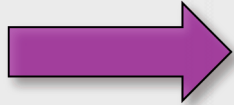
### Frequency of update:

This report will be updated quarterly.

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

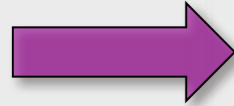
## OUTCOME 01 (Prevention & Protection)

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



## OUTCOME 02 (Response)

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



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

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





Prevention and Protection

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

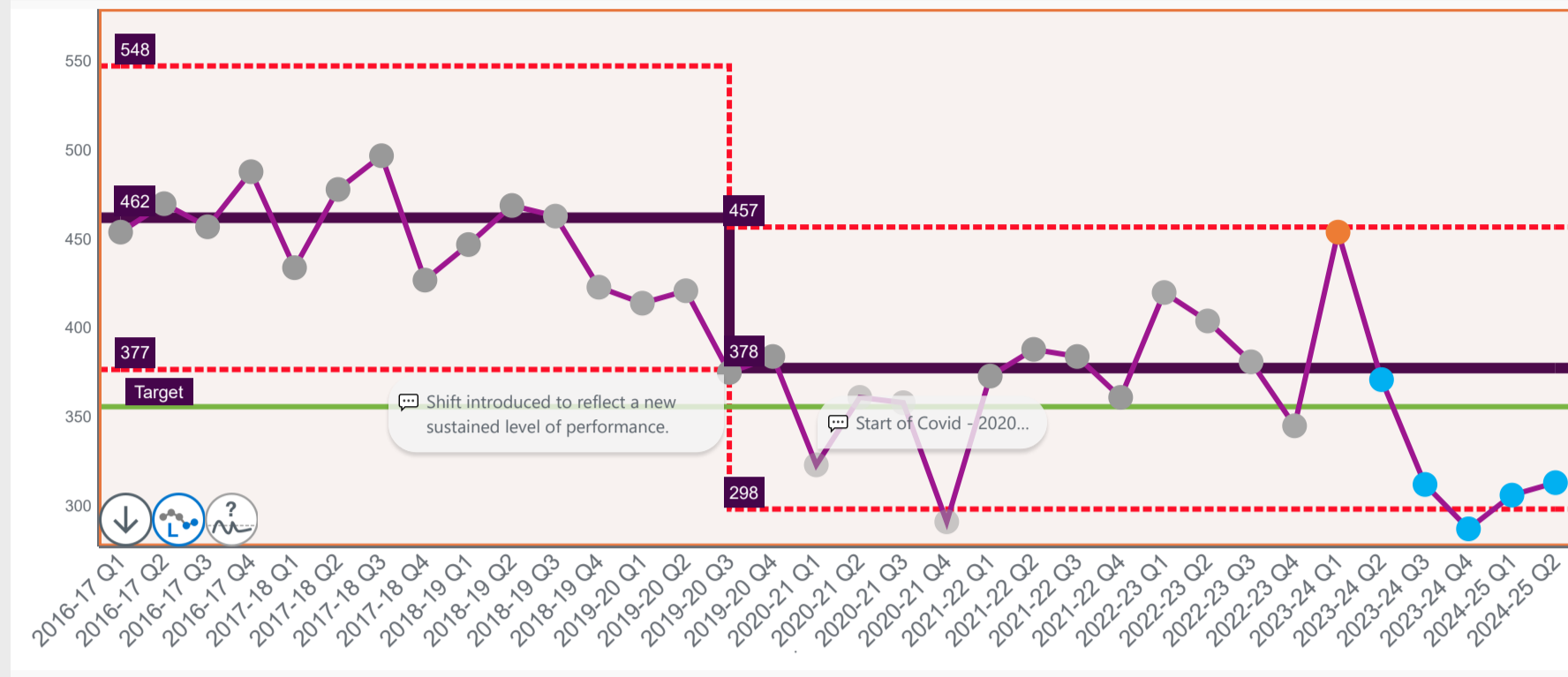


**KPI 1** Non-domestic Building Fires

Reduce against previous year

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

**OWNER:** Head of Service Delivery - East



**SUMMARY**

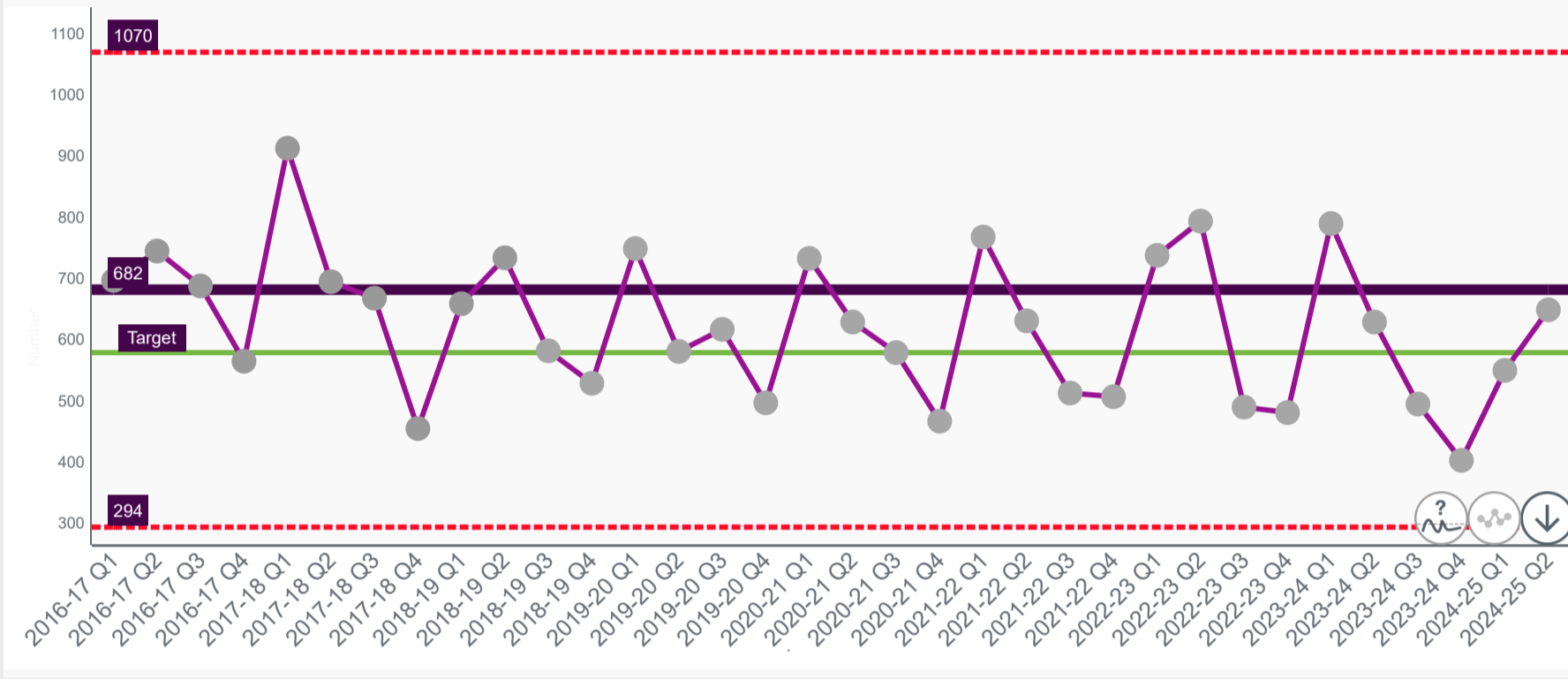
Maintaining Fire Safety enforcement schedules, continuing to educate Duty holders regarding responsibilities in fire safety. Continual monitoring at a local and national level, analysis will inform any remedial action if required.

**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**

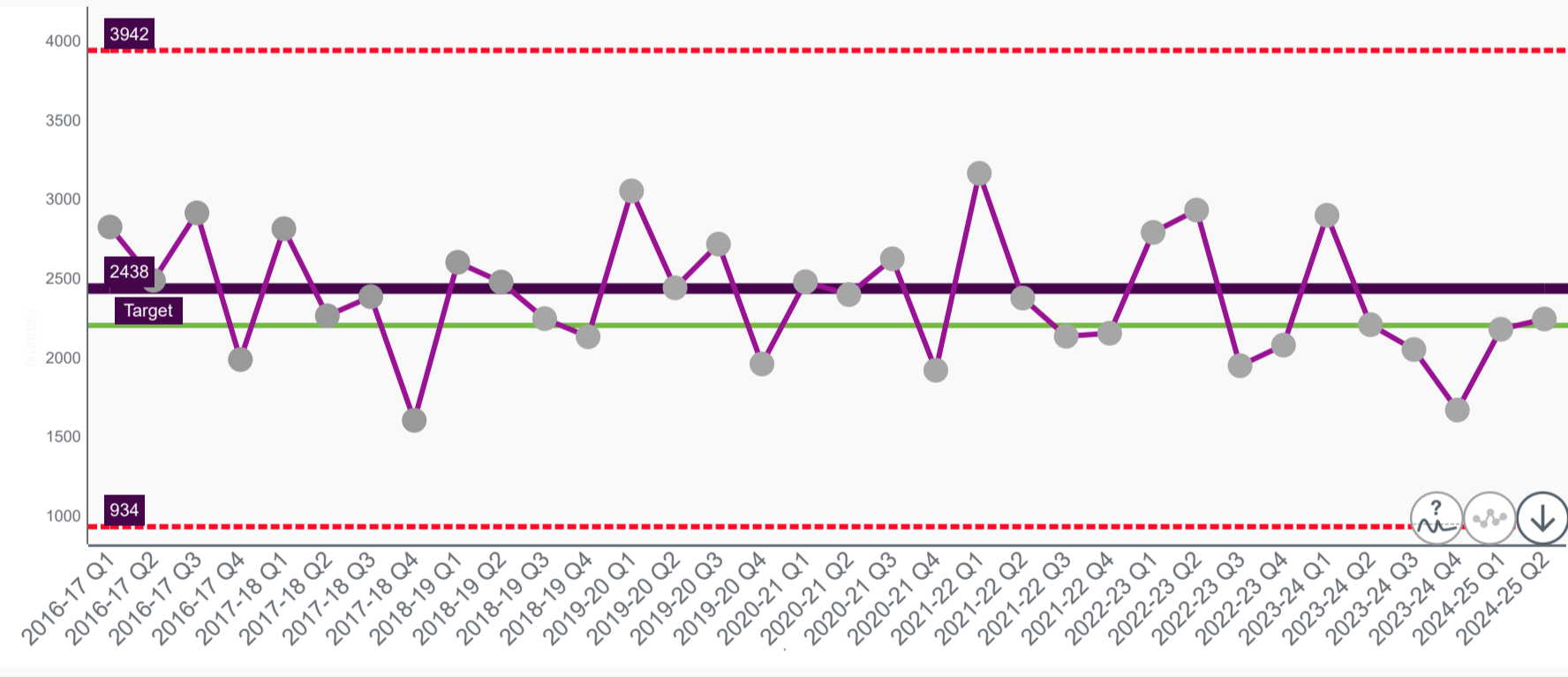
Continued prevention activities within both domestic and non domestic settings. Data should be used to identify and drive appropriate prevention activities.

**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

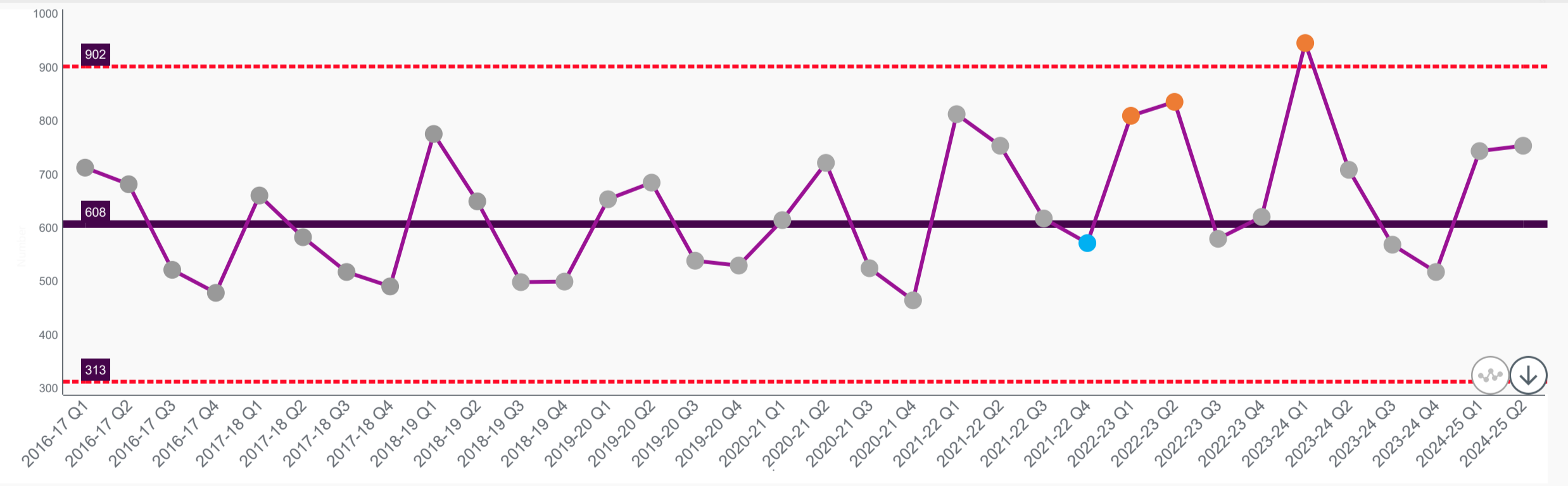
**OWNER:** Head of Service Delivery - East



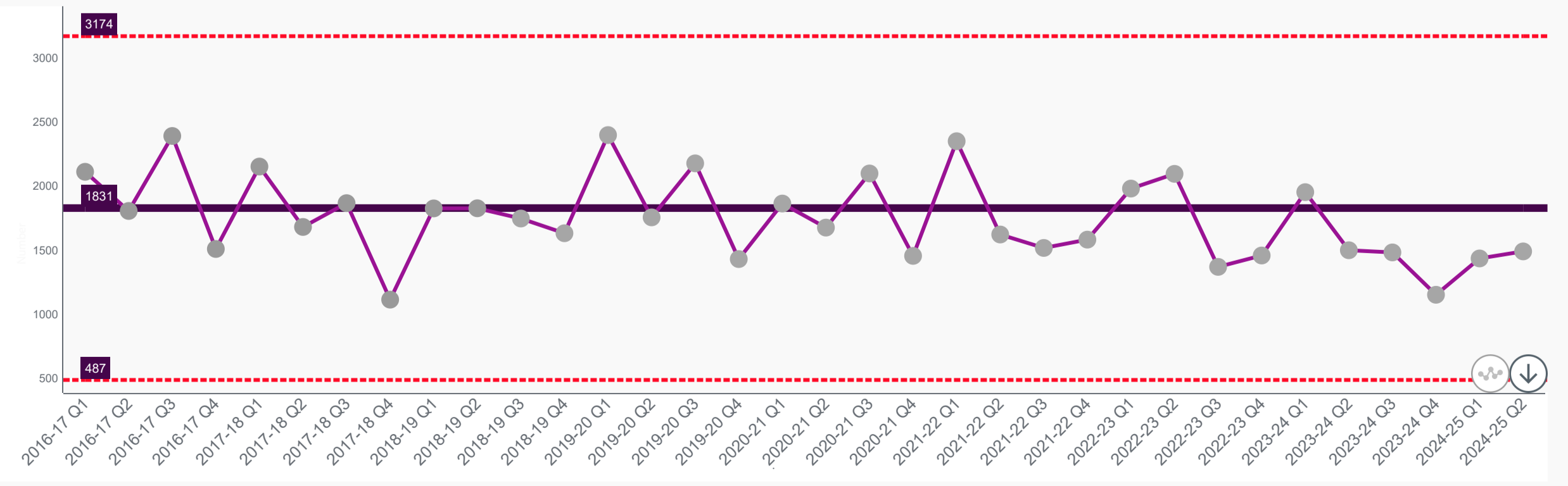
**SUMMARY**

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.

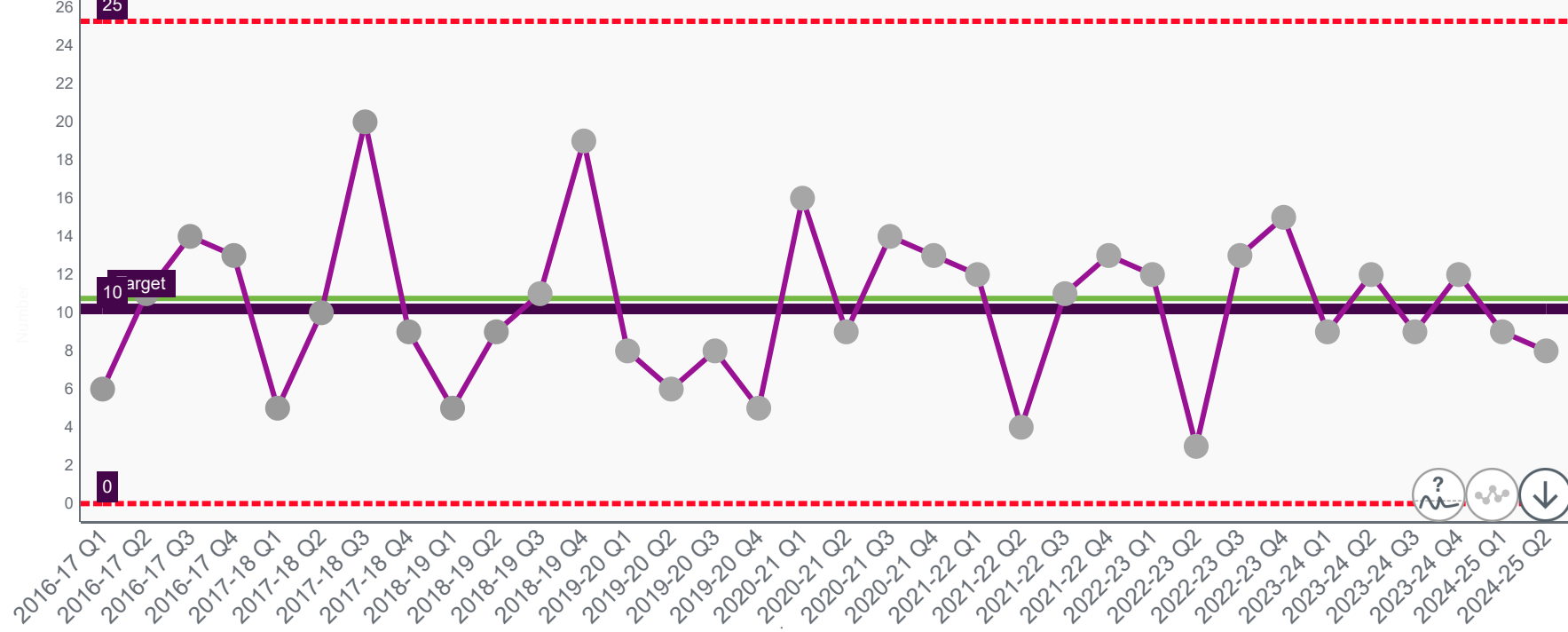


KPI 4 Fire Fatalities

Reduce against previous year

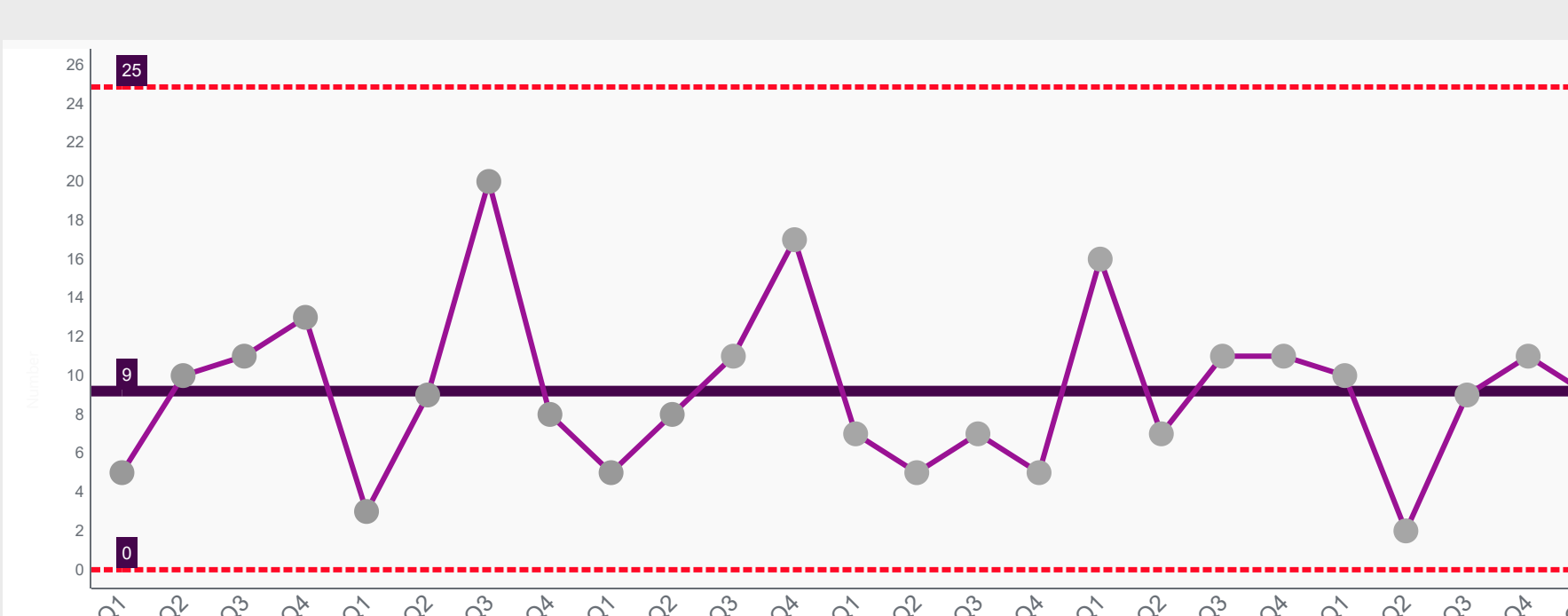
PURPOSE: SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this occurring is a key goal.

OWNER: Head of Service Delivery - East

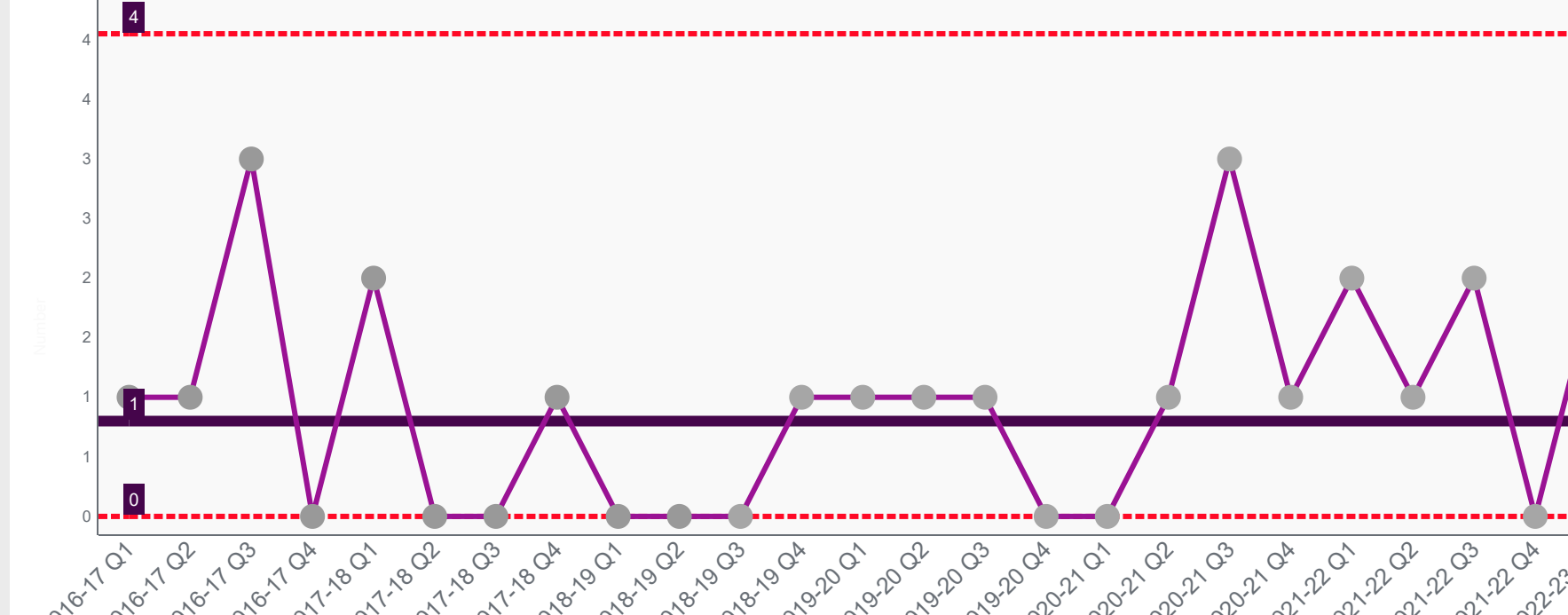


SUMMARY: Fire fatality numbers remain generally consistent with previous data, and show a slight decrease from previous quarter. We continue to apply post incident multi agency case conferences to assess and identify causes and any common trends, which may inform future prevention measures.

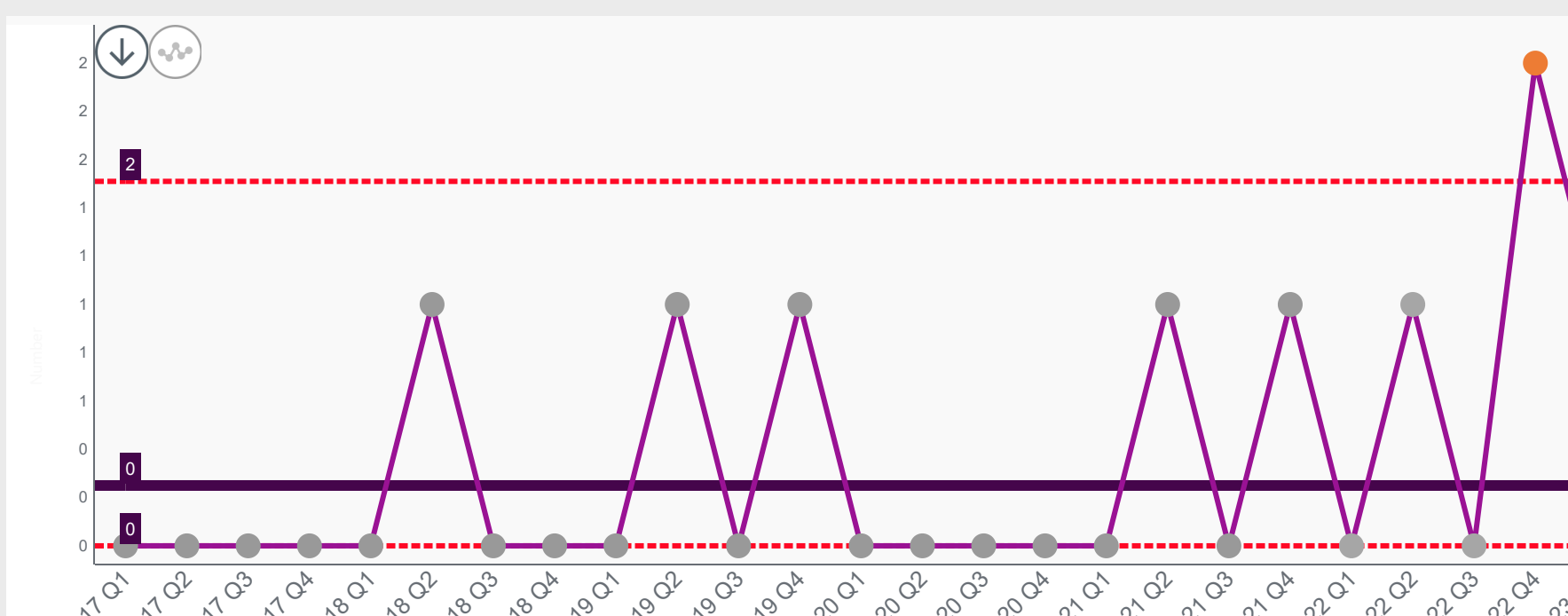
Building Fire Fatalities



Vehicle Fire Fatalities



Outdoor Fire Fatalities

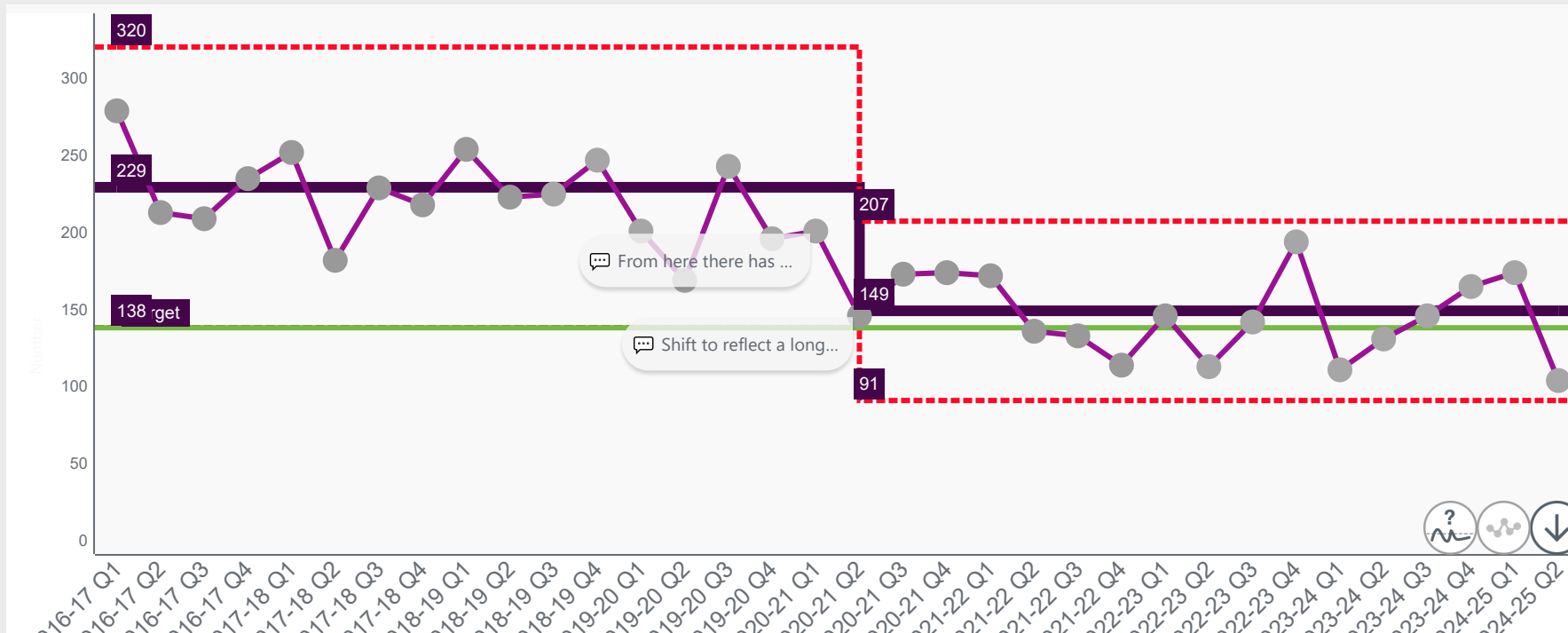


KPI 5 Fire Casualties

Reduce against previous year

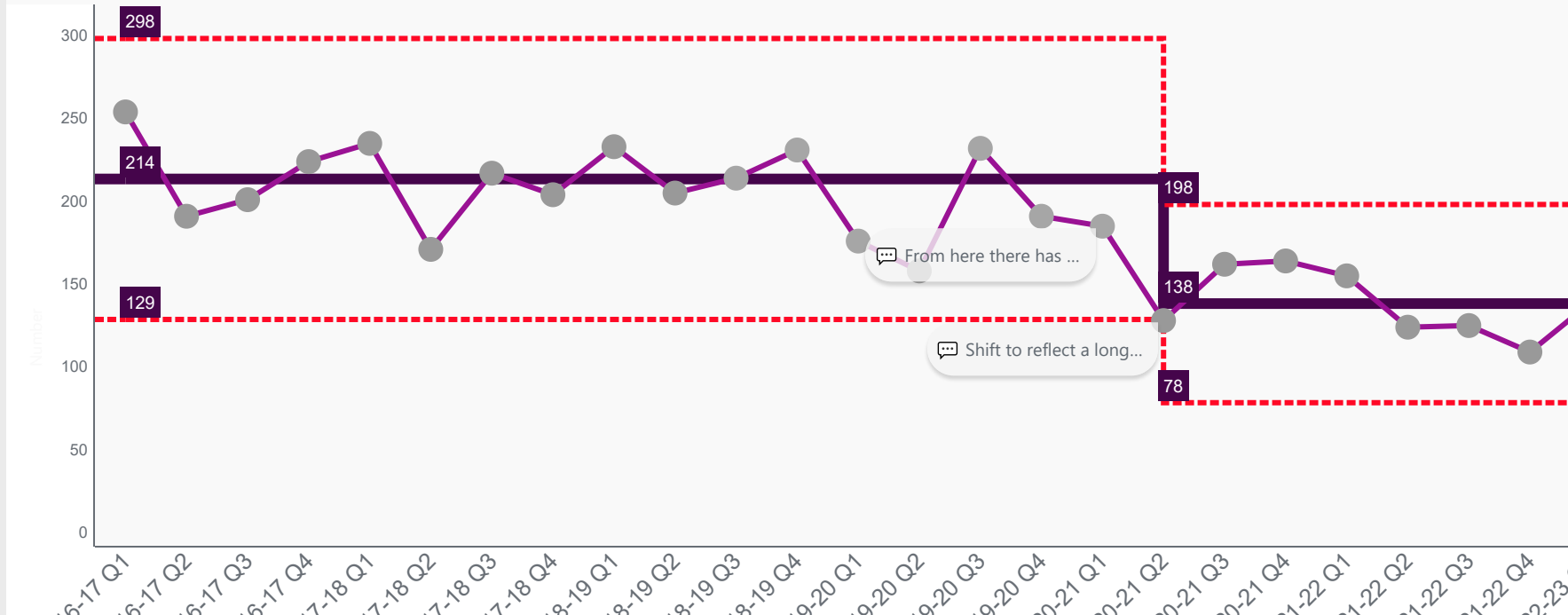
PURPOSE: SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities and sustained behaviour change in the home. This should reflect reduced victims of fire.

OWNER: Head of Service Delivery - East

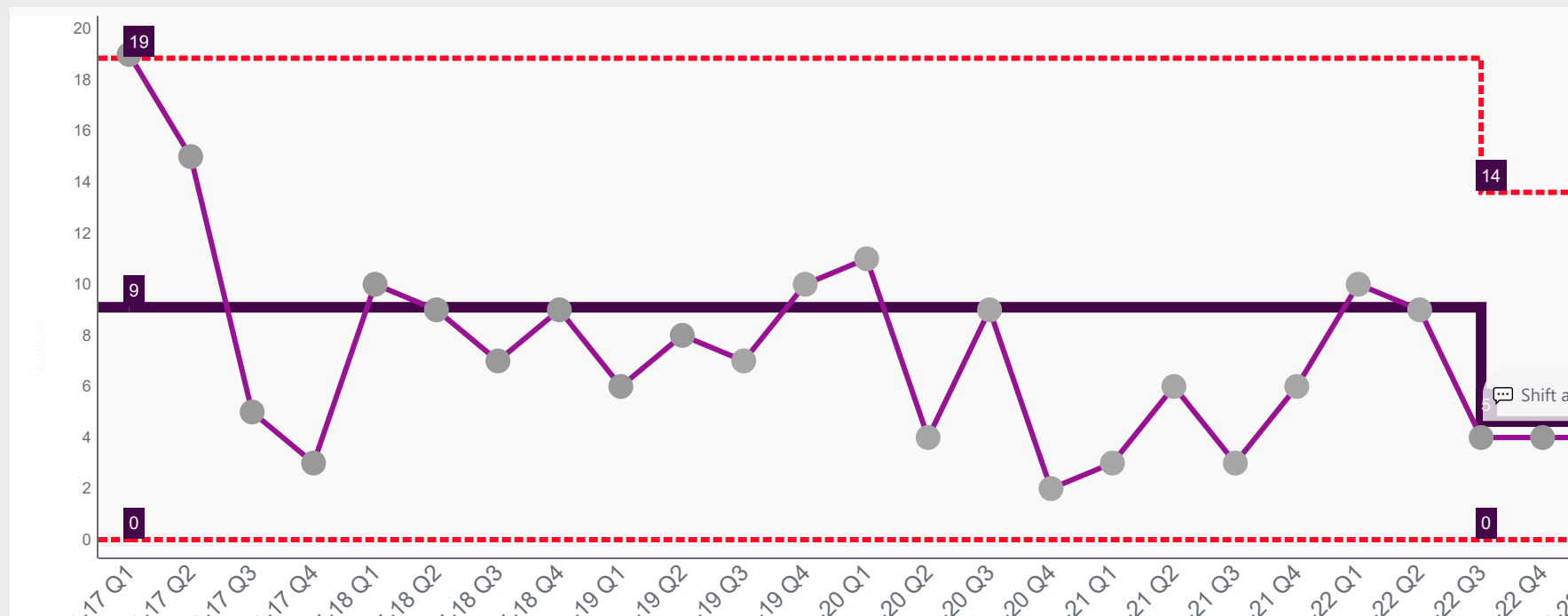


SUMMARY: Our main prevention activity will continue to be Home fire safety visits and community education. Serious fire casualties will include multi agency case study approach.

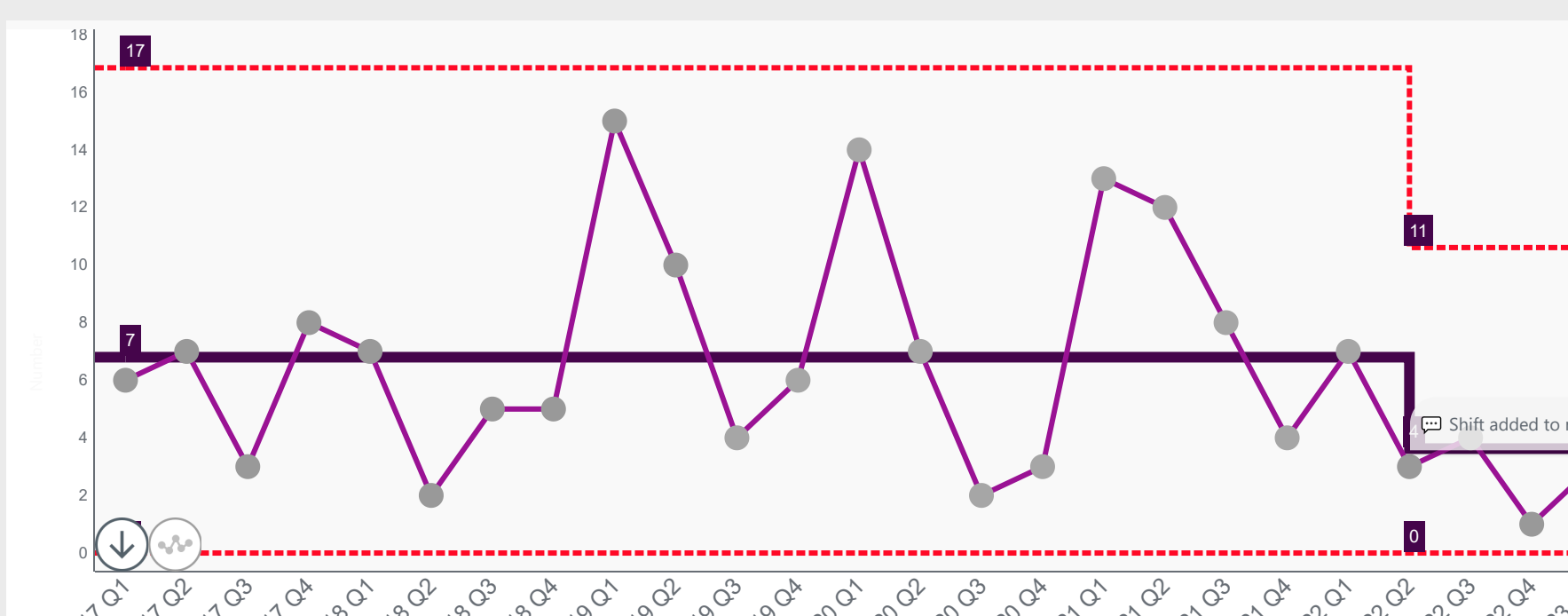
Building Fire Casualties



Vehicle Fire Casualties



Outdoor Fire Casualties





Prevention and Protection

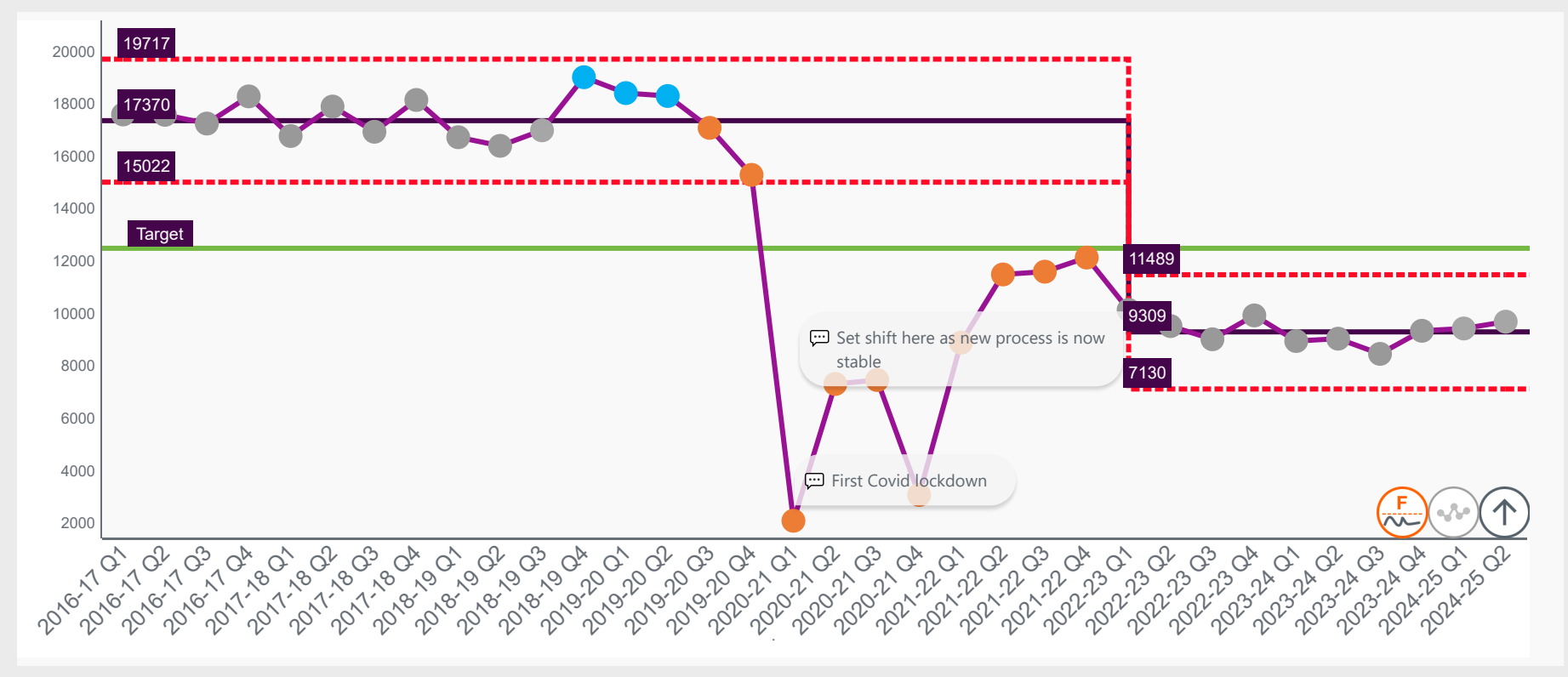
Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.



**KPI 6** Number of Home Fire Safety Visits conducted

**OWNER:** Head of Prevention, Protection and Preparedness

**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.



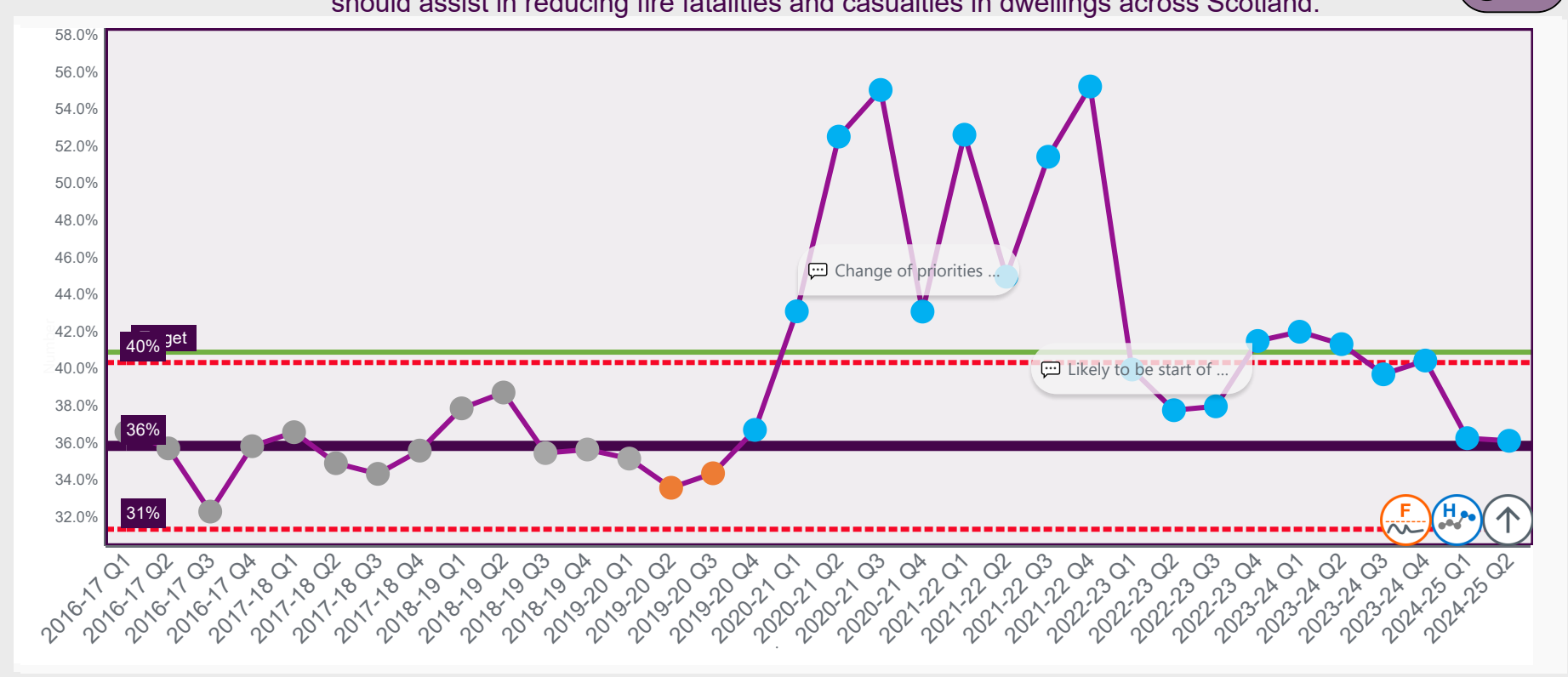
**SUMMARY**

Performance is similar to other reporting periods post covid. Work is ongoing by the PPP Directorate to deliver a revised visit (early 2025). This provides an opportunity to review HFSV performance and how it is scrutinised, taking into consideration operational and wider prevention activities.

**KPI 7** % High Risk of Home Fire Safety Visits

**OWNER:** Head of Prevention, Protection and Preparedness

**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.



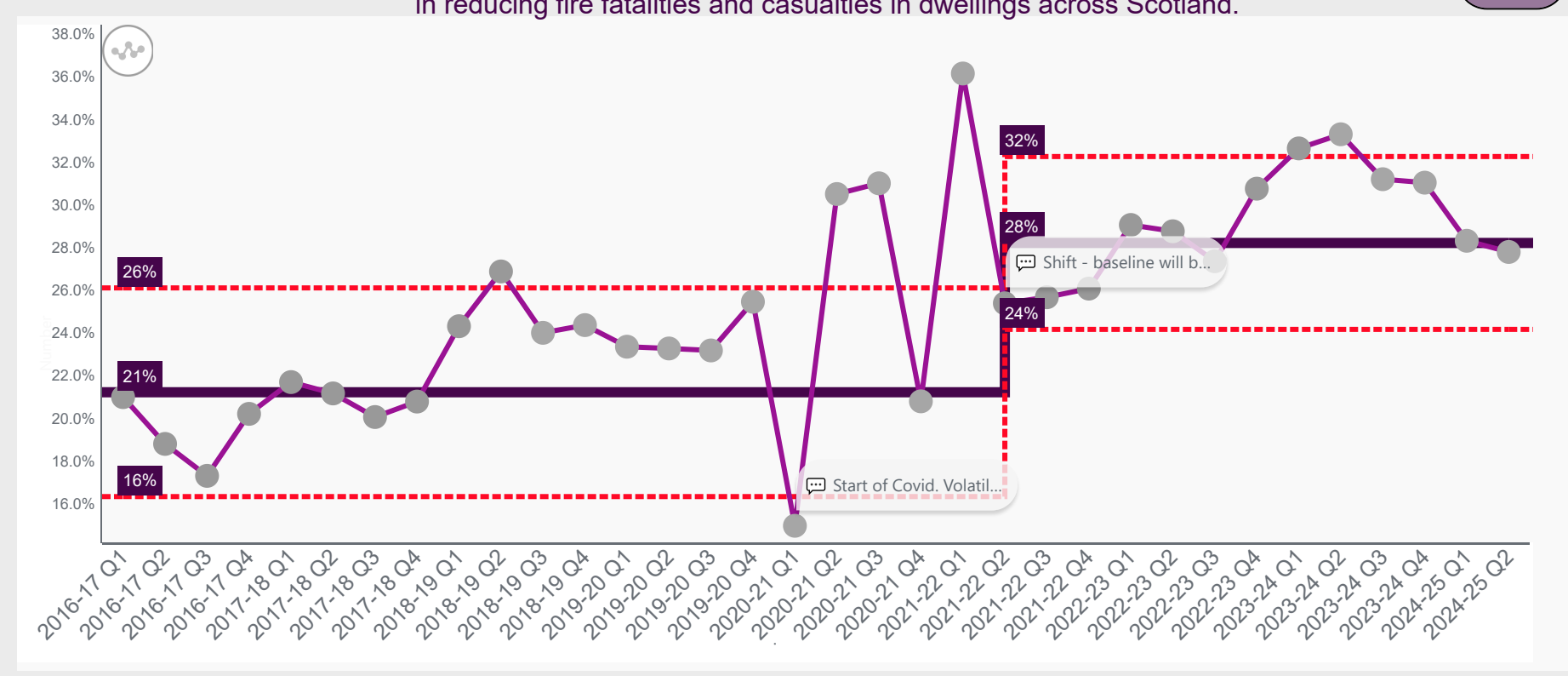
**SUMMARY**

The work to sign up partners to the new HFSV Data Sharing Framework will assist SFRS in receiving high risk HFSV referrals. Moving forward there will no longer be Low, Medium and High categories, with all HFSVs targeted at individuals considered a higher risk of fire.

**KPI 8** % Partner Referral of Home Fire Safety Visits

**OWNER:** Head of Prevention, Protection and Preparedness

**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.



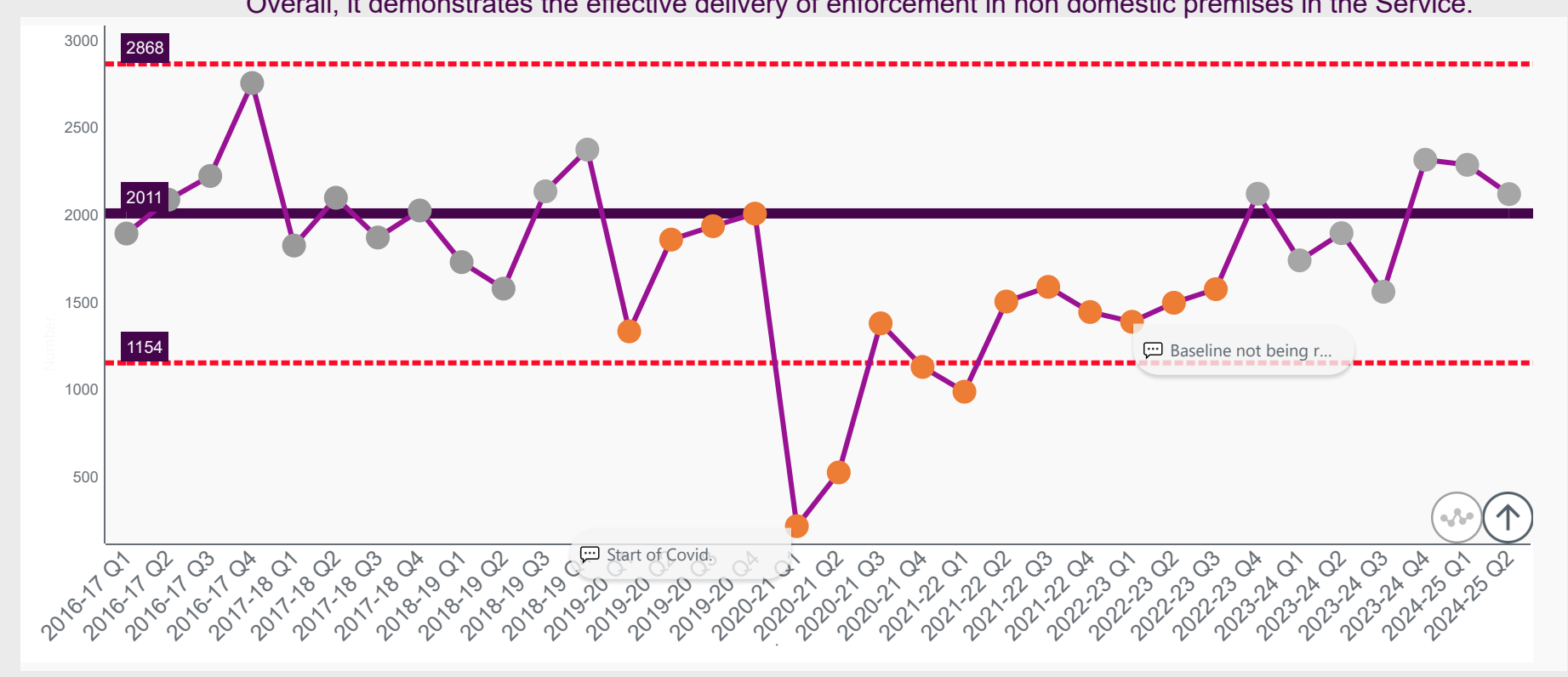
**SUMMARY**

In support of the revised HFSV launch in early 2025, work is underway to identify all current and potential partners to sign up to a new Data Sharing Framework. This includes detailing the new criteria, referral methods, and providing risk recognition training to partner agency staff.

**KPI 9** Fire Safety Audits Completed

**OWNER:** Head of Prevention, Protection and Preparedness

**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.



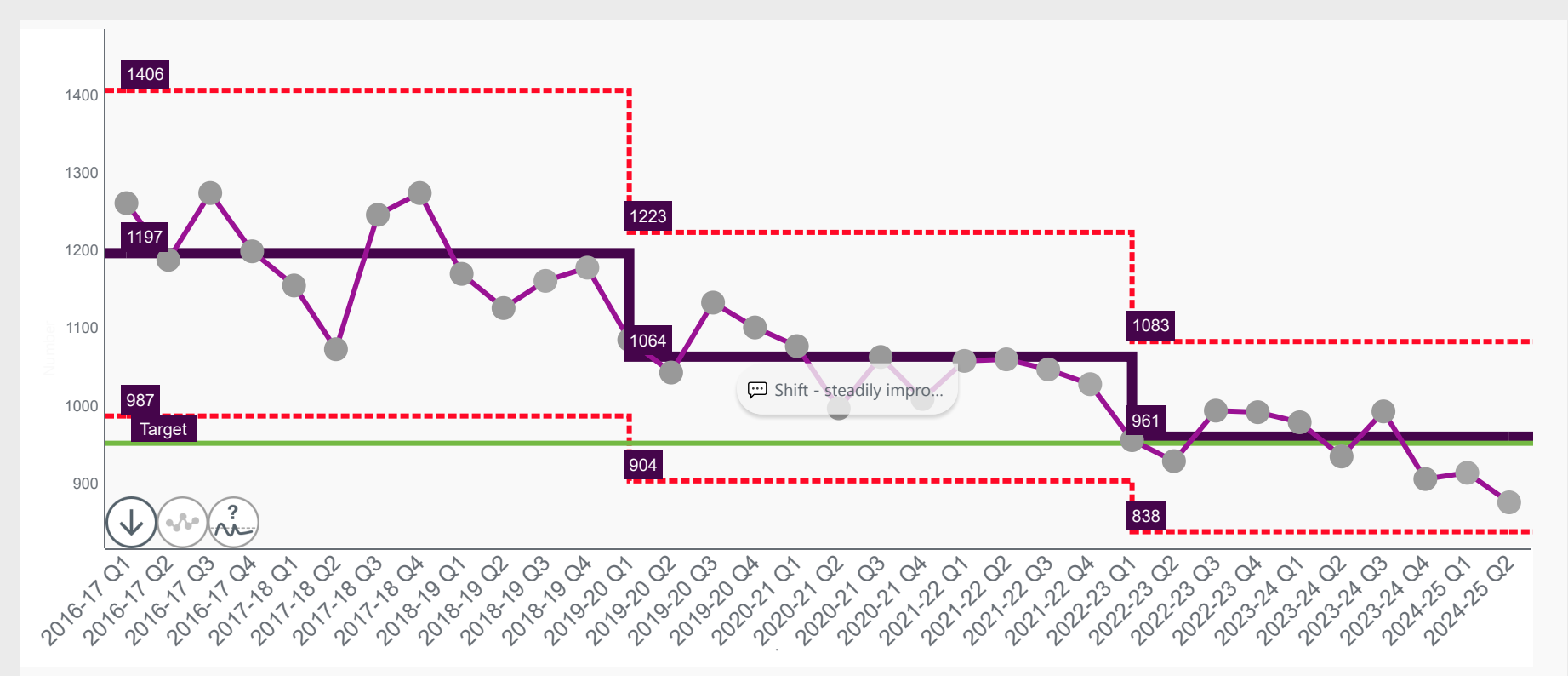
**SUMMARY**

LSO Areas have experienced increased consultation work relating to BESS developments across Scotland though still maintain a reasonable performance in managing audit activity. With vacancies reducing and competence increasing through training, targets are expected to improve.

**KPI 10** 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



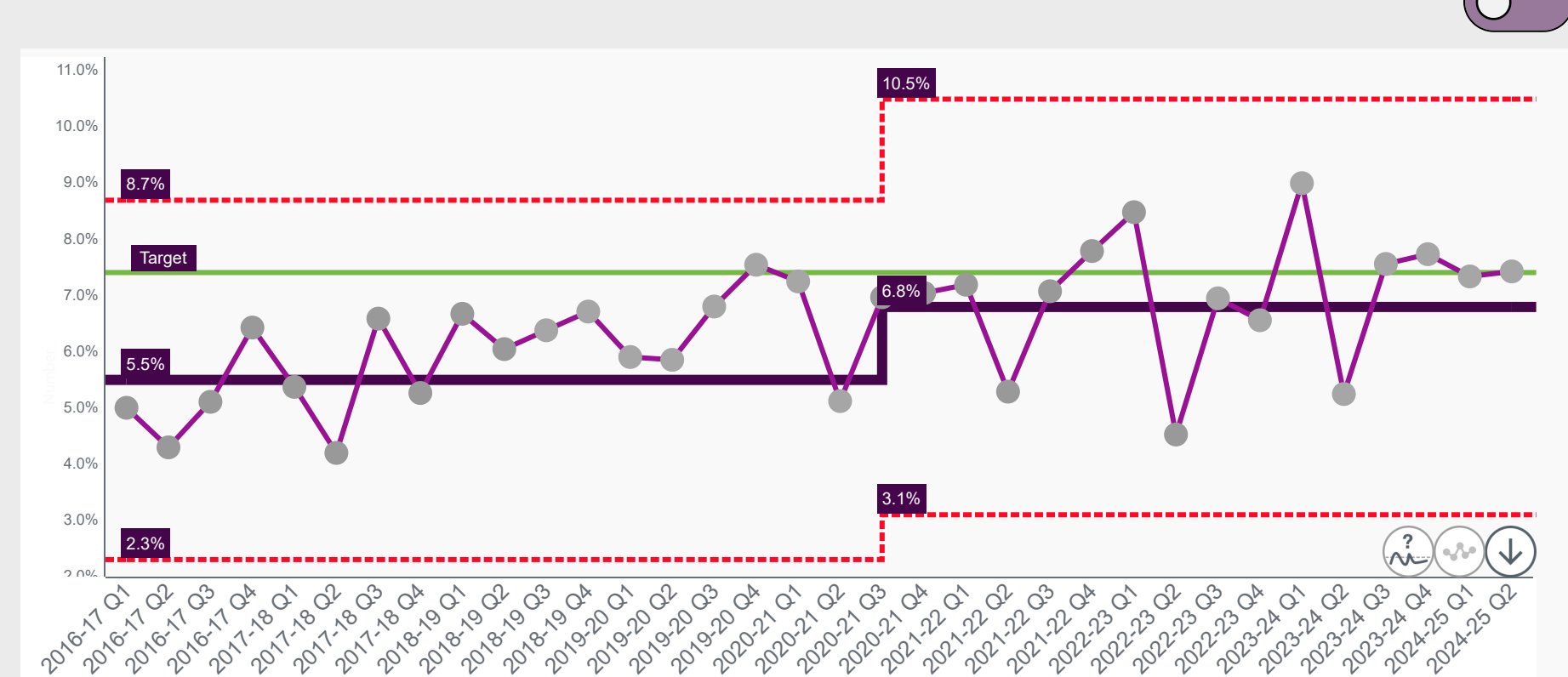
**SUMMARY**

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

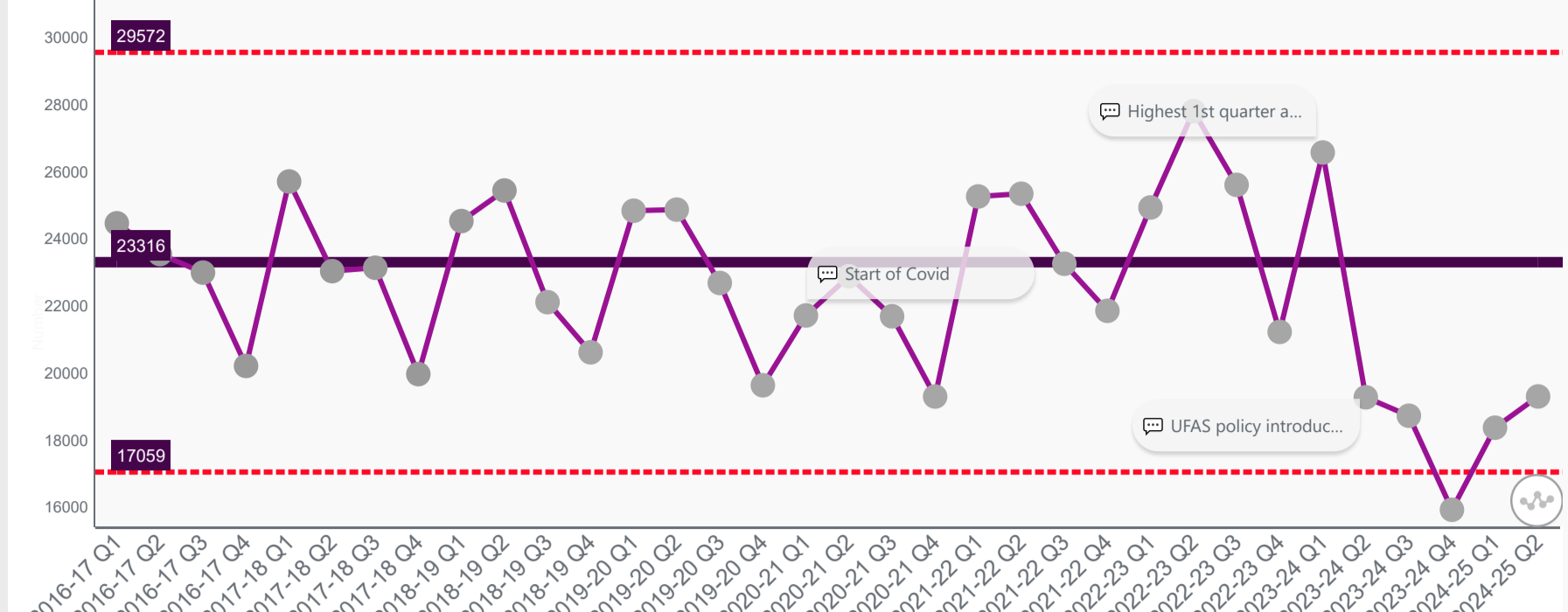
Communities are safer and more resilient as we respond effectively to changing risks.



**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



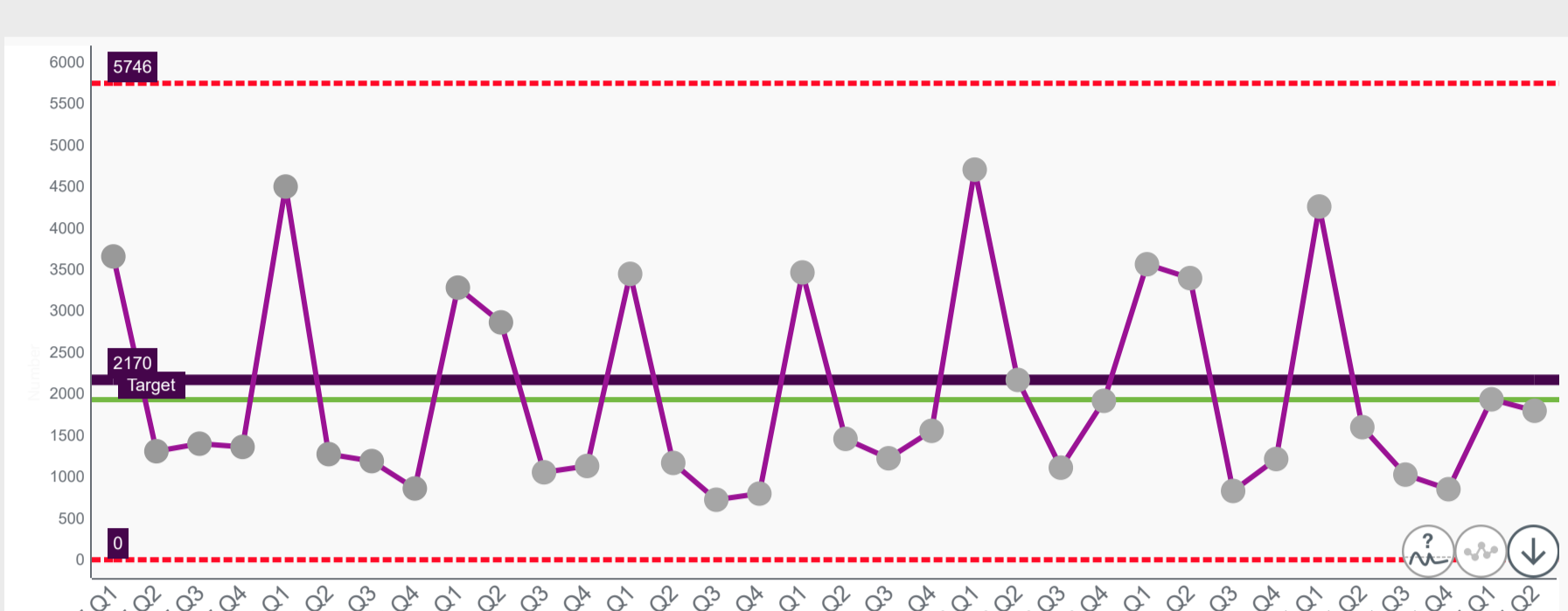
**SUMMARY**

Increase from previous quarter. UFAS reduction continues to have a positive impact on total number of incidents attended.

**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

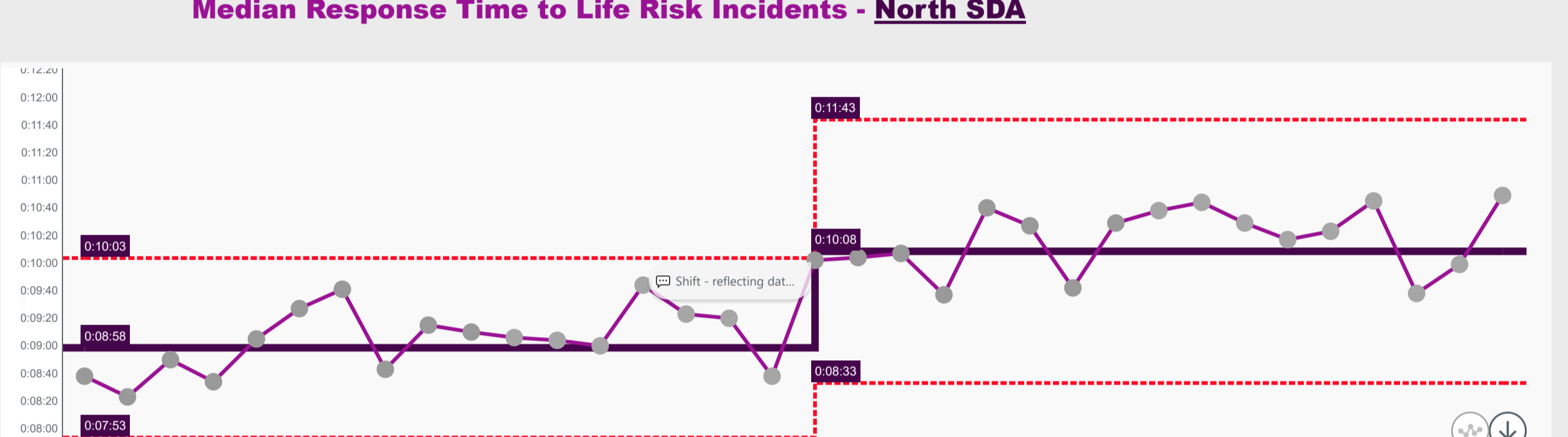
**OWNER:** Head of Service Delivery - East



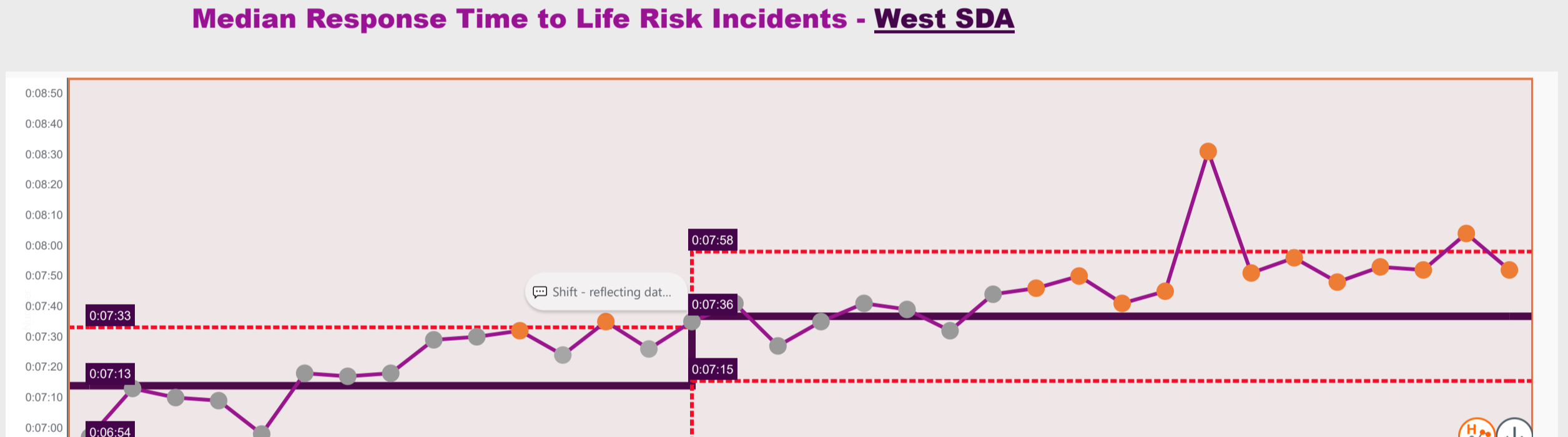
**SUMMARY**

Variance in performance could be due to a number of factors. This could include operational demand and appliance availability.

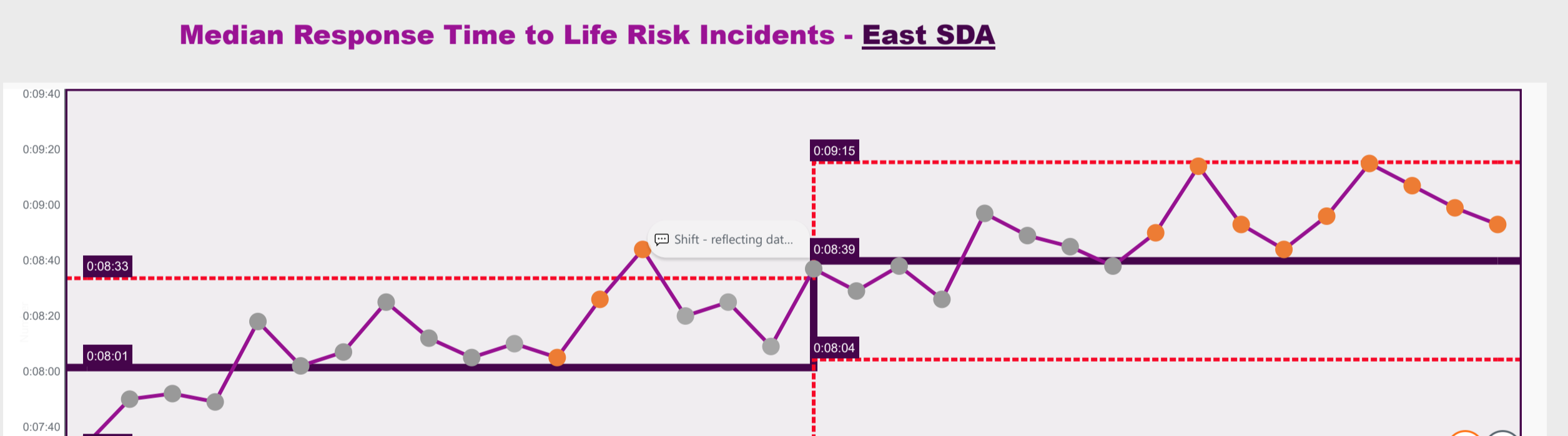
**Median Response Time to Life Risk Incidents - North SDA**



**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

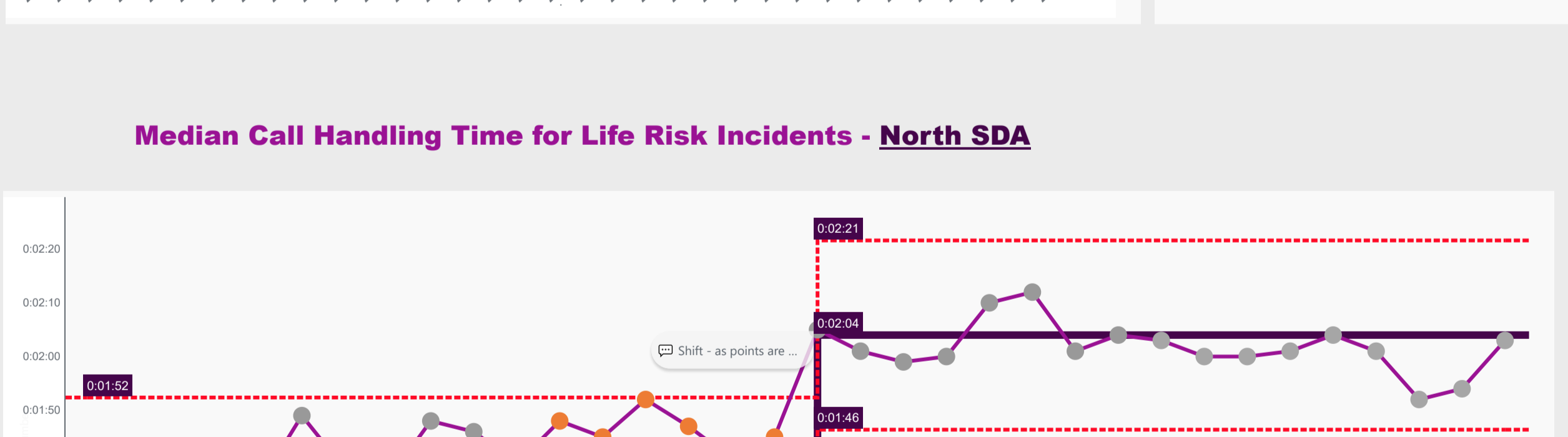
**OWNER:** Head of Service Delivery - East



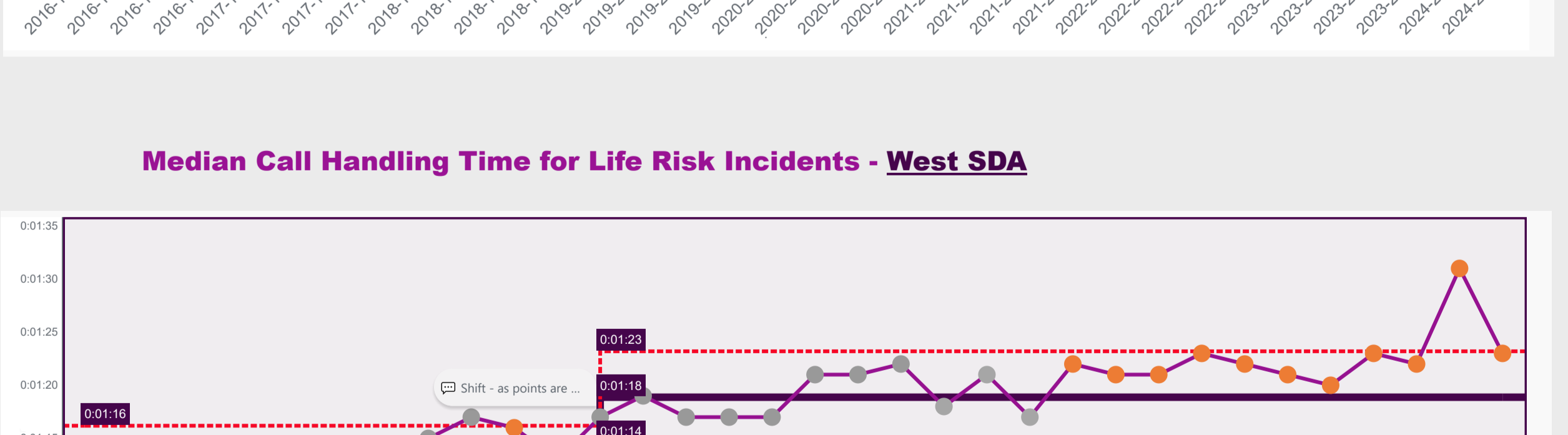
**SUMMARY**

Call handling time 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**







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

### How to navigate your way around this report:

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

### How to interact with the report:

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

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



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

### Interpreting statistics and trends:

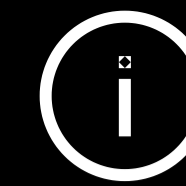
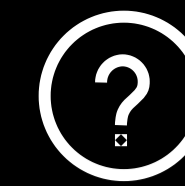
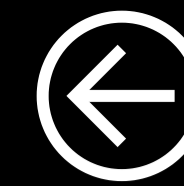
For help with interpreting the statistics within this report, identifying potential trends, or to gain a deeper understanding of what the data means, please contact the Business Intelligence Team.

### Usage:

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

For further help, please contact the Business Intelligence Team - [bi@firescotland.gov.uk](mailto:bi@firescotland.gov.uk)





Created by Business Intelligence

Any issues or questions with this report please contact

[bi@firescotland.gov.uk](mailto:bi@firescotland.gov.uk)

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	26 NOVEMBER 2024							
Report Title:	UNWANTED FIRE ALARM SIGNAL (UFAS) REPORT							
Report Classification:	For Scrutiny	<b>SFRS Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <b><u>Board Standing Order 9</u></b>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
<b>1</b>	<b>Purpose</b>							
1.1	To provide the Service Delivery Committee (SDC) with an update on the performance of the Unwanted Fire Alarm Signal (UFAS) response model, over the reporting period of Q2, 2023-24 – Q1, 2024-25.							
1.2	The information contained within this report is a high-level overview on the performance of UFAS over the initial 12-months of the UFAS policy going live. Work is currently ongoing to analyse the wider data provided by the Business Intelligence team to produce an in-depth report covering the first full year of the new UFAS model. This will be provided to a future meeting of this Board and the SDC							
<b>2</b>	<b>Background</b>							
2.1	The Scottish Government's Fire and Rescue Framework 2016 requested that the Scottish Fire and Rescue Service (SFRS) review its UFAS Strategy with the aim of reducing the amount of UFAS Incidents attended. Subsequently, through the SFRS Performance Management Framework, SFRS committed to reducing UFAS Incidents attended by 15%.							
2.2	Following the completion of a significant consultation exercise, the 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.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	<b>Q2, 2023-24 – Q1, 2024-25 Performance Data</b>							
3.1.1	Following a review of the performance data, the impact of the new UFAS Response Model can be summarised as follows: <ul style="list-style-type: none"> <li>• 54% reduction in UFAS incidents (compared to previous five-year average)</li> <li>• Average of 53 non-attended incidents per 24-hour period</li> <li>• A total of 19,332 incidents non-attended</li> <li>• 53% of UFAS Incidents can be attributed towards the care sector (hospitals, care/nursing homes)</li> </ul>							


	<ul style="list-style-type: none"> <li>• UFAS now accounts for 18% of all incidents, down from 30%.</li> </ul>
3.1.2	The summary of data includes the period of the Covid pandemic where there was a blanket one pump response to UFAS Incidents. Please see appendix A for further details.
3.2	<b>Impact of UFAS activity on Operations Control</b>
3.2.1	Following the implementation of Phase 1 of the UFAS reduction policy, calls received by Operations Control Rooms (OCR) have remained high. Data has highlighted that there is an increasing trend compared to the previous five-year reporting period.
3.2.2	During the 12-month reporting period, Operations Control (OC) staff have processed 32,279 UFAS calls (appendix B), with the majority of calls being received from Alarm Receiving Centres (ARC), indicating that an AFA system had activated.
3.2.3	The UFAS procedure OC staff follow when a call is received from an ARC indicating an AFA has activated (non-sleeping premises), may result in several calls from an ARC for one premise. This is due to the procedure asking for an investigation to take place and once confirmed, this results in further call(s) received by OC staff.
3.2.4	Most calls received from ARC provide limited / inaccurate information relating to: <ul style="list-style-type: none"> <li>• Address and name of the premises/organisation where the AFA has activated;</li> <li>• Whether the premises are sleeping or non-sleeping;</li> <li>• large or multi occupied premises, when the location of the AFA has activated;</li> <li>• Whether there is a technological sign of fire;</li> <li>• Whether an investigation been carried out; and</li> <li>• If the AFA is a confirmed false alarm.</li> </ul>
3.2.5	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, and which SFRS attend, within non-sleeping premises.
3.3	<b>Operational Assurance of UFAS Reduction Policy</b>
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 reporting period, SFRS have identified 68 occasions where the above criteria applied, which equates to 0.35% of the initial non-attended UFAS incidents (19,332).
3.4	<b>On-Call Activity Impact</b>
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, there has been a 57% reduction in On-Call appliances attending UFAS incidents. Further detail is available in appendix B.
3.5	<b>UFAS Attended Incidents</b>
3.5.1	The majority of UFAS incidents attended (53%) over the reporting period have been identified as premises which fall under the Care Sector. Premises which fall under the non-sleeping category equate to 15% of all UFAS activity. As part of the Performance Management Framework, Duty Holder engagement continues at a local level. Local Senior Officer Management Teams plan and coordinate Duty Holder engagement as part of the enforcement audit process and where applicable engage out with this forum.




3.6	<b>Benefits realisation</b>
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"> <li>• Free up capacity for firefighters to focus on building and maintaining their skills and increase prevention work</li> <li>• Build a more agile and resilient response model that can cope with future demands</li> <li>• Minimise disruption to our On-Call firefighters and their primary employers</li> <li>• Reduce associated road risk to firefighters and the public; and</li> <li>• Reduce the associated costs of unnecessary blue light journeys including: <ul style="list-style-type: none"> <li>○ Vehicle maintenance</li> <li>○ Fuel (also linked to our carbon reduction programme); and</li> <li>○ On-Call turnout fees</li> </ul> </li> </ul>
<b>4</b>	<b>Recommendation</b>
4.1	The SDC are asked to scrutinise UFAS performance over the initial 12-month period following implementation.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
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	<b>Financial</b>
5.2.1	Work is ongoing to establish directly attributed cost reductions.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	Work is ongoing to establish directly attributed environmental benefits.
5.4	<b>Workforce</b>
5.4.1	The implementation of SFRS' new response model has significantly reduced operational demand, resulting in a more agile workforce.
5.5	<b>Health &amp; Safety</b>
5.5.1	The health and safety benefits will manifest over a longer reporting period and will be fully scoped during the review.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	There were no issues identified though the delivery of the UFAS work plan.
5.7	<b>Training</b>
5.7.1	All training has now been concluded.
5.8	<b>Timing</b>
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	<b>Performance</b>
5.9.1	Appropriate performance measures (KPIs) and tagged incident data have been identified and a process has been put in place to harvest data.
5.10	<b>Communications &amp; Engagement</b>
5.10.1	A comprehensive communications and engagement plan was implemented and is now complete.

5.11 5.11.1	<b>Legal</b> 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 5.12.1	<b>Information Governance</b> 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 5.13.1	<b>Equalities</b> 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 5.14.1	<b>Service Delivery</b> The key issues for Service Delivery were managed through a robust communication plan and training programme.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b> Jon Henderson, Director of Prevention, Protection and Preparedness.	
7.2	<b>Level of Assurance: (Mark as appropriate)</b> Substantial/Reasonable/Limited/Insufficient	
7.3	<b>Rationale:</b> Robust governance processes are in place, as UFAS is a high priority for the organisation.	
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A / B – UFAS Performance.	
8.2	Further Reading: <ul style="list-style-type: none"> <li>- iHub Link to - <a href="#">Time for Change Consultation Document</a>.</li> <li>- Internet Link to – <a href="#">Fire and Rescue Framework for Scotland 2016</a>.</li> <li>- Power BI link to - <a href="#">UFAS Dashboard</a></li> </ul>	
<b>Prepared by:</b>	Group Commander Steven Low, Prevention, Protection and Preparedness.	
<b>Sponsored by:</b>	Cathy Barlow, Deputy Head of Prevention, Protection and Preparedness	
<b>Presented by:</b>	Jon Henderson, Assistant Chief Officer, Director of Prevention, Protection and Preparedness.	
<b>Links to Strategy and Corporate Values</b>		
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”.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
Service Delivery Board	11 November 2024	For Scrutiny
Service Delivery Committee	26 November 2024	For Scrutiny

**UFAS Performance Summary**



Initial figures are showing a **54% reduction** in UFAS attendances from **1<sup>st</sup> July 23 – 30<sup>th</sup> June 24**



Compared to previous 5 years  
1<sup>st</sup> July - 30<sup>th</sup> June average

We are now **attending** an average of **35 UFAS Incidents** each day




Compared to **previous 5 years**  
1<sup>st</sup> July - 30<sup>th</sup> June average of **78 UFAS** each day

From **1<sup>st</sup> July 23 – 30<sup>th</sup> June 24** Operations Control reported an average of **53 non-attended Incidents per day**



As of **1<sup>st</sup> July 23** Operations Control now report daily the number of non-attended Incidents

**UFAS Incidents for 1<sup>st</sup> July 23 – 30<sup>th</sup> June 24** accounted for **18% of all SFRS attended Incidents**



Compared to **previous 5 years average** for the same quarters of **30% of all SFRS attended Incidents**


**15%** of UFAS attendances since 1<sup>st</sup> July have been to **Non Sleeping risk premises**



Compared to **previous 5 years average of 64%**

From **1<sup>st</sup> July 23 – 30<sup>th</sup> June 24** we attended **1920 UFAS Incidents at non sleeping risk premises** compared to **18,211 Incidents** from 1<sup>st</sup> July - 30<sup>th</sup> June in **previous 5 years average.**

**53%** of UFAS attendances since 1<sup>st</sup> July have been to **Hospital and care type premises**



Compared to **previous 5 years average of 23%**

From **1<sup>st</sup> July 23 – 30<sup>th</sup> June 24** we attended **6835 UFAS Incidents at Hospital and care home premises** compared to **6669 Incidents** from 1<sup>st</sup> July - 30<sup>th</sup> June in **previous 5 years average.**


**32%** of UFAS attendances since 1<sup>st</sup> July have been to **Sleeping risk premises**



Compared to **previous 5 years average of 12%**

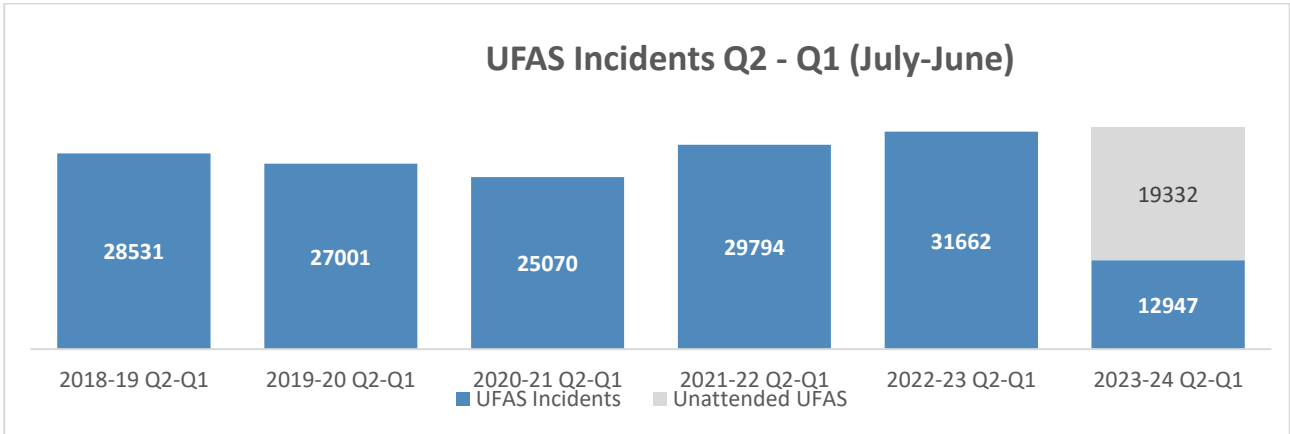
From **1<sup>st</sup> July 23 – 30<sup>th</sup> June 24** we attended **4190 UFAS Incidents at sleeping risk premises** compared to **3532 Incidents** from 1<sup>st</sup> July - 30<sup>th</sup> June in **previous 5 years average.**

**Average attendance to UFAS in QTR2-QTR1 is 1.77 appliances per Incident.**



Compared to **previous 5 years average** for the same quarters of **1.68 appliances per Incident**

**UFAS calls received and processed by Operations Control**



**On-Call Appliances attending UFAS Incidents by year/quarter**

Year	Q2	Q3	Q4	Q1	Grand Total
2018-19	2722	2308	2156	2162	9348
2019-20	3037	2378	1875	1621	8911
2020-21	2173	1792	1621	1611	7197
2021-22	2261	2057	1769	1783	7870
2022-23	2389	2321	1983	2004	8697
5 Year average	2516	2171	1881	1836	8405

2023-24	1046	887	843	827	3603
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	Q2	Q3	Q4	Q1	TOTAL
DIFF	1470	1284	1038	1009	4802
%	58%	59%	55%	55%	57%

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/33-24

Agenda Item: 10

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	26 NOVEMBER 2024							
Report Title:	GRENFELL TOWER FIRE – PHASE 2 RECOMMENDATIONS							
Report Classification:	For Scrutiny	<b>SFRS Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <u><a href="#">Board Standing Order 9</a></u>						
		<u><a href="#">A</a></u>	<u><a href="#">B</a></u>	<u><a href="#">C</a></u>	<u><a href="#">D</a></u>	<u><a href="#">E</a></u>	<u><a href="#">F</a></u>	<u><a href="#">G</a></u>
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on the recommendations of Phase 2 of the Grenfell Tower Inquiry (GTI) Report and the actions that Scottish Fire and Rescue Service (SFRS) are taking in response.							
<b>2</b>	<b>Background</b>							
2.1	The fire at Grenfell Tower on 14 June 2017, in which 72 people tragically died, was the worst residential fire in the UK since the Second World War. The SFRS, along with partners, has and remains committed to learning all lessons arising from the incident, including those identified in the resultant inquiries and reports.							
2.2	The GTI was held in 2 phases and the second of those reported on 4 September 2024. This report consists of 7 volumes, comprising of around 1700 pages with 58 substantive recommendations. Further assessment of the contents of the report is currently being undertaken. The Chair of the GTI, Sir Martin Moore-Bick, made clear in his statement that the 72 deaths as a result of the fire were avoidable. The Phase 2 report sets out the responsibilities and failure of all of the main parties, including the UK Government, the local authority, the managers of the building, the architect, contractors, manufacturers, certification and test bodies and London Fire Brigade.							
2.3	The Phase 1 SFRS GTI Closing Report was presented to the Service Delivery Committee on 30 June 2022 and can be found within the papers <a href="#">here</a> .							
2.4	In preparation for the release of Phase 2 of the GTI on 4 September 2024, the SFRS High Rise Continual Improvement Group (HRCIG) reconvened in July 24 to further update on a number of outstanding actions from Phase 1, consider any outstanding recommendations made by HMFSI as part of their <a href="#">Firefighting in High Rise Buildings Inspection Report</a> , and consider what could potentially arise from the Phase 2 report. The group also considered recent changes in Legislation such as the Cladding Remediation (Scotland) Act that came into force in July 2024.							
2.5	The current actions within the HRCIG have addressed all the Phase 1 recommendations other than one, which relates to the SFRS New Mobilising System and forms part of an ongoing project. The HRCIG have also incorporated a number of additional actions specific to high rise buildings. These have arisen from either HMFSI reports or subsequent discussions by the group. At present, there remain 8 outstanding actions that are being considered or worked upon.							

2.6	The HRCIG group last met on 25 October 2024 following digestion of the findings and have reviewed all the recommendations laid out in Phase 2 of the Report and subsequently drafted actions specific to SFRS for agreement by the Strategic Leadership Team.
2.7	This report will outline those proposed actions and associated progress to date. <u>External Groups &amp; Partners</u>
2.8	There are 2 Scottish Government working groups set up to manage the ongoing actions resulting from Grenfell. These are: 1. The Grenfell Inquiry Phase 2 Ministerial Working Group (MWG), chaired by the Minister for Housing and sits under the Building and Fire Safety Ministerial Working Group; supported by 2. The Grenfell Phase 2 Officials Working Group (OWG), which meet on a monthly basis prior to the group attended by Ministers.
2.9	Both working groups have representation from SFRS with Assistant Chief Officer (ACO) Henderson currently the lead representative on the MWG, recently taking over from Deputy Chief Officer (DCO) Watt.
2.10	In addition, SFRS are linked into National Fire Chief Council (NFCC) networks, such as the Protection Practitioners Forum, the Protection Leads quarterly meetings and the Protection and Business Safety Committee. In addition, there are many operational fora that SFRS are represented on, but at this time none have been set up specifically to deal with the Grenfell Phase 2 outcomes.
<b>3</b>	<b>Main Report/Detail</b>
3.1	<b>MWG Overview</b>
3.1.1	<u>Aim and objectives</u>
	The overall aim of the MWG is to prepare a response to the Grenfell Phase 2 report that acknowledges the seriousness of the issues covered by the Inquiry and addresses each recommendation and the matters raised. The specific objectives are as follows: <ul style="list-style-type: none"> <li>• To work across Ministerial portfolios and with key stakeholders, including SFRS, to ensure that each recommendation raised is adequately addressed.</li> <li>• To identify what more needs to be done to ensure that buildings are safe and how this might be done.</li> <li>• To work with counterparts in the UK Government, Welsh Government and Northern Ireland Executive to address reserved matters and to learn from respective approaches.</li> <li>• To publish the Scottish Government response report by Spring 2025.</li> </ul>
3.1.2	The recommendations have been grouped by themes and policy where possible. Working through the recommendations via themes will assist in making the process efficient and ensure that where there are links between them that this is not missed.
3.1.3	<u>Timeline</u>
	The UK Government has indicated that it intends to respond to the Report within 6 months, although this is considered challenging. The Scottish Government will seek to produce a response in this same timeframe. Officials have completed a first version of the response planning table on 20 <sup>th</sup> September and also are producing a detailed plan and timeline, with Ministerial Working Group meetings and milestones across this timeframe. The initial timeline is shown in <i>Fig1</i> below:

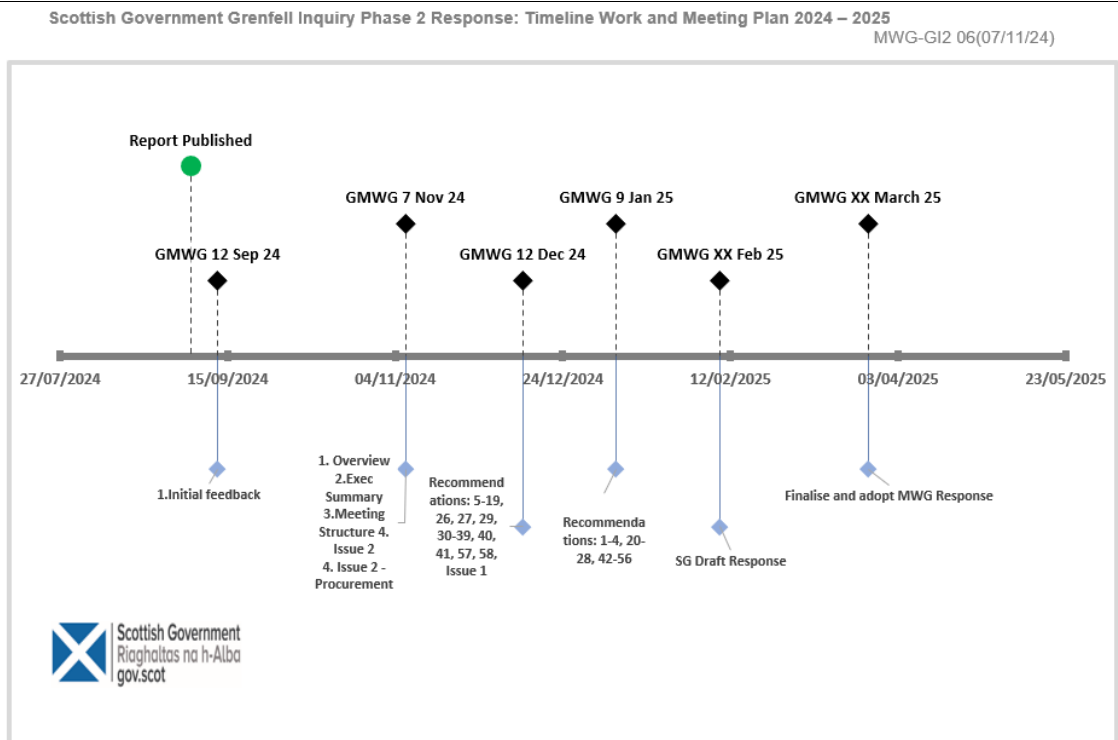


Fig 1

**Governance**

3.1.4

The governance of the Scottish Government’s response to the Inquiry’s report will rest with the MWG in accordance with the terms of reference. The MWG will consider progress and where necessary raise issues that arise at Cabinet and/or with the Executive Team. In parallel to the Ministerial Working Group officials will meet key partner organisations on a regular basis.

3.2

**SFRS Approach and Methodology for Phase Two**

3.2.1

SFRS as part of Phase 1, created the dedicated, multi-Directorate HRCIG which has maintained a presence throughout. Its representation sits at Area Commander and equivalent level to ensure actions are progressed and incorporated in team workloads.

3.2.2

Following the progress of those Phase 1 actions, outstanding work phased into Business as Usual until the group re-established in July 2024 prior to Phase 2 being released. Since then, it has been considering the findings of the latest report to draft actions relevant for SFRS. The HRCIG now meets on a monthly basis to consider the progress of actions in terms of the review of the report, and discuss responses required for the Scottish Government MWG.

3.2.3

The HRCIG is chaired by an Area Commander within the PP&P Directorate who liaises with the Scottish Government to update SFRS position statements and attends both the MWG alongside ACO Henderson and OWG.

3.2.4

The group has formally discussed all 59 recommendations, highlighted 12 specific points noted for London Fire Brigade and identified approximately 27 overall recommendations that need to be considered by SFRS as part of wider actions for Scottish Government and partner organisations, some of which may be long term and require monitoring for impact upon SFRS business. The remainder have been considered, though discounted as requiring further action or monitoring due to relevance.

3.2.5

The HRCIG has formalised draft recommendations applicable to SFRS for consideration by Strategic Leadership Team (SLT) and agreement of the plan moving forward. Upon



	<p>agreement, this will then be formally recorded and governed through SPPC processes in line with HMFSI actions and Annual Operating Plan (AOP) updates.</p>											
3.2.6	<p>Responses to the Scottish Government and MWG will be drafted and agreed by the HRCIG and SLT prior to submission in the knowledge that the responses will be made public. In addition, progress will be reported through the Prevention, Protection and Preparedness (PPP) Directorate Management Team meetings, the Service Delivery Board and the Service Delivery Committee.</p>											
3.2.7	<p>Some actions and timescales may be dependent upon partner organisations developing their actions further, and specific SFRS actions can be dependent upon wider ongoing work, such as the New Mobilising System which is governed out with this working group.</p>											
3.3	<p><b>Phase Two - FRS Specific Recommendations</b></p>											
3.3.1	<p>As noted above, SFRS have identified 12 specific recommendations made for, or that directly affect London Fire Brigade and potentially SFRS. The following Table details those recommendations, alongside the current position statements, including those previously submitted to the MWG, and proposed actions being considered by SLT. The full detailed action plan currently held by the HRCIG can be found in Appendix 1, with actions for SFRS highlighted in yellow.</p>											
	<table border="1"> <thead> <tr> <th data-bbox="300 857 738 891">Recommendation</th> <th data-bbox="738 857 1098 891">Current Position</th> <th data-bbox="1098 857 1463 891">Proposed Action</th> </tr> </thead> <tbody> <tr> <td data-bbox="300 891 738 1966"> <p>1. <b>Recommend</b> that the government seeks urgent advice from the Building Safety Regulator and the National Fire Chiefs Council on the nature and scale of the problem and the appropriate response to it. <i>(Context) "We understand that since the problem came to light the LFB has taken steps to ensure that only drop keys of an approved pattern are carried by its firefighters. The evidence does not enable us to assess with any confidence whether similar problems have been encountered by other fire and rescue services and, if so, what steps they have taken in response."</i></p> </td> <td data-bbox="738 891 1098 1966"> <p><b>SFRS Position:</b> SFRS have distributed guidance on firefighting lifts through a specific Lift Identification Guide issued by PP&amp;P in June 2024 and had amended the Operational Assurance Visit Procedure to reflect this guidance. This was an action in the preliminary Grenfell Phase 2 Action Plan that has been completed. The guide has also been published on the SFRS TfOC Library with a supporting video and content due for updating following further reviews by Ops in this area that will account for this recommendation. <b>MWG Response:</b> SFRS undertake quarterly Operational Assurance Visits of HRBs which includes the operation of any Firefighters Lifts and Switches</p> </td> <td data-bbox="1098 891 1463 1966"> <p><b>SFRS Action:</b> Review the High-Rise Building OAV process in line with HMFSI and Phase 2 recommendations to include the provision of a specified key type and reduce any potential for Ops Crews to purchase or carry their own non specified drop key. Issue an Awareness Briefing to highlight recommendation to areas and obtain a return. LSOs to seek processes for replacement and issuing of appropriate keys and engage with Assets around procurement and provision and report back to group. Continually review through OAV/Ops policies. <b>MWG Action:</b> SFRS will review its HRB Operational Assurance Visit process against the recommendation.</p> </td> </tr> <tr> <td data-bbox="300 1966 738 2067"> <p>2. <b>Recommend</b> that His Majesty's Inspectorate of Constabulary and Fire and</p> </td> <td data-bbox="738 1966 1098 2067"> <p><b>SFRS Position:</b></p> </td> <td data-bbox="1098 1966 1463 2067"> <p><b>SFRS Action</b></p> </td> </tr> </tbody> </table>			Recommendation	Current Position	Proposed Action	<p>1. <b>Recommend</b> that the government seeks urgent advice from the Building Safety Regulator and the National Fire Chiefs Council on the nature and scale of the problem and the appropriate response to it. <i>(Context) "We understand that since the problem came to light the LFB has taken steps to ensure that only drop keys of an approved pattern are carried by its firefighters. The evidence does not enable us to assess with any confidence whether similar problems have been encountered by other fire and rescue services and, if so, what steps they have taken in response."</i></p>	<p><b>SFRS Position:</b> SFRS have distributed guidance on firefighting lifts through a specific Lift Identification Guide issued by PP&amp;P in June 2024 and had amended the Operational Assurance Visit Procedure to reflect this guidance. This was an action in the preliminary Grenfell Phase 2 Action Plan that has been completed. The guide has also been published on the SFRS TfOC Library with a supporting video and content due for updating following further reviews by Ops in this area that will account for this recommendation. <b>MWG Response:</b> SFRS undertake quarterly Operational Assurance Visits of HRBs which includes the operation of any Firefighters Lifts and Switches</p>	<p><b>SFRS Action:</b> Review the High-Rise Building OAV process in line with HMFSI and Phase 2 recommendations to include the provision of a specified key type and reduce any potential for Ops Crews to purchase or carry their own non specified drop key. Issue an Awareness Briefing to highlight recommendation to areas and obtain a return. LSOs to seek processes for replacement and issuing of appropriate keys and engage with Assets around procurement and provision and report back to group. Continually review through OAV/Ops policies. <b>MWG Action:</b> SFRS will review its HRB Operational Assurance Visit process against the recommendation.</p>	<p>2. <b>Recommend</b> that His Majesty's Inspectorate of Constabulary and Fire and</p>	<p><b>SFRS Position:</b></p>	<p><b>SFRS Action</b></p>
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<p>1. <b>Recommend</b> that the government seeks urgent advice from the Building Safety Regulator and the National Fire Chiefs Council on the nature and scale of the problem and the appropriate response to it. <i>(Context) "We understand that since the problem came to light the LFB has taken steps to ensure that only drop keys of an approved pattern are carried by its firefighters. The evidence does not enable us to assess with any confidence whether similar problems have been encountered by other fire and rescue services and, if so, what steps they have taken in response."</i></p>	<p><b>SFRS Position:</b> SFRS have distributed guidance on firefighting lifts through a specific Lift Identification Guide issued by PP&amp;P in June 2024 and had amended the Operational Assurance Visit Procedure to reflect this guidance. This was an action in the preliminary Grenfell Phase 2 Action Plan that has been completed. The guide has also been published on the SFRS TfOC Library with a supporting video and content due for updating following further reviews by Ops in this area that will account for this recommendation. <b>MWG Response:</b> SFRS undertake quarterly Operational Assurance Visits of HRBs which includes the operation of any Firefighters Lifts and Switches</p>	<p><b>SFRS Action:</b> Review the High-Rise Building OAV process in line with HMFSI and Phase 2 recommendations to include the provision of a specified key type and reduce any potential for Ops Crews to purchase or carry their own non specified drop key. Issue an Awareness Briefing to highlight recommendation to areas and obtain a return. LSOs to seek processes for replacement and issuing of appropriate keys and engage with Assets around procurement and provision and report back to group. Continually review through OAV/Ops policies. <b>MWG Action:</b> SFRS will review its HRB Operational Assurance Visit process against the recommendation.</p>										
<p>2. <b>Recommend</b> that His Majesty's Inspectorate of Constabulary and Fire and</p>	<p><b>SFRS Position:</b></p>	<p><b>SFRS Action</b></p>										

	<p>Rescue Services (“the Inspectorate”) inspect the LFB as soon as reasonably possible to assess and report on:</p> <ul style="list-style-type: none"> <li>a. the extent to which the control room is now integrated into the organisation;</li> <li>b. the effectiveness of the arrangements for identifying the training needs of control room staff, delivering effective training and recording its outcomes;</li> <li>c. the effectiveness of the control room generally;</li> <li>d. the ability of the control room to handle a large number of concurrent requests for advice and assistance from people directly affected by fires or other emergencies; and</li> <li>e. the quality and effectiveness of the arrangements for communication between the control room and the incident commander.</li> </ul>	<p>Not an action for SFRS though for consideration and collating evidence of arrangements now in place following any review.</p>	<p>SFRS to consider the recommendation with an expectation that HMFSI will undertake a similar process with SFRS OC and ensure appropriate evidence available on either meeting the recommendations or demonstrate ongoing work towards meeting the recommendations where appropriate.</p> <p><b>Update to position in action plan:</b> OC Structure Review currently on-going incorporating further integration of OC personnel across SFRS. OC Enhancement Plan in place to support the provision of a resilient and effective command and operation of fire control. This action will be managed through the OC Enhancement Plan and not progressed through the HRCIG.</p>
	<p>3. In Chapter 72 we are critical of the LFB’s arrangements immediately before the Grenfell Tower fire for assessing the competence of those expected to act as incident commanders, particularly in the early stages of the response to a fire in a high-rise residential building. Steps have already been taken to respond to the criticisms made by the chairman in his Phase 1 report, but in order to reassure those who live in London we <b>recommend</b> that as soon as reasonably possible the Inspectorate inspect the LFB to examine and report on the arrangements it has in place for assessing the training of incident commanders at all levels and their continuing</p>	<p><b>SFRS Position:</b></p> <p>Not a specific action for SFRS though to consider providing evidence of arrangements in place that meet this recommendation</p>	<p><b>SFRS Action:</b></p> <p>SFRS to consider the recommendation with an expectation that HMFSI will undertake a similar process with SFRS Training Function and ensure appropriate evidence available on either meeting the recommendations or demonstrate ongoing work towards meeting the recommendation.</p> <p><b>Update to position in action plan:</b> Although not a specific action, TSA confirm SFRS have a robust and well-structured process in place at all levels of incident command training acquisition and revalidation/re-</p>

	<p>competence, whether by a process of revalidation or otherwise.</p>		<p>assessment, with no immediate or apparent risk. It also forms part of our Continuous Improvement Programme looking at new technology to support delivery.</p>
	<p>4. <b>Recommend</b> that as soon as reasonably practicable the Inspectorate inspect the LFB to examine and report on its arrangements for collecting, storing and distributing information in accordance with section 7(2)(d) of the Fire and Rescue Services Act 2004, and in particular its arrangements for identifying high-risk residential buildings and collecting, storing and distributing information relating to them.</p>	<p><b>SFRS Position:</b></p> <p>Not a specific recommendation for SFRS though arrangements in place for Operational Intelligence and maintaining/storing of appropriate risk information.</p> <p>City of Glasgow implemented local arrangements that should be considered for a national roll out around arrangements for identifying high-risk residential buildings and collecting, storing and distributing information relating to them in relation to high-risk residential accommodation.</p>	<p><b>SFRS Action:</b></p> <p>SFRS Preparedness Function to consider the recommendation in line with existing OI, OAV and 9(2)(d) Inspection processes and against any relevant findings of the Thematic Review for Operational Intelligence.</p>
	<p>5. <b>Recommend</b> that the LFB establish effective standing arrangements for collecting, considering and effectively implementing lessons learned from previous incidents, inquests and investigations. Those arrangements should be as simple as possible, flexible and of a kind that will ensure that any appropriate changes in practice or procedure are implemented speedily.</p>	<p><b>SFRS and MWG Position Statement:</b></p> <p>SFRS has in policy, an Operational Assurance Process that underpins the ability to learn lessons and promote continual improvement by the review and sharing of information. This is supported by our Organisational Learning Management Arrangement which sets out the Scottish Fire and Rescue Service (SFRS) arrangements to identify, capture and manage sources of learning and embed any lessons learnt into the SFRS to enhance the safety of</p>	<p><b>SFRS and MWG Action:</b></p> <p>Consider the outcome of HMFSI Thematic review of Operational Assurance for SFRS.</p>

		<p>SFRS staff. The arrangements in place within SFRS as detailed are documented and have appropriate governance at strategic levels to ensure they are effective in meeting this recommendation.</p>	
	<p>6. <b>Recommend</b> that fire and rescue services that continue to use low power intrinsically safe radios as part of breathing apparatus consider reserving them only for situations in which there is a real risk of igniting flammable gases and generally using radios of higher power, particularly in high-rise buildings.</p>	<p><b>SFRS Position:</b> 100 Intrinsically safe radios have been ordered by SFRS. These will be released in 2 phases.</p> <p>Phase 1: 48 radios spread across CSU and DIM vehicles. 4 on each vehicle. Expected deliver December '24. Phase 2: 52 radios issued across Hazmat trained FDO's. These will be available on request.</p> <p><b>MWG Response:</b> SFRS have a program in place to phase out the use of analogue radios in the Service, including for use in Breathing Apparatus. A number of intrinsically safe radios will remain in use for appropriate situations and strategically deployed as required. A transition process is in place. Digital Radio roll out is scheduled for September in the East and North Service Delivery Areas with the West following upon receipt of new radios on order.</p>	<p><b>SFRS and MWG Action:</b> Monitor roll out and assess effectiveness of implementation. Reports on progress to be submitted to HRCIG and reflected on plan.</p> <p><b>Update to position in action plan:</b> The SFRS position moving forward is that Intrinsically Safe radios will not be utilised by routine BA teams. This includes High Rise response.</p>
	<p>7. <b>Recommend</b> that all fire and rescue services give consideration to providing all firefighters with digital radios.</p>	<p><b>SFRS Position:</b> SFRS has completed a full replacement programme of all fire ground radios in service. These all have digital capability. A changeover to digital channel usage is</p>	<p><b>SFRS and MWG Action:</b> Monitor roll out and assess effectiveness of implementation. Reports on progress to be submitted to HRCIG and reflected on plan.</p>

		currently in the planning phase.  <b>MWG Response:</b> SFRS are in the process of rolling out digital radios to replace all existing analogue radios as they become available.	<b>Update to position in action plan:</b> The SFRS position moving forward is that Intrinsically Safe radios will not be utilised by routine BA teams. This includes High Rise response.
8.	<b>Recommend</b> that firefighters be trained to respond appropriately to the loss of communications and to understand how to restore them.	<b>SFRS and MWG Position Statement:</b> Protocols in place for loss of established communications at incidents and through operations Control.	<b>SFRS and MWG Action:</b> SFRS to review and consider whether updated protocols should be established and documented/implemented for potential loss of radio communications at incidents.
9.	<b>Recommend</b> that basic training on the structure and operation of the water supply system, including the different types of hydrants in use and their functions, be given to all firefighters. Training should also be given on effective measures to increase water flow and pressure when necessary.	<b>SFRS and MWG Position Statement:</b> SFRS ensure principles of water supply system and water management are embedded within foundation training for firefighters. This is supported further through our online LCMS training system.	<b>SFRS and MWG Action:</b>  SFRS to undertake a gap analysis on learning content, particularly around hydrant types as per recommendation.  <b>Update to position in action plan:</b> In relation to foundation training there are specific lessons plans linked to hydrants and water supplies from a technical and practical basis, also linked to pump operations as part of the programme of course delivery. A gap analysis has also been undertaken by the Learning and E-Development team linked to the Training for Operational Competence content, Further work is also underway to review content specifically in relation to loss of water pressure and where this is covered throughout elements of learning content and if this needs to be further developed/included.
10.	<b>Recommend</b> that all fire and rescue services establish and periodically	<b>SFRS and MWG Position Statement:</b>	<b>SFRS and MWG Action:</b> SFRS will review established protocols to

	<p>review an agreed protocol with the statutory water undertakers in their areas to enable effective communication between them in relation to the supply of water for firefighting purposes.</p>	<p>SFRS have in place established protocols and communications with Scottish Water which can be supplemented at incidents where necessary. Despite arrangements in place, ability to increase flow and pressure in certain areas and incidents is challenging due to age and design of infrastructure.</p>	<p>consider if more can be achieved in line with the recommendation.</p>
	<p>11. We conclude our recommendations by looking back to Phase 1. In the Phase 1 report the chairman recommended that the owner and manager of every high-rise residential building be required by law to prepare personal emergency evacuation plans (PEEPs) for all residents whose ability to evacuate the building without assistance may be compromised (such as persons with reduced mobility or impaired cognition)<sup>15</sup> and to include current information about them and their associated PEEPs in a premises information box. <b>Recommend</b> that further consideration be given to the recommendations made in the Phase 1 report in the light of our findings in this report.</p>	<p><b>SFRS Position Statement:</b> The Cladding Remediation (Scotland) Act 2024 has yet to consider PEEPs and how they may be given effect to though have confirmed that this will not sit with SFRS as a responsibility but will fully involve SFRS in any developmental discussions.</p> <p><b>MWG Response:</b> SFRS were involved in the development of then PAS 79-2 which considered this topic, and the challenges presented around PEEPs in HRBs. Legislative challenges in Scotland exist in establishing an owner or responsible person associated with such plans. Whilst Section 11 of Housing (Cladding Remediation) (Scotland) Act 2024 introduces this prospect, the supporting Regulations and guidance remain a topic for discussion in line with a UK wide approach on how this can be achieved and acted upon.</p>	<p><b>SFRS and MWG Action:</b> Home Office and NFCC to consider options for implementation alongside recommendation with SG/SFRS considering outcomes to support Cladding Act and general application.</p>



	<p>12. <b>Recommend</b> that the advice contained in paragraph 79.11 of the LGA Guide be reconsidered.</p> <p><i>(context) The advice in paragraph 79.11 of the LGA Guide, which states it is unrealistic to plan for the evacuation and assistance of disabled and vulnerable residents in general needs blocks, should be reconsidered. Additionally, sufficient information about vulnerable occupants should be collected to enable appropriate measures to assist in their evacuation during a fire.</i></p>	<p><b>SFRS and MWG Position Statement:</b> Position is in line with recommendation made above.</p>	<p><b>SFRS and MWG Action:</b> In line with actions response made above.</p>
	Table 1		
3.3.2	Other considerations are being made around the potential effect a single regulator may have in Scotland, the status and effect of a formal recognition of the profession of a Fire Engineer and how this may affect SFRS personnel, and others around Building Standards regulation and Civil Contingencies. Whilst not direct actions for SFRS, the resultant effect on any changes may have an impact upon how SFRS operates both operationally and regulatory, and what policy changes may be required to meet changes in legislation.		
3.3.3	As the recommendations and associated actions will undoubtedly impact upon SFRS and the wider Building and Fire Sector, the HRCIG alongside Directorates engaging with national forums will continue to monitor such impacts and provide learning opportunities for personnel whether directly from the findings of the report, as a result of wider changes within the industry or indeed from continued case studies of incidents with a similar theme.		
<b>4</b>	<b>Recommendation</b>		
4.1	The Committee is asked to scrutinise the information presented within the report.		
<b>5</b>	<b>Key Strategic Implications</b>		
5.1	<b>Risk</b>		
5.1.1	Organisational risk has been reduced through recognition of the learning opportunities presented through the GTI Phase 1 recommendations and the subsequent actions and outcomes delivered throughout the Service and will continue to reduce through any actions relating to Phase 2.		
5.2	<b>Financial</b>		
5.2.1	Financial impact of the GTI Phase 2 report has yet to be determined		
5.3	<b>Environmental &amp; Sustainability</b>		
5.3.1	There has been no tangible impact on the environment during this process		
5.4	<b>Workforce</b>		
5.4.1	Our workforce has benefited from positive outcomes during the process of Phase 1 in the form of reviewed policy, procedures, knowledge, resources and equipment, and it is anticipated will continue to do so.		



5.5 5.5.1	<b>Health &amp; Safety</b> Health and Safety is anticipated to be improved through any policy and procedural changes and assets procured as a result of proposed actions.	
5.6 5.6.1	<b>Health &amp; Wellbeing</b> It is anticipated that the Health and Wellbeing of personnel will be improved in the knowledge that SFRS are acting to reduce the risk to personnel and communities of similar incidents in Scotland, hereby reducing anxiety.	
5.7 5.7.1	<b>Training</b> Training provision is anticipated to be improved through several of the proposed recommendations.	
5.8 5.8.1	<b>Timing</b> There is an expectation that a response will be provided by SFRS in line with the Scottish Government target of Spring 2025.	
5.9 5.9.1	<b>Performance</b> Continuous performance improvement will be demonstrated through several of the actions and outcomes relating to these.	
5.10 5.10.1	<b>Communications &amp; Engagement</b> Communication and engagement will be key to the successful delivery of outcomes throughout the SFRS during this process	
5.11 5.11.1	<b>Legal</b> SFRS will take steps to recognise where improvements can be made to meet our legal obligations and responsibilities under the HSWA, the FSA and other appropriate legislation for Phase 2 of the GTI Report.	
5.12 5.12.1	<b>Information Governance</b> DPIA completed - No. If not applicable state reasons. No sensitive Data Protection Issues within this report	
5.13 5.13.1	<b>Equalities</b> EHRIA completed - No. If not applicable state reasons. There are no EIA issues contained within this report	
5.14 5.14.1	<b>Service Delivery</b> Service Delivery impact will be managed through the HRCIG workstreams and will continue to be managed through existing governance channels.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable.	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Jonathan Henderson. Director of Prevention, Protection and Preparedness.
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient
7.3	<b>Rationale:</b>	The associated actions as a result of Phase 2 of the Grenfell Tower Inquiry are reviewed by Directorates/Functions on a monthly basis to ensure critical business and those actions required to deliver the agreed outcomes are prioritised appropriately. It will thereafter be governed through SPPC in

		line with similar SFRS actions and reported upon to SLT through due governance.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A - SFRS HRCIG Grenfell Phase 2 Full Action Plan.	
8.2	<p><u>Further Reading</u></p> <ul style="list-style-type: none"> <li>- <i>Grenfell Tower Inquiry: Phase 2 Report</i> (<a href="#">Phase 2 report   Grenfell Tower Inquiry</a>).</li> <li>- Scottish Government Grenfell Ministerial Working Group for Building and Fire Safety - <a href="#">Building and Fire Safety - Ministerial Working Group: Grenfell Inquiry phase 2 - gov.scot (www.gov.scot)</a></li> </ul>	
<b>Prepared by:</b>	Chris Getty, Area Commander, Prevention, Protection and Preparedness	
<b>Sponsored by:</b>	Kenneth Barbour, Deputy Assistant Chief Officer, Head of Prevention, Protection and Preparedness	
<b>Presented by:</b>	Jon Henderson, Assistant Chief Officer, Director of Prevention, Protection and Preparedness	
<b>Links to Strategy and Corporate Values</b>		
This report supports the SFRS Strategic Plan Outcomes of <i>Prevention</i> and <i>Response</i> . It also supports all the Service's Values of <i>Safety</i> , <i>Teamwork</i> , <i>Respect</i> and <i>Innovation</i> .		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>SFRS Board</i>	<i>31 October 2024</i>	<i>For Scrutiny</i>
<i>Strategic Leadership Team</i>	<i>20 November 2024</i>	<i>For Decision</i>
<i>Service Delivery Committee</i>	<i>26 November 2024</i>	<i>For Scrutiny</i>

GRENFELL PHASE 2 REPORT RECOMMENDATIONS

- Task complete
- On target for completion date
- Recommended for closure
- Some slippage, date extended to allow flexibility
- Target completion date unattainable, further explanation provided

Priority  
Key -



- Monitor/Complete
- Priority 9-18 Months
- Priority 3-9 Months
- Priority 0-3 Months

Action Number (Reference)	Draft/Agreed/Not Relevant or for SFRS to progress (NR)	Phase 2 Report Recommendation	Current Position	Action	Priority Rating	Link to Existing Work	Updated Position Statement for Meeting
1 (113.6 Pg 32)	NR	Recommend that the government draw together under a single regulator all the functions relating to the construction industry to which we have referred e.g. a. the regulation of construction products; b. the development of suitable methods for testing the reaction to fire of materials and products intended for use in construction; c. the testing and certification of such products; d. the issue of certificates of compliance of construction products with the requirements of legislation, statutory guidance and industry standards; e. the regulation and oversight of building control; f. the licensing of contractors to work on higher-risk buildings; g. monitoring the operation of the Building Regulations and the statutory guidance and advising the Secretary of State on the need for change; h. carrying out research on matters affecting fire safety in the built environment; i. collecting information, both in this country and abroad, on matters affecting fire safety; j. exchanging information with the fire and rescue services on matters affecting fire safety; k. accrediting fire risk assessors; l. maintaining a publicly available library of test data and publications	Whilst primarily an action for the government, SFRS recognise the need for ensuring appropriate mechanisms in place for point 'j'. SFRS are a consultee under the Building Regulations and not a Regulator therefore should remain impartial in assessing compliance of warrants and applications other than to avoid conflict under the FSA. SFRS have previously declined to support attendance at on site visits with Local Authorities and Verifiers due to resourcing issues, though have a long standing relationship with SG BSO, FRU and more recently the Cladding Remediation Division. In buildings deemed high risk, SFRS will undertake joint inspections such as has taken place with CRD in Glasgow to advise and assess on appropriate measures for putting in place.	Propose no further action for SFRS and monitor progression by government.			
2 (113.7 Pg 33)	NR	Recommend that the definition of a higher-risk building for the purposes of the Building Safety Act be reviewed urgently.	SFRS maintain regular contact with the SG FRU and engage frequently with SG Building Standards. SFRS are represented at the SG Fire Safety Expert Working Group where this discussion is best placed for consideration of appropriate partners/agencies and SFRS will likely be well sighted on progress with this SG action.	Propose no further action for SFRS and monitor progression by government.			
3 (113.8 Pg 33)	NR	Recommend that the government bring responsibility for the functions relating to fire safety currently exercised by MHCLG, the Home Office and the Department for Business and Trade into one department under a single Secretary of State.	Action for Government				
4 (113.9 Pg 33)	NR	Recommend that the Secretary of State appoint a Chief Construction Adviser with a sufficient budget and staff to provide advice on all matters affecting the construction industry, including: a. monitoring all aspects of the department's work relating to the Building Regulations and statutory guidance; b. providing advice to the Secretary of State on request; and c. bringing to the attention of the Secretary of State any matters affecting the Building Regulations and statutory guidance or matters affecting the construction industry more generally of which the government should be aware.	Action for Government				
5 (113.11 Pg 34)	NR	Recommend that the statutory guidance generally, and Approved Document B in particular, be reviewed accordingly and a revised version published as soon as possible.	Action for Government				
6 (113.12 Pg 34)	NR	Recommend that a revised version of the Statutory guidance contain a clear warning in each section that the legal requirements are contained in the Building Regulations and that compliance with the guidance will not necessarily result in compliance with them.	Action for Government				
7 (113.13 Pg 34)	NR	Recommend that it be reconsidered when Approved Document B is revised. One thing that has emerged clearly from our investigations is that in order to ensure the safety of occupants, including any with physical or mental impairments, those who design high-rise buildings need to be aware of the relationship between the rate at which fire is likely to spread through the external walls and the time required to evacuate the building or the relevant parts of it. A stay put strategy in response to a compartment fire will be acceptable only if there is negligible risk of fire escaping into and spreading through the external wall. Calculating the likely rate of fire spread and the time required for evacuation, including the evacuation of those with physical or mental impairments, are matters for a qualified fire engineer. We do not think that it would be helpful to attempt to include in Approved Document B an indication of what would be acceptable because each building is different, but we recommend that the guidance draw attention to the need to make a calculation of that kind. It is one that ought to form an essential part of any fire safety strategy.	Action for Government				
8 (113.14 Pg 34)	NR	Recommend that, as far as possible, membership of bodies advising on changes to the statutory guidance should include representatives of the academic community as well as those with practical experience of the industry (including fire engineers) chosen for their experience and skill and should extend beyond those who have served on similar bodies in the past.	SFRS will support and contribute to any requests for membership of such bodies Not for SFRS to action.	Propose no further action for SFRS and monitor progression by government.			
9 (113.15 Pg 35)	NR	Recommend that it be made a statutory requirement that a fire safety strategy produced by a registered fire engineer (see below) to be submitted with building control applications (at Gateway 2) for the construction or refurbishment of any higher-risk building and for it to be reviewed and re-submitted at the stage of completion (Gateway 3). Such a strategy must take into account the needs of vulnerable people, including the additional time they may require to leave the building or reach a place of safety within it and any additional facilities necessary to ensure their safety.	Action for Government				
10 (113.17 Pg 35)	NR	Recommend that steps be taken in conjunction with the professional and academic community to develop new test methods that will provide the information needed for such assessments to be carried out reliably.	Action for Government				
11 (113.18 Pg 35)	NR	Recommend that the government make it clear that it should not be used as a substitute for an assessment by a suitably qualified fire engineer.	Action for Government				
12 (113.22 Pg 36)	NR	Recommend that the construction regulator should be responsible for assessing the conformity of construction products with the requirements of legislation, statutory guidance and industry standards and issuing certificates as appropriate. We should expect such certificates to become pre-eminent in the market.	Action for Government				
13 (113.23 Pg 36)	NR	Recommend - (a) that copies of all test results supporting any certificate issued by the construction regulator be included in the certificate; (b) that manufacturers be required to provide the construction regulator with the full testing history of the product or material to which the certificate relates and inform the regulator of any material circumstances that may affect its performance; and (c) manufacturers be required by law to provide on request copies of all test results that support claims about fire performance made for their products.	Action for Government				
14 (113.25 Pg 37)	NR	Recommend that the profession of fire engineer be recognised and protected by law and that an independent body be established to regulate the profession, define the standards required for membership, maintain a register of members and regulate their conduct. In order to speed up the creation of a body of professional fire engineers we also recommend that the government take urgent steps to increase the number of places on high-quality masters level courses in fire engineering accredited by the professional regulator.	Not an action for SFRS specifically. SFRS to monitor and consider what impact will this have upon SFRS Fire Engineering both for maintaining competency, level of qualifications needed and registration on any proposed membership forums	SFRS to contribute to any forums where appropriate to inform of the implications to the Service and consider any subsequent impact on changes by relevant bodies upon SFRS Fire Engineers and the Fire Engineering Department.			
15 (113.27 Pg 37)	NR	Recommend that the government convene a group of practitioner and academic fire engineers and such other professionals as it thinks fit to produce an authoritative statement of the knowledge and skills to be expected of a competent fire engineer. Such a statement would also enable others in the construction industry to understand better the nature and importance of a fire engineer's work. We think it would be of benefit to those carrying out this work to have regard to the reports of the Warren Centre, to which we refer in Chapter 112.	Action for Government				
16 (113.28 Pg 37)	NR	Recommend that the government, working in collaboration with industry and professional bodies, encourage the development of courses in the principles of fire engineering for construction professionals and members of the fire and rescue services as part of their continuing professional development.	Action for Government	Propose no further action for SFRS and monitor progression by government.			
17 (113.30 Pg 38)	NR	We recognise that both the Architects Registration Board and the Royal Institute of British Architects have taken steps since the Grenfell Tower fire to improve the education and training of architects. We recommend that they should review the changes already made to ensure they are sufficient in the light of our findings.	Not for SFRS				
18 (113.31 Pg 38)	NR	Recommend that it be made a statutory requirement that an application for building control approval in relation to the construction or refurbishment of a higher-risk building (Gateway 2) be supported by a statement from a senior manager of the principal designer under the Building Safety Act 2022 that all reasonable steps have been taken to ensure that on completion the building as designed will be as safe as is required by the Building Regulations.	Action for Government				

19 (113.33 Pg 38)	NR	Recommend that a licensing scheme operated by the construction regulator be introduced for principal contractors wishing to undertake the construction or refurbishment of higher-risk buildings and that it be a legal requirement that any application for building control approval for the construction or refurbishment of a higher-risk building (Gateway 2) be supported by a personal undertaking from a director or senior manager of the principal contractor to take all reasonable care to ensure that on completion and handover the building is as safe as is required by the Building Regulations.	Action for Government	Propose no further action for SFRS and monitor progression by government.			
20 (113.37 Pg 39)	NR	Recommend that the government appoint an independent panel to consider whether it is in the public interest for building control functions to be performed by those who have a commercial interest in the process.	Action for Government				
21 (113.38 Pg 39)	NR	The shortcomings we have identified in local authority building control suggest that in the interests of professionalism and consistency of service all building control functions, including those currently performed by local authorities, should be exercised nationally. Accordingly, we recommend that the same panel consider whether all building control functions should be performed by a national authority.	Action for Government				
22 (113.39 Pg 39)	NR	Those who design buildings, particularly higher-risk and complex buildings, would benefit from having access to a body of information, such as data from tests on products and materials, reports on serious fires and academic papers. In Chapter 112 we have referred to the Cladding Materials Library set up by the University of Queensland, which could form the basis of a valuable source of information for designers of buildings in general. We recommend that the construction regulator sponsor the development of a similar library, perhaps as part of a joint project with the University of Queensland, to provide a continuing resource for designers.	Action for Government				
23 (113.40 Pg 40)	NR	Recommend that it be made a legal requirement for the government to maintain a publicly accessible record of recommendations made by select committees, coroners and public inquiries together with a description of the steps taken in response. If the government decides not to accept a recommendation, it should record its reasons for doing so. Scrutiny of its actions should be a matter for Parliament, to which it should be required to report annually.	Action for Government				
24 (113.41 Pg 40)	NR	Recommend that the government establish a system of mandatory accreditation to certify the competence of fire risk assessors by setting standards for qualification and continuing professional development and such other measures as may be considered necessary or desirable. We think it necessary for an accreditation system to be mandatory in order to ensure the competence of all those who offer their services as fire risk assessors.	Action for Government				
25 (113.43 Pg 40) (Rec 27 SG)	Draft	Recommend that the government seeks urgent advice from the Building Safety Regulator and the National Fire Chiefs Council on the nature and scale of the problem and the appropriate response to it.  "We understand that since the problem came to light the LFB has taken steps to ensure that only drop keys of an approved pattern are carried by its firefighters. The evidence does not enable us to assess with any confidence whether similar problems have been encountered by other fire and rescue services and, if so, what steps they have taken in response."	SFRS have distributed guidance on firefighting lifts through a specific Lift Identification Guide issued by PP&P in June 2024 and had amended the Operational Assurance Visit Procedure to reflect this guidance. This was an action in the preliminary Grenfell Phase 2 Action Plan that has been completed. The guide has also been published on the SFRS TICL Library with a supporting video and content due for updating following further reviews by Ops in this area that will account for this recommendation.  MWG Response: SFRS undertake quarterly Operational Assurance Visits of HRBs which includes the operation of any Firefighters Lifts and Switches	MWG Action: SFRS will review its HRB Operational Assurance Visit process against the recommendation  SFRS Action: Review the HRB OAV process in line with HMFSI and GTI P2 Recommendations to include the provision of a specified key type and reduce any potential for Ops Crews to purchase or carry their own non specified drop key. Issue an Awareness Briefing to highlight recommendation to areas and obtain a return.  LSOs to seek processes for replacement and issuing of appropriate keys and engage with Assets around procurement and provision and report back to group. Continually review through OAV/Ops policies.		PPP led OAV Procedural review working Group led by SC Danny Harrison	5/10/24 - Preliminary discussion took place with SC Harrison and CoE. 17/10/24 Participant LSO Areas for working group established. 28/10/24 - MG. The OAV process requires to capture the provision of suitable keys and their replacement where required. Following said review, Operations will issue an awareness briefing to support those changes. PP&P to consider review of OAV procedure. Any updates will require review/addition to SFRS High Rise procedure within Document Conversion Project.
26 (113.44 Pg 41)	NR	Recommend that every gas transporter be required by law to check the accessibility of each such valve on its system at least once every three years and to report the results of that inspection to the Health and Safety Executive as part of its gas safety case review.	Action for Government				
27 (113.51 Pg 42) (Rec 29 SG)	NR	We welcome the government's ambition to create an independent College of Fire and Rescue expressed in the white paper Reforming our Fire and Rescue Services 14 and recommend that the government establish such a college immediately with sufficient resources to provide the following services nationally: a.practical training at all levels supplementary to that provided by individual fire and rescue services; b.education in the form of lectures and seminars on different aspects of the work of the fire and rescue services in order to share experience and promote good practice; c.research into matters that may affect the work of the fire and rescue services, including major fires; d.the development of equipment, policies and procedures suitable for ensuring the effectiveness of fire and rescue services nationally and the safety of firefighters and the public; e.setting and maintaining national standards of managerial competence for senior managers, including control room managers, and providing management training for, and regular assessment of, senior ranks by reference to such standards.	Not a specific action for SFRS	MWG Action: FRU and SFRS will work with LUG and the National Fire Chiefs Council to consider wider arrangements and proposals.  SFRS Action: Monitor and engage on any discussions with SC around this subject.			
28 (113.53 Pg 43) (Rec 30 SG)	NR	Although it is for the government to decide how the college should be constituted, we recommend that it should have a permanent staff of sufficient size to manage its operations and develop its functions in response to the demands of fire and rescue services nationally and the requirements of the board.	Not a specific Action for SFRS.	As Above			
29 (113.55 Pg 43)	Draft	Recommend that His Majesty's Inspectorate of Constabulary and Fire and Rescue Services ("the Inspectorate") inspect the LFB as soon as reasonably possible to assess and report on: a.the extent to which the control room is now integrated into the organisation; b.the effectiveness of the arrangements for identifying the training needs of control room staff, delivering effective training and recording its outcomes; c.the effectiveness of the control room generally; d.the ability of the control room to handle a large number of concurrent requests for advice and assistance from people directly affected by fires or other emergencies; and e.the quality and effectiveness of the arrangements for communication between the control room and the incident commander.	Not an action for SFRS though for consideration and evidence of arrangements now in place following review	SFRS to consider the recommendation with an expectation that HMFSI will undertake a similar process with SFRS OC and ensure appropriate evidence available on either meeting the recommendations or demonstrate ongoing work towards meeting the recommendations where appropriate.	OC Structure Review currently on-going incorporating further integration of OC personnel across SFRS.  OC Enhancement Plan in place to support the provision of a resilient and effective command and operation of fire control.		25/10/24 - Managed through the OC Enhancement Plan. Propose for closure in HRCIG.
30 (113.56 Pg 43)	Draft	In Chapter 72 we are critical of the LFB's arrangements immediately before the Grenfell Tower fire for assessing the competence of those expected to act as incident commanders, particularly in the early stages of the response to a fire in a high-rise residential building. Steps have already been taken to respond to the criticisms made by the chairman in his Phase 1 report, but in order to reassure those who live in London we recommend that as soon as reasonably possible the Inspectorate inspect the LFB to examine and report on the arrangements it has in place for assessing the training of incident commanders at all levels and their continuing competence, whether by a process of revalidation or otherwise.	Not a specific action for SFRS though to consider evidence arrangements in place that meet this recommendation	SFRS to consider the recommendation with an expectation that HMFSI will undertake a similar process with SFRS Training Function and ensure appropriate evidence available on either meeting the recommendations or demonstrate ongoing work towards meeting the recommendation			1/11/24 - Although no specific action, to confirm SFRS have a robust and well structured process in place at all levels of incident command training acquisition and revalidation/assessment, with no immediate or apparent risk. It also forms part of our Continuous Improvement Programme looking at new technology to support delivery. Currency levels as of 02/2024-25 at: ICL1 - (Crew - Watch Commander)-97% ICL2 - (Station - Group Commander) -96% ICL3 - (Area Commander) -100 % ICL4 - (P&CC - CO)-100%
31 (113.57 Pg 44)	Draft	Recommend that as soon as reasonably practicable the Inspectorate inspect the LFB to examine and report on its arrangements for collecting, storing and distributing information in accordance with section 7(2)(d) of the Fire and Rescue Services Act 2004, and in particular its arrangements for identifying high-risk residential buildings and collecting, storing and distributing information relating to them.	Not a specific recommendation for SFRS though arrangements in place for Operational Intelligence and maintaining/storing of appropriate risk information.	SFRS Preparedness Function to consider the recommendation in line with existing OI, OAV and 912(d) Inspection processes and against any relevant findings of the Thematic Review for Operational Intelligence.			25/10/24 - The SFRS acknowledges the importance of comprehensive, accurate, and accessible operational intelligence to ensure effective and timely responses to incidents. We support the recommendation for the Inspectorate to review the arrangements for collecting, storing, and distributing information on high-risk residential buildings.  The Preparedness Function's Operational Intelligence team is actively working to enhance our information management capabilities, including the development of a Premises Risk Identification Form, which will standardise and strengthen our process for identifying and managing information on high-risk premises. (M Chelani)
32 (113.58 Pg 44) (Rec 34 SG)	Draft	Recommend that the LFB establish effective standing arrangements for collecting, considering and effectively implementing lessons learned from previous incidents, inquests and investigations. Those arrangements should be as simple as possible, flexible and of a kind that will ensure that any appropriate changes in practice or procedure are implemented speedily.	MWG Response: SFRS has in policy, an Operational Assurance Process that underpins the ability to learn lessons and promote continual improvement by the review and sharing of information. This is supported by our Organisational Learning Management Arrangement which sets out the Scottish Fire and Rescue Service (SFRS) arrangements to identify, capture and manage sources of learning and embed any lessons learnt into the SFRS to enhance the safety of SFRS staff. The arrangements in place within SFRS as detailed are documented and have appropriate governance at strategic levels to ensure they are effective in meeting this recommendation.	MWG Action: Consider the outcome of HMFSI Thematic review of Operational Assurance for SFRS.	Linked to Action 65 on this plan		

33 (113.59 Pg 44) (Rec 35 SG)	Draft	Recommend that fire and rescue services that continue to use low power intrinsically safe radios as part of breathing apparatus consider reserving them only for situations in which there is a real risk of igniting flammable gases and generally using radios of higher power, particularly in high-rise buildings.	100 Intrinsically safe radios have been ordered by SFRS. These will be released in 2 phases.  Phase 1: 48 radios spread across CSU and DIM vehicles. 4 on each vehicle. Expected deliver December 24. Phase 2: 52 radios issued across hazmat trained FDO's. These will be available on request.  MWG Response: SFRS have a program in place to phase out the use of analogue radios in the Service, including for use in Breathing Apparatus. A number of intrinsically safe radios will remain in use for appropriate situations and strategically deployed as required. A transition process is in place. Digital Radio roll out is scheduled for September in the East and North Service Delivery Areas with the West following upon receipt of new radios on order.	MWG Action: Monitor roll out and assess effectiveness of implementation.  SFRS Action: As above and to report progress through HRCIG and this plan.			28/10/24 - MC The SFRS position moving forward is that Intrinsically Safe radios will not be utilised by routine BA teams. This includes High Rise response. Propose to close this action
34 (113.60 Pg 44) (Rec 36 SG)	Draft	Recommend that all fire and rescue services give consideration to providing all firefighters with digital radios.	SFRS has completed a full replacement programme of all fire ground radios in service. These all have digital capability. A changeover to digital channel usage is currently in the planning phase.  MWG Response: SFRS are in the process of rolling out digital radios to replace all existing analogue radios as they become available.	MWG Action: As Above			28/10/24 - MC Propose to close this action as detailed within action 33 above.
35 (113.61 Pg 44) (Rec 37 SG)	Draft	Recommend that firefighters be trained to respond appropriately to the loss of communications and to understand how to restore them.	MWG Response: Protocols in place for loss of established communications at incidents and through operations Control.	MWG Action: SFRS to review and consider whether updated protocols should be established and documented/implemented for potential loss of radio communications at incidents.			
36 (113.62 Pg 44) (Rec 38 SG)	Draft	Recommend that basic training on the structure and operation of the water supply system, including the different types of hydrants in use and their functions, be given to all firefighters. Training should also be given on effective measures to increase water flow and pressure when necessary.	MWG Response: SFRS ensure principles of water supply system and water management are embedded within foundation training for firefighters. This is supported through our online LCMS training system.	MWG Action: SFRS to undertake a gap analysis on learning content, particularly around hydrant types as per recommendation.			11/124 - In relation to foundation training there is specific lessons plans linked to hydrants and water supplies from a technical and practical basis, also linked to pump operations as part of the programme of course delivery. A gap analysis has also been undertaken by the Learning and e-development team linked to the Training for Operational Competence content. Further work is also underway to review content specifically in relation to loss of water pressure and where this is covered throughout elements of learning content and if this needs to be further developed/included.
37 (113.63 Pg 45) (Rec 39 SG)	Draft	Recommend that all fire and rescue services establish and periodically review an agreed protocol with the statutory water undertakers in their areas to enable effective communication between them in relation to the supply of water for firefighting purposes.	MWG Response: SFRS have in place established protocols and communications with Scottish Water which can be supplemented at incidents where necessary. Despite arrangements in place, ability to increase flow and pressure in certain areas and incidents is challenging due to age and design of infrastructure.	MWG Action: SFRS will review established protocols to consider if more can be achieved in line with the recommendation.			31/10/24 - SFRS have established a collaborative technical working group with Scottish Water and meet monthly. The TWG has a further three subgroups looking at Vesting, Maintenance/Repairs and ICT/Communications. Within the ICT/Comms group, we are working together to develop a water mains overlay for the Hydrant Mapping System mapping which will provide water main pressures to help identify areas of low pressure across the network and allow local resilience planning at LSO level. (M Cleland)
38 (113.64 Pg 45)	NR	Recommend that the British Standards Institution amend BS 750 to include a description of the circumstances under which the flow coefficient to which it refers in paragraph 10.2 is to be measured.	Action for BSI and SFRS to monitor any change and impact	No further action for SFRS and monitor progression for amendments to British Standard and any implication for SFRS			
39 (113.65 Pg 45) (Rec 41 SG)	NR	Recommend that National Fire Chiefs Council consider whether, and if so in what circumstances, firefighters should be discouraged from departing from their instructions on their own initiative and provide appropriate training in how to respond to a situation of that kind.	Not a specific action for SFRS though continue to monitor.  MWG Response: SFRS adhere to National Operational Guidance that sets out parameters on which firefighters should act upon their brief given and is a fundamental part of managing health and safety at incidents. In certain circumstances Operational Discretion may be used though must be agreed and documented prior to deviating from policy or guidance at incidents by Incident Commanders.	MWG Action: SFRS to consider wider discussion outcomes on this and any change to National Operational Guidance in association with their Health and Safety Function.			
40 (113.67 Pg 45)	NR	The government's powers in sections 5 and 7 of the Act to intervene in response to an emergency are far-reaching but they do not enable it to intervene promptly or decisively when a Category 1 responder is failing to rise to the challenge. We therefore recommend that the Act be reviewed and consideration be given to granting a designated Secretary of State the power to carry out the functions of a Category 1 responder in its place for a limited period of time.	Action for Government				
41 (113.68 Pg 46)	NR	Regulation 23 of the Civil Contingencies Act 2004 (Contingency Planning) Regulations 2005 requires a Category 1 responder to have regard when making its plans to the activities of relevant voluntary organisations, recommend that the regulation be amended to require Category 1 responders to establish and maintain partnerships with the voluntary, community and faith organisations in the areas in which they are responsible for preparing for and responding to emergencies.	Not a specific action for SFRS  Within Scotland the landscape differs with the Ready Scotland and Responding to Emergencies guidance that lays out principles, approach and good practice for Cat 1 and 2 responders. This is underpinned by the resilience structures with the SRP, 3 RRP's and 12LRP's. There are also sub groups that support Care for People and the 3rd Sector.	Not an action for SFRS but to monitor any implications of this recommendation			31/10/24 - SFRS recognises the vital role that voluntary, community, and faith-based organizations play in enhancing community resilience and supporting emergency preparedness and response efforts. We are committed to fostering effective partnerships with these organisations to support a coordinated response to emergencies across Scotland.  SFRS currently attends quarterly voluntary sector resilience partnership meetings, as we believe that effective collaboration with voluntary sector partners is essential in strengthening local resilience frameworks and improving outcomes for communities impacted by emergencies. However, we understand that the proposed amendment to Regulation 23 seeks to formalise and strengthen these partnerships by requiring Category 1 responders to actively establish and maintain ongoing relationships with these organisations as part of their emergency planning responsibilities.  SFRS welcomes this proposed amendment and is supportive of efforts to enhance integration with the voluntary, community, and faith sectors. (M Cleland)
42 (113.69 Pg 46)	NR	The current guidance on preparing for emergencies is contained in several documents, all of which are unduly long and in some respects out of date. We recommend that the guidance be revised, reduced in length and consolidated in one document which lays greater emphasis on the need for those leading the response to consider the requirements for recovery, the need to identify vulnerable people, the importance of identifying and ensuring co-operation with voluntary, community and faith groups and is consistent with the Equality Act 2010. We also recommend that regard for humanitarian considerations be expressly recognised by making it the ninth principle of effective response and recovery.	Action for Government				
43 (113.70 Pg 46)	NR	Although each London borough is a separate Category 1 responder, there are arrangements for promoting resilience across the capital as a whole, in particular through the London Local Authority Gold arrangements. Events demonstrated, however, that there is a need for a clearer understanding of the nature of the London Gold arrangements, in particular in situations in which a single borough is affected. We therefore recommend that the guidance on the operation of those arrangements be revised and that existing and newly appointed chief executives be given regular training to ensure they are familiar with its principles.	Not for SFRS				
44 (113.71 Pg 46)	Draft	Recommend that local resilience forums adopt national standards to ensure effective training, preparation and planning for emergencies and adopt independent auditing schemes to identify deficiencies and secure compliance. We also recommend that a mechanism be introduced for independently verifying the frequency and quality of training provided by local authorities and other Category 1 responders.	Within Scotland the landscape differs with the Ready Scotland and Responding to Emergencies guidance that lays out principles, approach and good practise for Cat 1 and 2 responders. This includes exercise guidance.	Not an action for SFRS but to monitor any implications of this recommendation			31/10/24 - The SFRS supports efforts to elevate the consistency and quality of training, preparation, and planning for emergencies across Scotland. We recognise that adopting national standards, along with independent auditing mechanisms, can significantly enhance the capabilities of local resilience partnerships and Category 1 responders in delivering effective emergency response services.  A meeting was held on 30/10/24 with the Scottish Government to reinstate the National Risk Steering Group. This signals a commitment to fostering coordinated, strategic, and evidence-based approaches to risk management and resilience. SFRS is encouraged by this development and fully supports efforts to improve national oversight and accountability within local resilience frameworks.  SFRS endorses the recommendation for local resilience partnerships to adopt national standards and for implementing independent auditing schemes to ensure thorough training, robust preparation, and effective emergency planning. (M Cleland)
45 (113.73 Pg 47)	NR	Recommend that local authorities train all their employees, including chief executives, to regard resilience as an integral part of their responsibilities.	Not for SFRS				
46 (113.74 Pg 47)	NR	Recommend that all local authorities devise methods of obtaining and recording information of that kind, if possible in electronic form, and practise putting them into operation under a variety of different circumstances.	Not for SFRS				
47 (113.75 Pg 47)	NR	Recommend that all local authorities make such arrangements as are reasonably practicable for enabling them to place people in temporary accommodation at short notice and in ways that meet their personal, religious and cultural requirements. Such arrangements should, as far as possible, involve local providers of social housing.	Not for SFRS				

48 (113.76 Pg 47)	NR	Recommend that all local authorities include in their contingency plans arrangements for providing immediate financial assistance to people affected by an emergency. We also recommend that as part of their planning for emergencies local authorities give detailed consideration to the availability of key workers and the role they are expected to play so that suitable contingency arrangements can be made to ensure, as far as possible, continuity of support.	Not for SFRS			
49 (113.77 Pg 47)	NR	Recommend that as part of their emergency planning local authorities make effective arrangements for continuing communication with those who need assistance using the most suitable technology and a range of languages appropriate to the area.	Not for SFRS			
50 (113.78 Pg 48)	NR	Recommend that all local authorities include in their plans for responding to emergencies arrangements for providing information to the public by whatever combination of modern methods of communication are likely to be most effective for the areas for which they are responsible. In future, to avoid confusion, wasted effort and frustration we also recommend that what in the past has been called by the police a "casualty bureau" be described in a way that makes it clear that it does not provide information to the public about people affected by the emergency.	Not for SFRS			
51 (113.82 Pg 48) (Rec 57 SG)	Draft	We conclude our recommendations by looking back to Phase 1. In the Phase 1 report the chairman recommended that the owner and manager of every high-rise residential building be required by law to prepare personal emergency evacuation plans (PEEPs) for all residents whose ability to evacuate the building without assistance may be compromised (such as persons with reduced mobility or impaired cognition)15 and to include current information about them and their associated PEEPs in a premises information box.  Recommend that further consideration be given to the recommendations made in the Phase 1 report in the light of our findings in this report.	The Cladding Remediation (Scotland) Act 2024 has yet to consider PEEPs and how they may be given effect to, though have confirmed that this will not sit with SFRS as a responsibility but will fully involve SFRS in any developmental discussions.  MWG Response: SFRS were involved in the development of then PAS 79-2 which considered this topic and the challenges presented around PEEPs in HRBs. Legislative challenges in Scotland exist in establishing an owner or responsible person associated with such plans. Whilst Section 11 of Housing (Cladding Remediation) (Scotland) Act 2024 introduces this prospect, the supporting Regulations and guidance remain a topic for discussion in line with a UK wide approach on how this can be achieved and acted upon.			MWG Action: Home Office and NFCC to consider options for implementation alongside recommendation with SG/SFRS considering outcomes to support Cladding Act and general application.
52 (113.83 Pg 48) (Rec 58 SG)	Draft	Recommend that the advice contained in paragraph 79.11 of the LGA Guide be reconsidered.	MWG Response: As Above			MWG Action: As Above
Additional considerations resulting from the report though not specific actions						
53 (113.26 Pg 37)	Draft	Other construction professionals and more senior members of the fire and rescue services need to have a basic understanding of the principles of fire engineering as they apply to the built environment.	SFRS have a dedicated Fire Engineering department that support the FSE teams in areas. They have developed a training package around the principles of Fire Engineering available on LearnPro. This is covered in basic principles within the FSE Modules also, and lay a foundation for an understanding in this subject in senior roles as officers progressing their career.	Integrate the Protection development pathway upon creation into current or dedicated promotion processes within SFRS to retain skills and knowledge at senior levels in SFRS. Liaise with People in ensuring correct skills meet role requirements during appointments and promotion processes and consider the needs of CPD training for senior roles.	Protection Development Pathway	1/11/24 CG - The Development Pathway work will be key in attracting, developing and retaining skills in the organisation though will require dedicated resource in order to progress. Currently unable to progress this work through normal business due to demand upon the function.
54 (113.13 Pg 34)	Draft	One thing that has emerged clearly from our investigations is that in order to ensure the safety of occupants, including any with physical or mental impairments, those who design high-rise buildings need to be aware of the relationship between the rate at which fire is likely to spread through the external walls and the time required to evacuate the building or the relevant parts of it. A stay put strategy in response to a compartment fire will be acceptable only if there is negligible risk of fire escaping into and spreading through the external wall.	This is considered within our FE teams as part of consultation process and appropriate information disseminated as required to Ops. The Single Building Assessment Process to be undertaken in Scotland should specifically consider this also with any findings actioned and shared appropriately.	Raise awareness of recommendation with SFRS Fire Engineers to consider as part of consultation work.		
55 (113.40 Pg 40)	Draft	Our investigations have revealed that some important recommendations affecting fire safety were ignored by the government in the years leading up to the Grenfell Tower fire. Recommendations made by the Select Committee in 1999 were not implemented and the department's response to the recommendations made by the Lakanal House coroner was inadequate. The department had no system for recording recommendations made by public bodies or keeping track of its response to them. That was obviously unsatisfactory.	MWG Response: SFRS has in policy, an Operational Assurance Process that underpins the ability to learn lessons and promote continual improvement by the review and sharing of information. This is supported by our Organisational Learning Management Arrangement which sets out the Scottish Fire and Rescue Service (SFRS) arrangements to identify, capture and manage sources of learning and embed any lessons learnt into the SFRS to enhance the safety of SFRS staff. The arrangements in place within SFRS as detailed are documented and have appropriate governance at strategic levels to ensure they are effective in meeting this recommendation.	Discussion required on the need for a case study Group representative of different Directorates with adequate resource to collate and disseminate lessons learned other than existing OA arrangements.		07/11/2024 - These recommendations (55 and 56) will be considered by the Organisational Learning Group to ensure that case studies and learning is reviewed and recommendations and actions are progressed to ensure lessons are learned. This is consistent with current arrangements and engagement with NOLUG and NFCC groups.
56 (113.49 Pg 42)	Draft	Although the LFB is the country's largest fire and rescue service and is subject to a range of demands not imposed on similar services, it has tended to adopt an insular approach and to be reluctant to learn from others. No doubt some of the criticisms we have made of the LFB could be made of other fire and rescue services, but in any event we think that there is scope for all fire and rescue services to learn from each other's experience and thereby to promote best practice across the board, whether in relation to recruitment, training, organisation or management.	SFRS attend many fora aside other FRS and involved with a significant number of NFCC groups that are able to share and learn from incidents and good practice.	To consider in line with case study recommendation above.		07/11/2024 - These recommendations (55 and 56) will be considered by the Organisational Learning Group to ensure that case studies and learning is reviewed and recommendations and actions are progressed to ensure lessons are learned. This is consistent with current arrangements and engagement with NOLUG and NFCC groups.



Report No: C/SDC/31-24

Agenda Item: 11

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	26 NOVEMBER 2024						
Report Title:	OPERATIONAL ASSURANCE OVERVIEW						
Report Classification:	For Scrutiny	<b>SFRS Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <b><u>Board Standing Order 9</u></b>					
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to provide an update to the Service Delivery Committee on the Operational Assurance (OA) Function for scrutiny.						
<b>2</b>	<b>Background</b>						
2.1	<b>Compare and Contrast</b> In 2018, SFRS established an OA function. The strategy, policies and procedures are aligned to best practice to ensure Operational Learning. In 2022, OA commenced a ' <i>Compare and Contrast</i> ' project. The project was to review the role of OA within the Scottish Fire and Rescue Service (SFRS) against the updated National Fire Chief's Council's (NFCC) 'Good Practice Guide for National Operational Learning (2022)'						
2.2	The purpose of this review was to establish the current SFRS OA position against National good practice, identify any gaps and to make recommendations for improvement.						
2.3	This work specifically looked at 38 position statements taken from The Guide and compared them to the current SFRS position. From these, a total of 21 findings were identified for consideration to progress in SFRS. An OA Improvement Project team progressed the findings and further developed OA within the SFRS.						
2.4	<b>HMFSI OA Audit</b> HMFSI commenced an audit on Operational Assurance in May 2024. The first stage was the desktop analysis and literature review of key documents, followed by inspection team interviews and fieldwork. The audit team are currently analysing the evidence and report writing. Where necessary, the audit team will expand the area of enquiry to address developing themes. The audit team may seek support of sector specific professional advisors in this process. The final stage will commence in January 2024. This will involve consultation with SFRS, report finalisation and publication.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	The Operational Assurance Overview Presentation details the remit of the OA team within SFRS. The primary goal is to ensure there are suitable OA processes in place to provide effective feedback and review of performance at operational incidents and training events to influence future practice, enhance performance and ultimately improve firefighter safety.						



3.2	Operational Assurance objectives are outlined within the Safety and Assurance Strategy 2022 – 2026 and have 5 key themes. <ul style="list-style-type: none"> <li>• Compliance</li> <li>• Culture</li> <li>• Control</li> <li>• Communication and Engagement</li> <li>• Continuous Improvement</li> </ul>
3.3	The workstreams of the Operational Assurance team align with the Plan, Do, Check, Act cycle within safety and the HSG65 Cycle ensuring a thorough review and assurance of operational activity.
3.4	<b>Station/Thematic audit</b>
3.4.1	A measure of station preparedness and analysis of how effectively policies and procedures are being implemented and how standards are being applied at station level.
3.5	<b>Operational Review</b>
3.5.1	Active auditing and monitoring during operational incidents which enables the collection of information on the efficiency and effectiveness of policy and procedures.
3.6	<b>Debriefing</b>
3.6.1	The team, which consists of 6 personnel, will carry out structured debriefs across the country at level 4 incidents and above and will support LSO Areas with Level 2 and 3 incident debriefs.
3.6.2	OA work closely with SMARTEU ensuring a cadre of personnel are qualified in the Tri Service debrief course to support and facilitate multi agency and tri service debriefs.
3.7	<b>NFCC</b>
3.7.1	Action Notes and Information Notes are received from NFCC through the National Operational Learning User Group (NOLUG) representative within OA which provides direction and recommendations which are analysed by the OA team and taken through governance with associated recommendations.
3.8	<b>Frontline Updates</b>
3.8.1	The OA team provide information to personnel across the service through Frontline Updates which detail the learning from significant events, trends.
3.8.2	The application of robust OA Processes and additional learning publications support the concept of SFRS as a learning organisation with a focus on continuous improvement.
3.8.3	The recommendations and learning produced by Operational Assurance goes through various stages of Governance including Service Delivery Area SAIGs, Safety and Assurance Subgroup and Training, Safety and Assurance Board.
<b>4</b>	<b>Recommendation</b>
4.1	The Committee is asked to scrutinise the information presented in the Operational Assurance Overview Presentation.
<b>5</b>	<b>Key Strategic Implications</b>
5.1 5.1.1	Risk to Firefighter Safety if findings are not captured and shared within a reasonable timescale.
5.2 5.2.1	<b>Financial</b> There are no financial implications with the production of this report.

5.3 5.3.1	<b>Environmental &amp; Sustainability</b> There are no environmental implications. This report is circulated electronically.	
5.4 5.4.1	<b>Workforce</b> OA processes will assist in identifying learning which will benefit the whole organisation.	
5.5 5.5.1	<b>Health &amp; Safety</b> There is a risk to firefighter safety within an operational setting if risk information is not shared with personnel. Failure to provide information may result in injury or ill-health of our workforce and those affected by their activities.	
5.6 5.6.1	<b>Health &amp; Wellbeing</b> Risk to Firefighter Health and Wellbeing if learning is not shared and improvements not followed.	
5.7 5.7.1	<b>Training</b> There are no training implications as a result of this report. Training requirements will be approved through other governance routes or captured in Health and Safety Improvement Plans.	
5.8 5.8.1	<b>Timing</b> The performance will be reported through the appropriate governance routes as noted within the Governance Route of Report Section.	
5.9 5.9.1	<b>Performance</b> OA team performance will be enhanced by the improvements. This will support performance in an operational setting through identification of learning. There are also benefits to the time it takes to identify and implement learning.	
5.10 5.10.1	<b>Communications &amp; Engagement</b> No further engagement is required.	
5.11 5.11.1	<b>Legal</b> Failure to monitor and improve the management of Health and Safety could result in non-compliance to Health and Safety legalisation.	
5.12 5.12.1	<b>Information Governance</b> There are no implications that require to be noted for GDPR purposes.	
5.13 5.13.1	<b>Equalities</b> There are no implications to be noted for equality and diversity.	
5.14 5.14.1	<b>Service Delivery</b> Improvements support Service Delivery and should be applied as soon as practicable.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Craig McGoldrick, Director of Training, Safety and Assurance
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/ <b>Reasonable</b> /Limited/Insufficient
7.3	<b>Rationale:</b>	The Operational Assurance Overview Presentation informs members of the operational learning being promoted in SFRS. HMFSI may recommend actions when the HMFSI OA Audit concludes.

<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A: Operational Assurance Overview Presentation	
<b>Prepared by:</b>	Laura McIntyre Group Commander	
<b>Sponsored by:</b>	Jim Holden, Head of Safety and Assurance	
<b>Presented by:</b>	Craig McGoldrick, Assistant Chief Officer, Director of Training, Safety and Assurance	
<b>Links to Strategy and Corporate Values</b>		
<b>Strategic Plan 2022-25</b>		
Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public.		
What we will do. - As an emergency service that is always looking to improve, we will continue to focus on the effective management of risk, and the health, safety and wellbeing of the public and our staff.		
Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be.		
Objective 6.1 Continuing to work in partnership with our representative bodies to ensure the safety and wellbeing of the public and our people.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Service Delivery Committee</i>	<i>26 November 2024</i>	<i>For Scrutiny</i>



# Operational Assurance

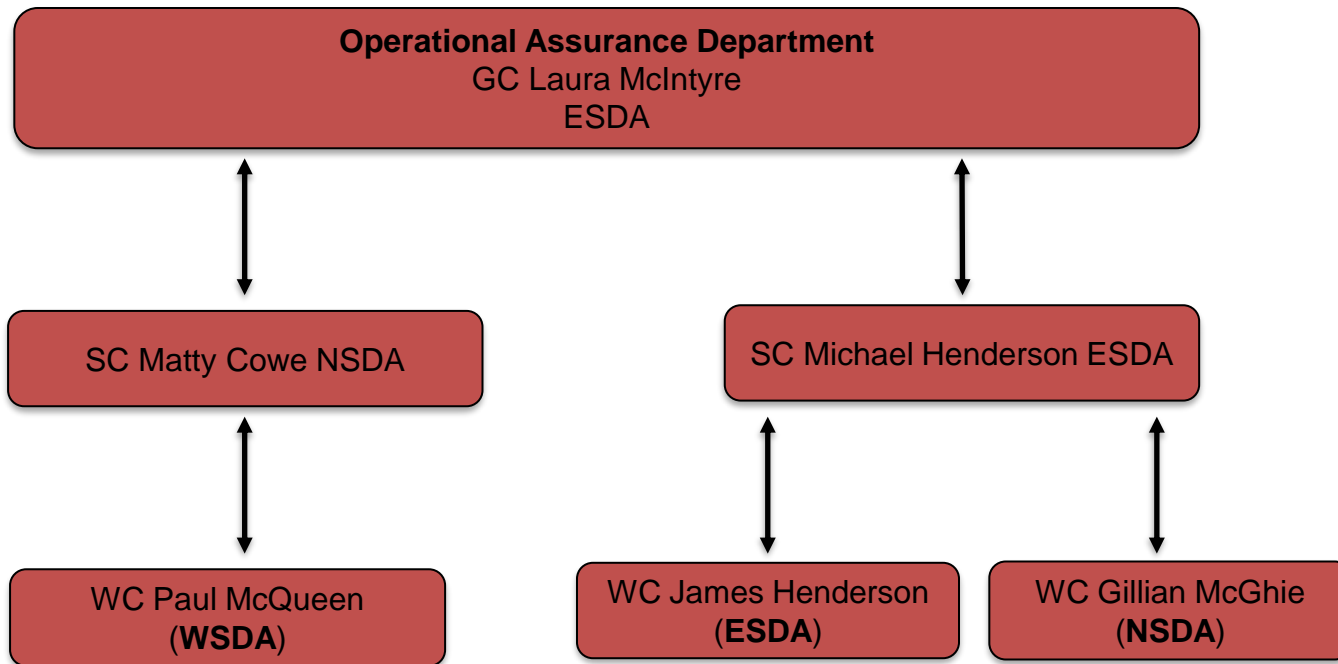


## What does Operational Assurance mean?

*Are we doing what we say we should be doing, if not, then how can this be improved to enhance Firefighter and community safety?*







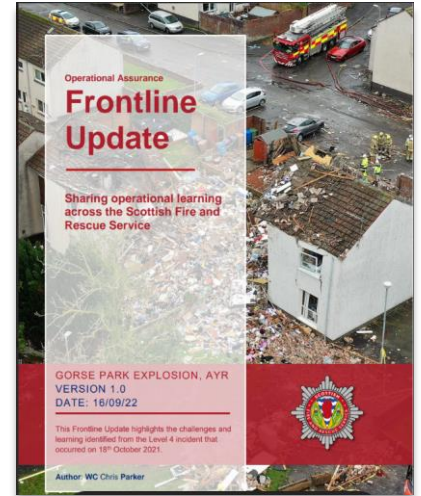




## Safety Management System




**Inputs**



**Outputs**





HSG65 Cycle		SFRS OA Processes
PLAN	<ul style="list-style-type: none"><li>• Policy</li><li>• Planning</li></ul>	<ul style="list-style-type: none"><li>• Supports Policy and Procedure review process</li><li>• Audit &amp; Review Programmes</li></ul>
DO	<ul style="list-style-type: none"><li>• Risk profiling</li><li>• Organising</li><li>• Implementing your plan</li></ul>	<ul style="list-style-type: none"><li>• Data Analysis</li><li>• Reporting</li></ul>
CHECK	<ul style="list-style-type: none"><li>• Measuring performance</li><li>• Investigating accidents, incidents and near misses</li></ul>	<ul style="list-style-type: none"><li>• Station Audit</li><li>• Operational Review</li><li>• OA21 Investigations</li></ul>
ACT	<ul style="list-style-type: none"><li>• Reviewing performance</li><li>• Learning lessons</li></ul>	<ul style="list-style-type: none"><li>• Debriefing</li><li>• Communication Platforms</li></ul>





- Daily Review of Incident Activity
- Partner Agency Monitoring
- Thematic Audits
- OA21 process
- Structured Debriefs
- OARRS
- Frontline Updates
- National Learning
- Business Reports
- HMFSI





## Example

### Outcome of OA processes - PFDs purchased for all Level 2 Flood Response Stations

#### Service Delivery Alerts



Colleagues,

The Scottish Fire and Rescue Service (SFRS) has made a substantial investment in the safety of our flood response personnel by procuring Personal Floatation Devices (PFDs) for all Level 2 Flood Response Stations.

The IONIC Pro Matrix, a high-performance PFD specifically designed for water rescue professionals, has been chosen for its exceptional buoyancy, ergonomic design, and comfort. This innovative equipment will significantly enhance the safety and efficiency of our operations in challenging aquatic environments.

This decision was driven by:

- Our commitment to firefighter safety through innovation,
- Valuable feedback from our frontline personnel during the Operational Assurance process following the devastating floods caused by Storm Babet;
- Collaboration with the National Fire Chiefs Council's Inland Water and Technical Rescue Group (IWTRG);
- Alignment with the Department for Environment, Food, and Rural Affairs (DEFRA) Flood Rescue Concept of Operations; and

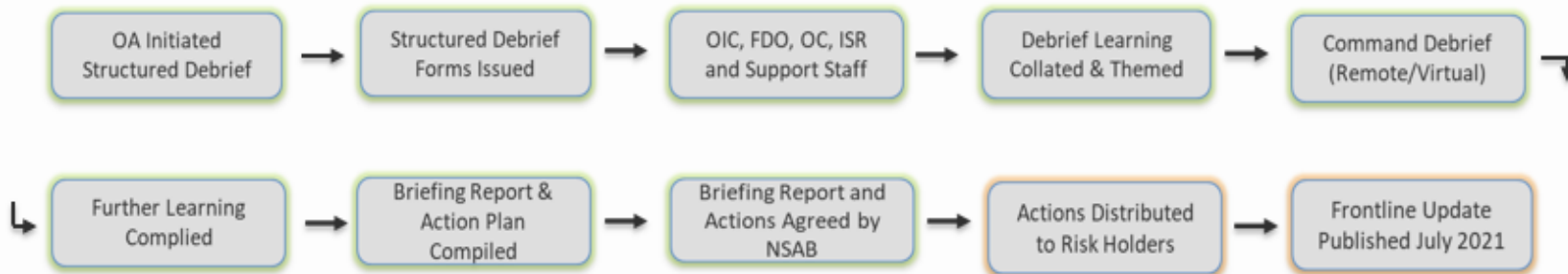




## Stonehaven Rail Incident

On Wednesday 12 August 2020 at 09:47 hours, the SFRS were mobilised to a report of a *Rail Accident/Derailment*.

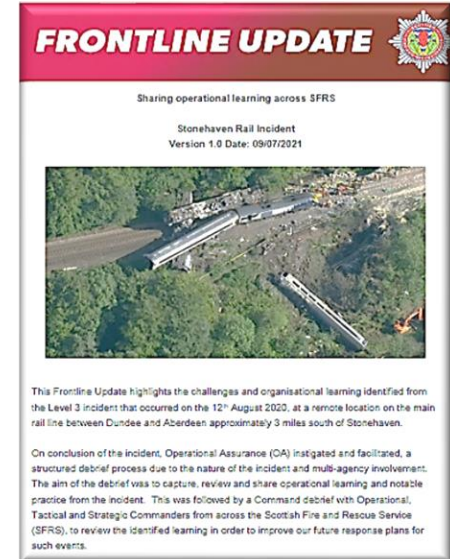
The incident required SFRS resources to be mobilised from the length and breadth of Scotland.





## Learning Outcomes

- USAR Capabilities reviewed including:
  - Size and composition of a USAR Team
  - Provision of USAR Tac-Ads
  - Identification of USAR team leaders.
- Review of the number of heavy rescue operators across Scotland.
- Review the guidance for working on or near railway lines.
- Review the mobilising protocol for the SFRS K9 unit.





## Questions/Discussion





## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/32-34

Agenda Item: 12.1

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	26 NOVEMBER 2024						
Report Title:	RISK UPDATE REPORT – AS AT 05 NOVEMBER 2024						
Report Classification:	For Scrutiny	<b>SFRS Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <b><u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to provide the Service Delivery Committee with an overview of the current risks highlighted by Directorates.						
<b>2</b>	<b>Background</b>						
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. All other Committees will scrutinise risks, pertinent to the business of the Committee, and consider the adequacy of management's response to risk.						
2.3	The Strategic Leadership Teams (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	Executive Boards provide oversight, direction and decision making in relation to aligned Service activity. Each Executive Board will receive a risk report on relevant Directorate risks to ensure appropriate action is being undertaken. Where additional assurance is required, this will be through risk spotlighting.						
2.5	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.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	<b>Risk Overview</b>						
3.1.1	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.	1	1	1		3
Outcome 2	Communities are safer and more resilient as we respond effectively to changing risks.	5	3	2		10
Outcome 3	We value and demonstrate innovation across all areas of our work.			1		1
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	3	6	4		13
Outcome 6	The experience of those who work for SFRS improves as we are the best employer we can be.	2	3	3		8
Outcome 7	Community safety and wellbeing improves as we work effectively with our partners			1		1
		11	14	12		37

3.1.2 Directorates will continue to review the alignment of risk to the Strategic Plan with revisions to be made within future reports to ensure the accuracy of this information.

3.1.3 Risk Registers have been updated to reflect identified common themes 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	1		2
Environmental and Sustainability		1			1
Financial	1	2			3
Health and Safety		1			1
Health and Wellbeing			1		1
Information Governance	1				1
Legal		2	2		4
Performance	1	1			2
Service Delivery	3		3		6
Timing			1		1
Training	2				2
Workforce	3	6	4		13
		11	14	12	37

3.1.4 Risk themes were introduced to identify common areas of risk across Directorates, allowing consideration of the wider controls in place to manage common risk. Work currently being undertaken in relation to Risk Appetite, and agreed appetite categories, will allow this work to be developed further.

3.2 **Service Delivery Committee Aligned Risk**

3.2.1 In relation to the current period Directorates reviewed registers identifying 9 Directorate risks, aligned to all Service Delivery Committee with 4 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?						
		Impact				
		1	2	3	4	5
Probability	1					
	2			1	1	
	3			1	2	1
	4				1	
	5			1	1	

3.2.2 Appendix A to the report provides information on the 4 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](#).

3.2.3 Following the last review one new risks have been identified, reportable to the Service Delivery Committee, over the last quarter. These are included within Appendix A:

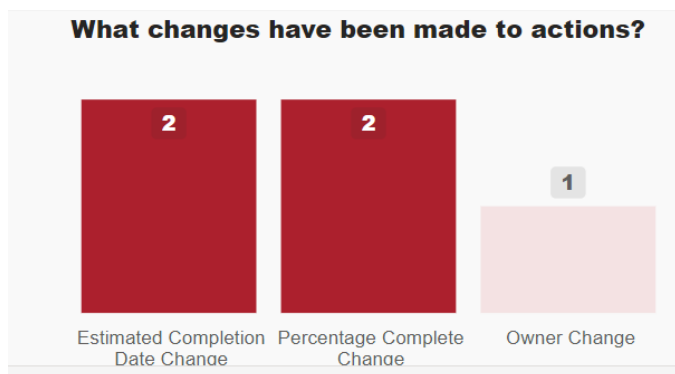


3.2.4

Risk ID	Risk Name	Description
PPP005	Trained, skilled staff and legal/regulatory compliance	There is a risk of insufficient levels of qualified and skilled Fire Engineering resources due to challenges with recruitment, access to qualifications/training requirements, finances and retention of staff, resulting in the potential that the Directorate/SFRS may not be able to deliver against its statutory and organisational responsibilities and demands.

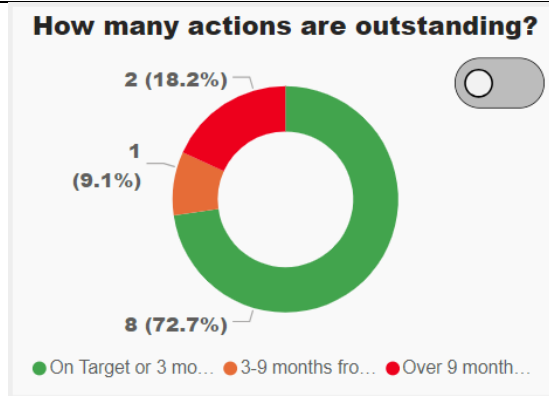
3.3 **Control Actions**

3.3.1 All Directorates are now able to provide monthly updates which will assist in ensuring up to date information is provided within risk reports. Following review, the following changes have been made to control actions:



3.3.2 Without action being taken on progressing identified controls, risks are likely to remain static. Discussions with Directorates will focus on identifying actions required within the current financial year with a RAG status incorporated within reports, aligned to the agreed process for Internal Audit, to identify progress made. This will focus scrutiny on priority areas, allowing responsible officers to provide assurance updates.

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



3.3.3

Information on the 2 control actions now over 9 months from their original due date is attached within Appendix A. These control actions relate to SD001 and are currently being reviewed by Operational Delivery.

Risk ID	Control Action	Control Action Comment
SD001	Procurement and implementation of Vision 5 Disaster Recovery System (for EOC and DOC)	Await antennas being delivered from NEC and installation by ICT prior to testing mobilisation to station end kit. Airwave have rejected the Change Control Notes relating to an Airwave Code of Connection to V5, therefore it is not possible to add Airwave to V5 at present. The Home Office will support the Service moving forward with Airwave but could be a lengthy process in terms of the governance process. Without V5 connection to Airwave, there will be several manual workarounds and loss of AVLS. The work to add WAN to DOC V3 will proceed due to assurances from NEC that they can mitigate any risks. NEC have added Rapid Transit Routes for the ESDA and testing is underway. Work continues with NEC to add enhanced PDAs in the ESDA.
SD001	Support the design, procurement, delivery and implementation of the New Mobilising System (NMS) - Phase 1	NMS Procurement now concluded with contract award to Motorola. NMS Project now moved onto Phase 1 - Planning and Implementation, with initial fact-finding workshops which will work to deliver the initial 'sandpit' environment in early December. Estimated completion date of ICCS implementation will be December 2025 with CAD implementation August to October 2026.

<b>4</b>	<b>Recommendation</b>
4.1	The Service Delivery Committee is asked to scrutinise the information presented within the report.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	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.
5.2	<b>Financial</b>
5.2.1	The report identifies risks from each Directorate with financial implications arising from control decisions to be managed by the relevant Directorate.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	Any implications arising from the report will be managed by the relevant Directorate.
5.4	<b>Workforce</b>
5.4.1	Any implications arising from the report will be managed by the relevant Directorate.

5.5 5.5.1	<b>Health &amp; Safety</b> Any implications arising from the report will be managed by the relevant Directorate.
5.6 5.6.1	<b>Health &amp; Wellbeing</b> Any implications arising from the report will be managed by the relevant Directorate.
5.7 5.7.1	<b>Training</b> Any implications arising from the report will be managed by the relevant Directorate.
5.8 5.8.1	<b>Timing</b> The report is provided to the Audit and Risk Assurance Committee on a quarterly basis.
5.9 5.9.1	<b>Performance</b> The risk report is used to ensure risks are identified and suitably managed by relevant Directorates.
5.10 5.10.1	<b>Communications &amp; Engagement</b> Any implications arising from the report will be managed by the relevant Directorate.
5.11 5.11.1	<b>Legal</b> Any implications arising from the report will be managed by the relevant Directorate.
5.12 5.12.1	<b>Information Governance</b> 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	<b>Equalities</b> 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	<b>Service Delivery</b> Any implications arising from the report will be managed by the relevant Directorate.
<b>6</b>	<b>Core Brief</b>
6.1	Not applicable
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>
7.1	<b>Director:</b> Sarah O'Donnell, Director of Finance and Contractual Services
7.2	<b>Level of Assurance: (Mark as appropriate)</b> <del>Substantial/Reasonable/Limited/Insufficient</del> : There is room for improvement in the identification of the right risks and their associated risk rating, controls and the completion of mitigating actions within identified timescales.
7.2	<b>Rationale:</b> The report is based upon information identified by each Directorate and I have confidence that the information is correctly reported based upon these returns.
<b>8</b>	<b>Appendices/Further Reading</b>
8.1	Appendix A – Significant Risks
<b>Prepared by:</b>	Tracy Shankland, Risk and Insurance Officer
<b>Sponsored by:</b>	Lynne McGeough, Head of Finance and Procurement
<b>Presented by:</b>	Andrew Watt, Deputy Chief Officer

<b>Links to Strategy and Corporate Values</b>		
<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><b>Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</b></p> <ul style="list-style-type: none"> <li>• Objective 5.1: Remaining open and transparent in how we make decisions.</li> <li>• Objective 5.6: Managing major change projects and organisational risks effectively and efficiently.</li> </ul>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Service Delivery Committee</i>	<i>26 November 2024</i>	<i>For Scrutiny</i>

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

Risk ID	Strategic Outcome	Risk Description	Committee Alignment	SLT Risk Owner	Risk Rating	Target	Previous Risk Rating
PPP005	1	There is a risk of insufficient levels of qualified and skilled Fire Engineering resources due to challenges with recruitment, access to qualifications/training requirements, finances and retention of staff, resulting in the potential that the Directorate/SFRS may not be able to deliver against its statutory and organisational responsibilities and demands.	SDC (SDB)	Head of Directorate (DACO)	20	4	20
Controls Actions		Original Due Date	Est' Completion Date	Owner	Comment	Action Status	
Engage with the University of Edinburgh to establish new course in relation to Fire Engineering Degree and forward business case to LPG to secure interim funding for alternative degree course in England.		31/03/2025	31/03/2025	Head of Directorate (DACO)	UK Wide scoping work and engagement undertaken to determine available courses for Fire Engineers. SFRS former provider no longer delivers these courses Tender process undertaken with no response at conclusion. FE currently have 1 vacancy at WC level and 1 at SC level filled temporary (due to lack of skills) and at risk of losing another due to retirement later in 2025. A further engineer may consider promotion or retirement in the coming months leading to a 75% reduction in capacity with only 1 qualified engineer. As an interim, SFRS are looking at options and may have to consider an external contractor to assist with responsibilities should we be unable to attract appropriately skilled staff which would require careful contract due to organisational risk of conflicts of interest. Alternative option would require employment at market value rates approximately 3 times the current contractual pay grade. Nominations identified for consideration on course when secured and extension to current LSO secondment agreed in the interim.	On Target or 3 months from due date	
Form contingency options to mitigate any Service failures to deliver Fire Engineering services through existing staff. Option to be progressed through governance for decision.		31/03/2025	31/03/2025	Head of Directorate (DACO)	SFRS may have to consider an external contractor to assist with responsibilities should we be unable to attract appropriately skilled staff which would require careful contract due to organisational risk of conflicts of interest. Alternative option would require employment at market value rates approximately 3 times the current contractual pay grade. Discussions with People Directorate and Trade Unions is required which will include potential necessary interim options for Fire-Engineering through sub-contracting. This would have significant financial impact due to current market rates of pay, demand currently outweighing supply and impact of the Grenfell Phase 2 report/outcomes and recent implementation of the Cladding Remediation (Scotland) Act.	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
FCS019	2	There is a risk that many of our critical services and systems, which support Operations Control team functions, could fail and be unrecoverable. This is because of the age of both the hardware and software elements involved, much of which is substantially beyond end of life. Vendor or SME support contracts are largely on a best endeavours basis resulting in, for example, the potential of Operations Control being unable to mobilise resources to an incident			SDC (SDB)	Director of Finance and Contractual Services	16	12	16
Controls Actions		Original Due Date	Est' Completion Date	Owner	Comment			Action Status	
Ensure key support contracts are managed in line with contract management arrangements		31/03/2025	31/03/2025	Head of ICT	All relevant support contracts now extended to 31/03/2025.			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
OD001	2	There is a risk of a non-resilient fire control due to insufficient employees and an ineffective fire control structure. Failure to attract, recruit, personnel, high abstraction and sickness levels lead to ineffective workforce planning, as a result, we would be failing to provide a resilient fire control capability.			SDC (SDB)	Director of Operational Delivery	15	6	15
Controls Actions		Original Due Date	Est' Completion Date	Owner	Comment			Action Status	
Develop succession planning strategy for OC		31/03/2025	31/03/2025	Head of Function	Ongoing engagement with Strategic People Partners in respect of recruitment, promotion and targeted development processes in line with Control Action 841, 844.			On Target or 3 months from due date	
Develop and implement and active recruitment strategy		01/08/2024	31/11/2024	Head of Function	Continue to align recruitment with Talent Team with wash up and handover of current campaign scheduled for end of November 2024, where Talent will record the strategy for future OC recruitment. . Outcomes expected w/c 4th November. Training courses start date estimated 20th January 2025. 5 candidates for each OC.			On Target or 3 months from due date	
Review OC structure.		31/03/2025	31/03/2025	Head of Function	Further meetings held with OC management, Strategic People Partner and Representative Bodies on 11 October. Final amendments being applied, with final structure to be presented to SLT via Briefing Paper. Structure discussed at OC Strategy meeting, and it is envisaged there may be further feedback following Branch Meeting held in each OC.			On Target or 3 months from due date	
Explore targeted development of OC Management (Supervisory to Strategic level).		31/05/2024	31/03/2025	Head of Function	Supervisory Development Day held on 5th September 2024- Supervisory Officers from each OC, covering Courageous Conversations, Attendance Management and Professional Behaviours. This was supported by strategic people partners. Feedback being reviewed to inform future sessions.			On Target or 3 months from due date	
Implement OC structure.		31/03/2025	31/03/2025	Head of Function	Further meetings held with OC management, Strategic People Partner and Representative Bodies on 11 October. Final amendments being applied, with final structure to be presented to SLT via Briefing Paper. Structure discussed at OC Strategy meeting, and it is envisaged there may be further feedback following Branch Meeting held in each OC.			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	31/12/2024	Head of Function	Await antennas being delivered from NEC and installation by ICT prior to testing mobilisation to station end kit. Airwave have rejected the Change Control Notes relating to an Airwave Code of Connection to V5, therefore it is not possible to add Airwave to V5 at present. The Home Office will support the Service moving forward with Airwave but could be a lengthy process in terms of the governance process. Without V5 connection to Airwave, there will be several manual workarounds and loss of AVLS. The work to add WAN to DOC V3 will proceed due to assurances from NEC that they can mitigate any risks. NEC have added Rapid Transit Routes for the ESDA and testing is underway. Work continues with NEC to add enhanced PDAs in the ESDA.			Over 9 months from original due date		
Procurement and implementation of DS300 ICCS (for DOC and JOC)		31/03/2024	31/12/2025	Head of Function	DS3000 - system installed at DOC however not configured for end user which may impact the end user / supervisor training courses. JOC hardware installed however requires further configuration with telephony - ICT progressing both issues at DOC and JOC. . Upon completion of training OC will commence a GAP Analysis to define ways of working and roll out training to watches. Once training complete DOC can go live independent of JOC being 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	31/10/2025	Head of Function	NMS Procurement now concluded with contract award to Motorola. NMS Project now moved onto Phase 1 - Planning and Implementation, with initial fact-finding workshops which will work to deliver the initial 'sandpit' environment in early December. Estimated completion date of ICCS implementation will be December 2025 with CAD implementation August to October 2026.			Over 9 months from original due date		



**Service Delivery Committee – 26 November 2024**  
**Risk Spotlight Briefing Note**  
**SD006 – Statutory Duties**

**Submitted by:- Garry Mackay, Head of Operations.**

<p><b>Background: What would cause the risk to materialise / what is the effect likely to be?</b></p>
<p>There is a risk that Operational Delivery is unable to maintain an effective level of capacity and resource within the Directorate because of challenges relating to the recruitment, promotion and retention of staff. This could result in Operational Delivery not meeting its statutory duties under:</p> <ul style="list-style-type: none"> <li>- The Fire (Scotland) Act 2005;</li> <li>- The Fire and Rescue Framework for Scotland 2016;</li> <li>- The Fire (Additional Function) (Scotland) Order 2005; and</li> <li>- Regulation 11 of the Building (Procedure) (Scotland) Act 2004.</li> </ul> <p>A key control measure and organisational function in support of managing this risk is the Central Staffing Team, Central Staffing (CS) are responsible for administering the rostering of all staff conditioned to the 5 Watch Duty System (5WDS), Day Shift Duty System (DSDS) and Flexi Duty Officer (FDO) Duty System.</p> <p>CS maintain provision of operational resilience through the maintenance of appliance availability, utilising spare capacity for non-operational duties in an efficient, fair and equitable manner, with due regard given to employees' work-life balance.</p>
<p><b>Controls and mitigating actions (stating what actions are being taken if the residual/current risk assessment is operating above or below risk appetite).</b></p>
<ul style="list-style-type: none"> <li>- Central Staffing Business rules are a published framework for the management of staffing provision, providing guidance and principles by which the Service supports crewing across Wholetime (WT) stations including Resilience Capabilities, whilst considering a hierarchy to maintain operational appliance availability;</li> <li>- The team will aim to achieve Standard Crewing Levels (100% appliance availability) at all times through the use of on duty personnel including detached duties (DD's) in line with the DD Policy and DD Admin and Management Procedure;</li> <li>- Where Standard Crewing Levels cannot be achieved using DD's, CS will use Out of Pattern Roster Reserve (OPRR), Flexi Payback, Volunteer for Duty (VFD), Pre-Arranged Overtime (PAO) and reduced crewing at multi pump stations (4+4) to maintain Tier 1 of Minimum Crewing Levels.</li> <li>- Tier 1 – Maximum of Four appliances unavailable (2 x West, 1 x East, 1 x North) is optimum, however a further 3 tiered levels are identified where this is unachievable.</li> </ul>
<p><b>External or other factors which might impact on the current risk assessment.</b></p>
<ul style="list-style-type: none"> <li>- Strategic Service Review Programme (SSRP);</li> <li>- McCloud/Sargeant Pension remedy;</li> <li>- Changes to Pension Lump sum provision/taxation; and</li> <li>- External social and economic factors impacting recruitment and retention.</li> </ul>

**SERVICE DELIVERY COMMITTEE – FORWARD PLAN**

Agenda Item 13.1

	<b>STANDING ITEMS</b>	<b>FOR INFORMATION ONLY</b>	<b>FOR SCRUTINY</b>	<b>FOR RECOMMENDATION</b>	<b>FOR DECISION</b>
<b>25 FEBRUARY 2025</b>	<ul style="list-style-type: none"> <li>Chair’s Welcome</li> <li>Apologies for Absence</li> <li>Consideration of and Decision of any Items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes</li> <li>Action Log</li> <li>Review of Actions</li> <li>Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>Update from HMFSI</li> <li>Operational Learning</li> <li></li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>Service Delivery Update (incl NMS/OC Resilience)</li> <li>Service Delivery Performance Reporting: Quarterly Performance Report,</li> <li>HMFSI Action Plan Updates &amp; Closing Reports</li> <li>UFAS</li> <li>Strategic Risk Summary and Committee Aligned Directorate Risks</li> <li>Spotlight Risks: TBC</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>UFAS Response Benefits Realisation</li> <li>Fire Storm Report Update</li> <li>Operational Use of RDI (DF)</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li></li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li></li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>
<b>28 MAY 2025</b>	<ul style="list-style-type: none"> <li>Chair’s Welcome</li> <li>Apologies for Absence</li> <li>Consideration of and Decision of any Items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes</li> <li>Action Log</li> <li>Review of Actions</li> <li>Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>Update from HMFSI</li> <li>Operational Learning</li> <li>Response to FBU Fire Storm Report (<i>May &amp; November only</i>)</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>Service Delivery Update (incl NMS/OC Resilience)</li> <li>Service Delivery Performance Reporting: Quarterly Performance Report,</li> <li>HMFSI Action Plan Updates &amp; Closing Reports</li> <li>UFAS</li> <li>Strategic Risk Summary and Committee Aligned Directorate Risks</li> <li>Spotlight Risks: <i>TBC</i></li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li></li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>Committee Statement of Assurance</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>

## SERVICE DELIVERY COMMITTEE – FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<b>21 AUGUST 2025</b>	<ul style="list-style-type: none"> <li>• Chair’s Welcome</li> <li>• Apologies for Absence</li> <li>• Consideration of and Decision of any Items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Review of Actions</li> <li>• Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>• Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Update from HMFSI</li> <li>• Operational Learning</li> <li>• Clinical Governance Annual Report</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Service Delivery Update (incl NMS/OC Resilience)</li> <li>• Service Delivery Performance Reporting: Quarterly Performance Report,</li> <li>• HMFSI Action Plan Updates &amp; Closing Reports</li> <li>• UFAS</li> <li>• Strategic Risk Summary and Committee Aligned Directorate Risks</li> <li>• Spotlight Risks: <i>TBC</i></li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>
<b>25 NOVEMBER 2025</b>	<ul style="list-style-type: none"> <li>• Chair’s Welcome</li> <li>• Apologies for Absence</li> <li>• Consideration of and Decision of any Items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Review of Actions</li> <li>• Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>• Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Update from HMFSI</li> <li>• Operational Learning</li> <li>• Response to FBU Fire Storm Report (<i>May &amp; November only</i>)</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Service Delivery Update (incl NMS/OC Resilience)</li> <li>• Service Delivery Performance Reporting: Quarterly Performance Report,</li> <li>• HMFSI Action Plan Updates &amp; Closing Reports</li> <li>• UFAS</li> <li>• Strategic Risk Summary and Committee Aligned Directorate Risks</li> <li>• Spotlight Risks: <i>TBC</i></li> <li>• SFRS Complaints and Compliments Annual Report 2024/25</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>



OFFICIAL



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**TUESDAY 26 NOVEMBER 2024**

The following reports were submitted for information only.



Report No: C/SDC/36-24

Agenda Item: N/A FIO

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	26 NOVEMBER 2024							
Report Title:	HOME FIRE SAFETY VISIT AND PREVENTION ACTIVITY							
Report Classification:	For Information Only	<b>SFRS Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <b><u>Board Standing Order 9</u></b>						
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>	<a href="#">G</a>
<b>1</b>	<b>Purpose</b>							
1.1	To provide Service Delivery Committee (SDC) members with an update on the implementation of the revised Home Fire Safety Visit (HFSV).							
1.2	To provide members with additional information about future Prevention performance.							
<b>2</b>	<b>Background</b>							
2.1	Via the <i>Revised Home Fire Safety Visit Implementation Board</i> an Implementation Plan and timeline were created to support the introduction of the revised visit. This details progress on all elements required, with a 'go live' date of January 2025.							
2.2	The revised timeline was shared with members of this Committee, along with Change Portfolio Investment Group (CPIG) and Service Delivery Board (SDB), with an agreement to provide an update on progress post the pilot which ran over the summer.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	<b>HFSV Update</b> - The following provides an update on the key elements of the project.							
3.2	<b>HFSV Application and ICT</b>							
3.2.1	Work is ongoing to finalise the HFSV Application which will facilitate the scheduling, recording and monitoring of HFSVs. Dedicated resource has been allocated until November 2024, with reduced support leading up to the go-live date.							
3.2.2	Key ICT updates: <ul style="list-style-type: none"> <li>The Application has been upgraded to the most current version of Angular (the platform which supports the system).</li> <li>Work is ongoing to include the recording of detectors which will be complete by the end of October. This will allow staff to record detectors fitted during the visit on the system without the need to use a separate method of recording (as per current practice).</li> <li>ICT colleagues are working through the outstanding Change Requests and Bugs in time for launch to ensure the system is complete and working as per requirements</li> <li>A procurement exercise has been undertaken to identify an external company who will undertake Security Testing. This is scheduled for the week beginning 11 November. Issues identified may require remedial actions from ICT. This is the main</li> </ul>							

	<p>factor which may impact the go-live date should a major security concern be identified.</p> <ul style="list-style-type: none"> <li>• The Prevention Function is working with Local Senior Officer (LSO) Areas to identify any hardware requirements to facilitate delivery (tablets) and ICT to procure said items.</li> <li>• Work is required to incorporate the new Gazetteer into the system.</li> <li>• A set of reporting requirements for the new HFSV system have been identified. The BI team are in the process of scheduling this piece of work and it is anticipated that this will be completed by January 2025.</li> </ul>
3.3	<b>Pilot:</b>
3.3.1	A short pilot ran between July and August involving select Community Action Team members and crews. The main purpose of the pilot was to test the ICT but included all aspects of the project to date.
3.3.2	Early on, the pilot identified some issues with tablets which will be used to deliver visits. This is now resolved. There were also some key lessons identified in relation to signing up partners to the Data Sharing Framework and gaining access to the HFSV Application. Whilst the associated delays impacted on the ability to deliver a high volume of visits (15 delivered in total), the learnings from the pilot will support the Service-wide roll out.
3.3.3	Feedback from staff and householders over the content of the visit was positive. There were comments to review the language suggested for questions (alcohol and water shut-off) which are being reviewed.
3.3.4	It is important to note the content of the visit was part of the initial pilot carried out in 2022; therefore wider feedback was captured at this point in the project.
3.4	<b>Scottish Fire and Rescue Service (SFRS) Training and Engagement:</b>
3.4.1	Two modules have been developed for SFRS staff which are being delivered as part of Q3, Training for Operational Competence (TfoC). The first module focuses on the policy and procedure and highlights changes to the current HFSV programme. The second module provides details on the HFSV Application.
3.4.2	To support staff familiarisation with the HFSV Application, a training environment will be available which mirrors the full application that will be used moving forward.
3.4.3	Presentations on the HFSV programme have been delivered to the three SDA Management Teams and to LSO Prevention, Protection and Preparedness (PPP) Managers. The Prevention Function have also delivered / scheduled presentations to individual LSO Teams.
3.4.4	Training and awareness sessions have been scheduled for Community Action Team members to provide more in-depth information (in addition to the TfoC modules), particularly in relation to partner engagement and sign-up. Training is also being delivered to members of Corporate Admin who will support the management of any telephone referrals (public and partner).
3.5	<b>Partner Engagement and Training:</b>
3.5.1	All partners (including those who currently refer to SFRS for HFSVs) are required to sign up to a new Data Sharing Framework to ensure all parties are compliant with GDPR. The pilot highlighted this may take some time due to organisations identifying the relevant staff member for sign-off and / or consultation with their Information Governance team.
3.5.2	Lists of all partners have been collated in liaison with each LSO Area. The Prevention Function have reviewed to reduce potential duplication and initial contact with partners commenced the week beginning 23 September.

3.5.3	To support partner engagement a Partner Guide has been produced along with training resources which are held on the LearnPro Communities site. This includes Risk Recognition training for their staff members. The Safety House at SFRS HQ can also be utilised for partner training.
3.6	<b>Policy, Procedure and Documentation:</b>
3.6.1	A revised HFSV Policy, Procedure and Guidance have been finalised following the pilot and near completion of the HFSV Application. This has been circulated for consultation (week beginning 23/09) and any further changes will be incorporated prior to the January launch.
3.7	<b>Comms:</b>
3.7.1	Text has been produced for the SFRS website which will reflect the changes to HFSVs. This will be updated to coincide with the introduction of the HFSV.
3.7.2	Work has been initiated to commission a video that will outline the purpose and benefits of a HFSV. This will be utilised in several ways to promote HFSVs to partners and public via social media, SFRS website and training resources.
3.7.3	A Home Safety Guide has been produced in-house which will be left with householders. This provides key fire safety information as well as information from partners which SFRS can sign-post to. This Guide can also be sent to individuals who are not eligible for a visit to ensure SFRS are providing advice and guidance.
3.8	<b>Future Prevention Activity</b>
3.8.1	It is acknowledged the HFSVs are only one element of the wide-ranging prevention activities delivered by SFRS. Over forthcoming months, work will be undertaken to discuss and identify the future vision for Prevention for SFRS. This coincides with the work being undertaken as part of SSRP.
3.8.2	Work has commenced between ICT and PPP Directorate to replace the “Activities” module. This will support staff to easily report and monitor prevention activities across the country. Reporting tools will assist LSO and Directorate staff to better understand and evaluate what is being delivered, whether this be by specific staffing groups, particular high-level themes e.g. road safety, home safety, water safety, or involving specific groups e.g. primary school, over 65s, partner organisations etc. Through the capture of accurate information, this will assist with wider performance management and can supplement HFSV data to understand the impact of prevention work across communities.
3.8.3	LSO Areas have been provided with Prevention targets and expectations. This includes the development of a local Prevention Plan which should set out priorities for the local Area and provide guidance for staff.
3.8.4	The PPP Directorate have recently introduced a Quality Assurance process to ensure LSO Areas are fulfilling statutory duties in relation to safeguarding. This process is intended to identify good practice, as well as address areas where the Directorate can provide support and guidance to ensure quality and consistency. It is envisaged a similar approach could be taken to wider prevention activity across the Service.
3.8.5	Prevention needs to be embedded into all SFRS activity, whether it be the building of new stations to consider requirements of communities or facilities to run youth engagement course, the way we recruit and train staff so they understand the key part or prevention in their daily role, or ensuring staff have the appropriate training and equipment to engage with our communities and understand the ever changing risks and challenges. Therefore, all Directorates should be involved in the shaping the Prevention Vision and Strategy, as well as considering how this is embedded into their individual strategic documents.

<b>4</b>	<b>Recommendation</b>
4.1	Board members are requested to review the content of the document for their information.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	Due to the tight timeline, if there are any delays to any part of the project or unforeseen issues, this may have an implication for the “go-live” date. The HFSV Implementation Board will however ensure scrutiny over delivery to mitigate any such risks.
5.2	<b>Financial</b>
5.2.1	There are no requirements for additional finances.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	Not applicable
5.4	<b>Workforce</b>
5.4.1	HFSVs will be carried out by front-line operational staff and Community Action Team (CAT) members.
5.5	<b>Health &amp; Safety</b>
5.5.1	H&S considerations are already in place for HFSV related activity. Any amendments will be added to existing documentation.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	Not applicable
5.7	<b>Training</b>
5.7.1	Training will be delivered in Q3 via LCMS modules and supporting online sessions.
5.8	<b>Timing</b>
5.8.1	The revised HFSV is due to launch in January 2025.
5.9	<b>Performance</b>
5.9.1	Reporting tools will be included in the HFSV Application that will link to Power BI allowing for detailed reporting on performance.
5.10	<b>Communications &amp; Engagement</b>
5.10.1	Comms are supporting the project and have several elements included in the detailed Implementation Plan to support effective roll-out and development of supporting materials.
5.11	<b>Legal</b>
5.11.1	Legal Services have been part of working groups as part of the SAW project and continue to provide advice and guidance to specific questions as they arise.
5.12	<b>Information Governance</b>
5.12.1	DPIA completed <b>Yes/No</b> . If not applicable state reasons.
5.13	<b>Equalities</b>
5.13.1	EHRIA completed <b>Yes/No</b> . If not applicable state reasons.
5.14	<b>Service Delivery</b>
5.14.1	Station personnel and CAT will be involved in the delivery of HFSVs.

<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Jon Henderson, Director of Prevention, Protection and Preparedness,
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	<del>Substantial/Reasonable/Limited/Insufficient</del>
7.3	<b>Rationale:</b>	A preventative measure.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	None.	
<b>Prepared by:</b>		Cathy Barlow, Deputy Head of Prevention, Protection and Preparedness
<b>Sponsored by:</b>		Andy Watt, Deputy Chief Officer
<b>Presented by:</b>		Jon Henderson, Assistant Chief Officer, Director of Prevention, Protection and Preparedness
<b>Links to Strategy and Corporate Values</b>		
<p>Strategic Outcome One: Community Safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.</p> <p>Strategic Outcome Two: Communities are safer and more resilient as we respond effectively to changing risks.</p> <p>Strategic Outcome Three: We value and demonstrate innovation across all areas of our work.</p>		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Service Delivery Board</i>		<i>09 October 2024</i>
<i>Service Delivery Committee</i>		<i>26 November 2024</i>
		<b>Report Classification/ Comments</b>
		<i>For information</i>
		<i>For Information</i>





Report No: C/SDC/35-24

Agenda Item: N/A FIO

<b>Report to:</b>	<b>SERVICE DELIVERY COMMITTEE</b>						
<b>Meeting Date:</b>	<b>26 NOVEMBER 2024</b>						
<b>Report Title:</b>	<b>SFRS COMPLAINTS ANNUAL REPORT 2023/24</b>						
<b>Report Classification:</b>	<b>For Information Only</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u><a href="#">A</a></u>	<u><a href="#">B</a></u>	<u><a href="#">C</a></u>	<u><a href="#">D</a></u>	<u><a href="#">E</a></u>	<u><a href="#">F</a></u>
<b>1</b>	<b>Purpose</b>						
1.1	To provide the Service Delivery Committee (SDC) with the Complaints Annual Report 2023/24.						
<b>2</b>	<b>Background</b>						
2.1	The Scottish Public Services Ombudsman (SPSO) Act 2002 provides the legislative basis for SPSO to publish the Model Complaints Handling Procedures (MCHP) for bodies under the SPSO's jurisdiction.						
2.2	The MCHP requires organisations to report on and publish complaints performance information in line with complaints performance indicators published by the SPSO.						
2.3	Deadlines for publishing annual complaints performance reports for Local Authorities, Registered Social Landlords, Scottish Government, Scottish Parliament and Associated Public Bodies, is the end of October each year.						
2.4	This report provides a summary of the annual report for 2023/24.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	There are four mandatory quantitative KPIs and it is a minimum requirement for all organisations to report against these mandatory KPIs in their annual complaints performance report.						
3.2	Below is some of the key statistical data for 2023/24:						
	<b>Period</b>	<b>Total No Complaints Received</b>	<b>Change from previous year</b>				
	2023/24	157	+6				
	2022/23	151	-42				
	2021/22	193	+26				
	2020/21	167	+41				
	2019/20	126	+26				
	2018/19	109	N/A				
3.3	Complaints can be dealt with either at the frontline resolution stage (Stage 1), for issues that are straightforward and simple, requiring little or no investigation, or the investigation stage (Stage 2), where the customer is dissatisfied with the Stage 1 response or refuses to engage						

with attempts to handle the complaint at Stage 1 or it is clear that the complaint requires investigation from the outset.

3.4 The majority of SFRS complaints (67%) are dealt with at Stage 1. This is an increase of 10% from last year.

3.5

Days to Respond				
Year	Response in 1-5 days (Stage 1)	Response in 6-20 days (Stage 2)	Response in 20+days (Extension)	Total
2023/24	105	46	6	157

3.6

Complaints by average number of days to respond	SFRS (days)
Response in 1-5 days (Stage 1)	3
Response in 6-20 days (Stage 2)	13
Response in 20+days	28

3.7 There are a number of different outcomes to formal complaints: resolved; upheld; partially upheld; not upheld; withdrawn or Resolved by Explanation or Apology. The majority of complaints received by SFRS continue to be not upheld, either at Stage 1 or 2 or resolved by explanation/apology.

3.8

Outcome of Complaint	Number	%
Resolved – Explanation	10	6.4%
Resolved – Apology	5	3.2%
Resolved – Discipline	1	0.6%
Resolved – No case to answer	14	8.9%
Resolved – Note to file	2	1.3%
Resolved – Recommendations Given	9	5.7%
Not Upheld	67	42.7%
Partially Upheld	3	1.9%
Upheld	31	19.8%
No Response from Complainant	11	7.0%
Withdrawn	2	1.3%
Claim	1	0.6%
Awaiting Outcome	1	0.6%
<b>Total</b>	<b>157</b>	<b>100%</b>

3.9 A full breakdown of statistics is available on the attached Appendices including by:

- Quarter
- Outcome (number and percentage)
- Categories/sub categories
- Complaints made by
- Service Delivery Area
- LSO/Department
- Responded in number of days and percentage

3.10 Where a complaint is upheld in whole or part, a suitable apology can be made to the customer and actions taken, wherever possible, to address their concerns and/or improve service provision.

3.11 Where complaints identify issues of persistent service failure, these should be addressed by the Information Governance Group (IGG). Analysis of complaints data is reviewed quarterly by IGG and embedded in change and improvement processes.

3.12	At the conclusion of Stage 2, customers are referred to the SPSO, should they remain unhappy. The SPSO may decide to investigate the complaint and this is considered the third, and final, stage of the complaint’s journey. Where the SPSO make a decision on a complaint, it cannot be investigated again by SFRS.																																																																													
3.13	SFRS had one case referred to the SPSO in 2023/24 which found in SFRS favour with recommendations advised regarding response content.																																																																													
3.14	Complaints can be made in a variety of ways: in person, by telephone, using a paper form or increasingly, online using a bespoke complaints form. More than 87% of complaints were made online in 2023/24, via our website or by email. While complaints made via social media channels are noted by the Communications Team, customers are always signposted to the online complaints procedure, should they wish their complaint to be progressed formally. This process is embedded in the revised Complaints Handling Policy.																																																																													
3.15	The overall number of complaints received has risen from 151 in 2022/23 to 157 in 2023/24.																																																																													
	<table border="1"> <thead> <tr> <th>Outcome</th> <th>2018/19</th> <th>2019/20</th> <th>2020/21</th> <th>2021/22</th> <th>2022/23</th> <th>2023/24</th> </tr> </thead> <tbody> <tr> <td><b>Resolved</b></td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>41</td> </tr> <tr> <td><b>Not upheld</b></td> <td>48</td> <td>68</td> <td>90</td> <td>102</td> <td>81</td> <td>67</td> </tr> <tr> <td><b>Partially upheld</b></td> <td>10</td> <td>12</td> <td>14</td> <td>8</td> <td>15</td> <td>3</td> </tr> <tr> <td><b>Upheld</b></td> <td>22</td> <td>25</td> <td>45</td> <td>69</td> <td>29</td> <td>31</td> </tr> <tr> <td><b>Internal Procedures</b></td> <td>19</td> <td>13</td> <td>16</td> <td>9</td> <td>15</td> <td>N/A</td> </tr> <tr> <td><b>No response</b></td> <td>10</td> <td>7</td> <td>0</td> <td>3</td> <td>8</td> <td>11</td> </tr> <tr> <td><b>Withdrawn</b></td> <td>0</td> <td>1</td> <td>2</td> <td>1</td> <td>0</td> <td>2</td> </tr> <tr> <td><b>Awaiting outcome</b></td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>1</td> </tr> <tr> <td><b>Claim</b></td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>1</td> <td>3</td> <td>1</td> </tr> <tr> <td><b>Total</b></td> <td><b>109</b></td> <td><b>126</b></td> <td><b>167</b></td> <td><b>193</b></td> <td><b>151</b></td> <td><b>157</b></td> </tr> </tbody> </table>	Outcome	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	<b>Resolved</b>	N/A	N/A	N/A	N/A	N/A	41	<b>Not upheld</b>	48	68	90	102	81	67	<b>Partially upheld</b>	10	12	14	8	15	3	<b>Upheld</b>	22	25	45	69	29	31	<b>Internal Procedures</b>	19	13	16	9	15	N/A	<b>No response</b>	10	7	0	3	8	11	<b>Withdrawn</b>	0	1	2	1	0	2	<b>Awaiting outcome</b>	0	0	0	0	0	1	<b>Claim</b>	N/A	N/A	N/A	1	3	1	<b>Total</b>	<b>109</b>	<b>126</b>	<b>167</b>	<b>193</b>	<b>151</b>	<b>157</b>
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3.16	A new category “resolved” was introduced by the SPSO last year, where a complaint is resolved when both SFRS and the customer agree what action (if any) will be taken to provide full and final resolution for the customer, without making a decision about whether the complaint is upheld or not upheld. Information Governance intend to break this category down into further detail for next years report eg how was the complaint resolved.																																																																													
3.17	In total SFRS had 41 of these cases during 2023/24 and these were added to our report dashboards which were being redeveloped.																																																																													
3.18	In 2022/23 we re-categorized the complaints which were previously recorded as under internal investigation, and they are now included in the final outcome of any investigation. This has involved working closely with investigating officers and HRA Business Partners to ascertain the outcome on conclusion of any investigation.																																																																													
3.19	Most complaints opened during 2023/24 were closed in the same period, reflecting successful complaints handling.																																																																													
3.20	Performance at Stage 1 is 3 days on average for complaints to be closed. This is below the national performance target of 5 days.																																																																													
3.21	Performance at Stage 2 is 13 days on average for complaints to be closed. This is below the national performance target of 20 days.																																																																													
3.22	<p><b>Key themes of Complaints</b></p> <p>The majority of complaints received were recorded against Service Delivery, Off Duty Conduct, Driving and On Duty Conduct.</p>																																																																													

3.23 In previous years we did not have the ability to establish a final outcome of a complaint which was progressed via our Internal Procedures but for 2023/24 this is now available in the dashboard.

**Internal Procedure complaints by Outcome**

Outcome	Number
Resolved No Case to Answer	13
Resolved Recommendations Given	9
Resolved Note to File	2
Awaiting Outcome	1
Resolved - No Case to Answer	1
Resolved Discipline	1
<b>Total</b>	<b>27</b>

3.24 Service Delivery  
The total number of Service Delivery complaints during 2023/24 was 66, a slight decrease from 70 last year. Specifically, 37 were not upheld, 14 resolved, 2 with no response from the complainant and 13 upheld.

3.25 This compares to 70 received in 2022/23 with 43 not upheld, 7 partially upheld, 3 with no response from complainant and 14 upheld and 3 passed to Claims (no outcome yet).

3.26 The trend over the last three years shows overall numbers decreasing. Specific areas are detailed below:

Complaints by SDA

LSO Area/Dept	2021-22	2022-23	2023-24	2024-25	Total
SFRS	13	7	11	2	33
Glasgow City	12	4	5	3	24
Stirling, Clackmannanshire and Fife	4	8	9	2	23
City of Edinburgh	9	2	7	3	21
Dundee, Angus, Perth and Kinross	5	10	4	2	21
Highlands	6	7	4	2	19
Lanarkshire	8	5	4	1	18
Aberdeen City, Aberdeenshire and Moray	5	2	6	2	15
East Ayrshire, North Ayrshire and South Ayrshire	4	5	5	1	15
Midlothian, East Lothian and the Scottish Borders	1	7	3		11
East Renfrewshire, Renfrewshire and Inverclyde	2	4	3	1	10
Argyll and Bute, East Dunbartonshire and West Dunbartonshire	2	3	1	2	8
Falkirk and West Lothian	3	3	1		7
P&P	4	1			5
Control	1	1	2		4
Dumfries and Galloway	3	1			4
POD	1		1		2
<b>Total</b>	<b>83</b>	<b>70</b>	<b>66</b>	<b>21</b>	<b>240</b>

3.27 Off Duty Conduct  
Off duty conduct (attitude/behaviour) had a total of 34 complaints which is an increase on last year's figure of 21. However, sub totals for 2023/24 show that the majority were either not upheld or resolved. Specifically, not upheld 13, resolved 15, withdrawn 1, no response from complainant 2, 1 still awaiting outcome of internal procedures and only 2 upheld.

3.28 This compares to a total of 21 complaints received in 2022/23, of which 11 were not upheld, 9 dealt with under internal investigation and 1 had no response from the complainant.

Complaints by SDA

LSO Area/Dept	2021-22	2022-23	2023-24	2024-25	Total
SFRS	13	7	11	2	33
Glasgow City	12	4	5	3	24
Stirling, Clackmannanshire and Fife	4	8	9	2	23
City of Edinburgh	9	2	7	3	21
Dundee, Angus, Perth and Kinross	5	10	4	2	21
Highlands	6	7	4	2	19
Lanarkshire	8	5	4	1	18
Aberdeen City, Aberdeenshire and Moray	5	2	6	2	15
East Ayrshire, North Ayrshire and South Ayrshire	4	5	5	1	15
Midlothian, East Lothian and the Scottish Borders	1	7	3		11
East Renfrewshire, Renfrewshire and Inverclyde	2	4	3	1	10
Argyll and Bute, East Dunbartonshire and West Dunbartonshire	2	3	1	2	8
Falkirk and West Lothian	3	3	1		7
P&P	4	1			5
Control	1	1	2		4
Dumfries and Galloway	3	1			4
POD	1		1		2
<b>Total</b>	<b>83</b>	<b>70</b>	<b>66</b>	<b>21</b>	<b>240</b>

3.29

Driving

Driving had a total of 25 complaints during 2023/24 which is the same number as the previous year. Sub totals show that the majority were either not upheld or resolved, specifically 7 not upheld, 4 resolved, 4 no response, 1 partially upheld and 8 upheld and 1 claim.

3.30

This compares to 2022/23, of which 13 were not upheld, 7 were upheld, 2 partially upheld, 1 passed to internal investigation and 2 had no response from the complainant.

Complaints by SDA

LSO Area/Dept	2021-22	2022-23	2023-24	2024-25	Total
SFRS	13	7	11	2	33
Glasgow City	12	4	5	3	24
Stirling, Clackmannanshire and Fife	4	8	9	2	23
City of Edinburgh	9	2	7	3	21
Dundee, Angus, Perth and Kinross	5	10	4	2	21
Highlands	6	7	4	2	19
Lanarkshire	8	5	4	1	18
Aberdeen City, Aberdeenshire and Moray	5	2	6	2	15
East Ayrshire, North Ayrshire and South Ayrshire	4	5	5	1	15
Midlothian, East Lothian and the Scottish Borders	1	7	3		11
East Renfrewshire, Renfrewshire and Inverclyde	2	4	3	1	10
Argyll and Bute, East Dunbartonshire and West Dunbartonshire	2	3	1	2	8
Falkirk and West Lothian	3	3	1		7
P&P	4	1			5
Control	1	1	2		4
Dumfries and Galloway	3	1			4
POD	1		1		2
<b>Total</b>	<b>83</b>	<b>70</b>	<b>66</b>	<b>21</b>	<b>240</b>

3.31

As part of all driving courses, the evaluation of driver attitudes and behaviours is integrated into the overall assessment process to ensure candidates meet the required standards. Training, Safety, and Assurance (TSA) have emphasized that instructors should focus particularly on the training provided to candidates before any practical driving begins. It is crucial that the pre-course study packs, which include the highway code and cover road traffic signs and issues related to parking complaints, are thoroughly completed. These elements will be evaluated through Q&A sessions before practical training commences.

3.32

Additionally, LSO-based Training Station Commanders have been alerted to concerns regarding On Call staff responding to pagers. It is essential that local management teams at

RDS stations reinforce the importance of adhering to road traffic regulations when pagers are activated.

3.33 All complaints are taken with the utmost importance and are investigated thoroughly, with full transparency to ensure any issues are noted and rectified without hesitation. This commitment to addressing complaints ensures continuous improvement in driver training and safety standards.

3.34 Quarterly statistics are submitted to TSA to facilitate the monitoring of driving issues and support ongoing efforts to reduce the number of complaints. Emphasizing the importance of education in addressing driver training complaints is vital to this process."

3.35 **On Duty Conduct**  
On duty conduct (attitude/behaviour) had a total of 16 complaints which is a decrease on last year's figure of 20. Sub totals for 2023/24 are: not upheld 3, 8 resolved, 1 had no response from complainant, 3 upheld and 1 partially upheld.

3.36 This compares to a total of 20 complaints received in 2022/23, of which 8 were not upheld, 2 dealt with under internal investigation, 2 had no response from the complainant, 5 were upheld and 3 were partially upheld

Complaints by SDA

LSO Area/Dept	2021-22	2022-23	2023-24	2024-25	Total
SFRS	13	7	11	2	33
Glasgow City	12	4	5	3	24
Stirling, Clackmannanshire and Fife	4	8	9	2	23
City of Edinburgh	9	2	7	3	21
Dundee, Angus, Perth and Kinross	5	10	4	2	21
Highlands	6	7	4	2	19
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Aberdeen City, Aberdeenshire and Moray	5	2	6	2	15
East Ayrshire, North Ayrshire and South Ayrshire	4	5	5	1	15
Midlothian, East Lothian and the Scottish Borders	1	7	3		11
East Renfrewshire, Renfrewshire and Inverclyde	2	4	3	1	10
Argyll and Bute, East Dunbartonshire and West Dunbartonshire	2	3	1	2	8
Falkirk and West Lothian	3	3	1		7
P&P	4	1			5
Control	1	1	2		4
Dumfries and Galloway	3	1			4
POD	1		1		2
<b>Total</b>	<b>83</b>	<b>70</b>	<b>66</b>	<b>21</b>	<b>240</b>

3.37 **Benchmarking**  
Being a national service of our size makes it difficult to benchmark against similar organisations as there isn't one which covers the same geographical area, same numbers in staffing, or same issues which are complained about. However, it should be noted that the overall number of complaints received as an organisation of our size are significantly low.

3.38 We have contacted some of the larger Fire and Rescue Services throughout the UK to ask for their complaints statistics however have had little response as they do not have the same requirement to publish annually on their website as we do under SPSO guidelines. We have also contacted Fire and Emergency New Zealand (FENZ), who we have been benchmarking with in other areas of the service to try and compare statistics and processes. This work is ongoing.



3.39	<table border="1"> <thead> <tr> <th data-bbox="279 185 606 253">Organisation</th> <th data-bbox="606 185 858 253">Year</th> <th data-bbox="858 185 1155 253">Number</th> <th data-bbox="1155 185 1460 253">Increase/Decrease</th> </tr> </thead> <tbody> <tr> <td data-bbox="279 253 606 394" rowspan="3">London Fire Brigade</td> <td data-bbox="606 253 858 293">2023-24</td> <td data-bbox="858 253 1155 293">115</td> <td data-bbox="1155 253 1460 293">+8</td> </tr> <tr> <td data-bbox="606 293 858 333">2022-23</td> <td data-bbox="858 293 1155 333">107</td> <td data-bbox="1155 293 1460 333">+9</td> </tr> <tr> <td data-bbox="606 333 858 394">2021-22</td> <td data-bbox="858 333 1155 394">98</td> <td data-bbox="1155 333 1460 394"></td> </tr> <tr> <td data-bbox="279 394 606 535" rowspan="4">Police Scotland</td> <td data-bbox="606 394 858 434">2023-24</td> <td data-bbox="858 394 1155 434">Not published</td> <td data-bbox="1155 394 1460 434"></td> </tr> <tr> <td data-bbox="606 434 858 474">2022-23</td> <td data-bbox="858 434 1155 474">6,621</td> <td data-bbox="1155 434 1460 474">-58</td> </tr> <tr> <td data-bbox="606 474 858 515">2021-22</td> <td data-bbox="858 474 1155 515">6,679</td> <td data-bbox="1155 474 1460 515">-304</td> </tr> <tr> <td data-bbox="606 515 858 577">2020-21</td> <td data-bbox="858 515 1155 577">6,983</td> <td data-bbox="1155 515 1460 577"></td> </tr> <tr> <td data-bbox="279 577 606 672" rowspan="4">Glasgow City Council</td> <td data-bbox="606 577 858 618">2023-24</td> <td data-bbox="858 577 1155 618">Not published</td> <td data-bbox="1155 577 1460 618"></td> </tr> <tr> <td data-bbox="606 618 858 658">2022-23</td> <td data-bbox="858 618 1155 658">5,854</td> <td data-bbox="1155 618 1460 658">-899</td> </tr> <tr> <td data-bbox="606 658 858 698">2021-22</td> <td data-bbox="858 658 1155 698">6,753</td> <td data-bbox="1155 658 1460 698">+665</td> </tr> <tr> <td data-bbox="606 698 858 672">2020-21</td> <td data-bbox="858 698 1155 672">6,097</td> <td data-bbox="1155 698 1460 672"></td> </tr> </tbody> </table>	Organisation	Year	Number	Increase/Decrease	London Fire Brigade	2023-24	115	+8	2022-23	107	+9	2021-22	98		Police Scotland	2023-24	Not published		2022-23	6,621	-58	2021-22	6,679	-304	2020-21	6,983		Glasgow City Council	2023-24	Not published		2022-23	5,854	-899	2021-22	6,753	+665	2020-21	6,097	
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3.40	<p><b>Recording</b> Using Sharepoint (Lists) to collate complaints allows us to use Power BI to interrogate the data and provide a more detailed analysis in dashboards which is more user friendly and meaningful moving forward.</p>																																								
3.41	<p>We are still working with ICT and Performance Data Services to give live access to LSO's and Heads of Service so that they can monitor their own areas and also provide more feedback on how complaints were dealt with and any improvements which have been made. They will have the ability to look at other areas across service and identify any trends as they appear rather than at the end of each quarter.</p>																																								
3.42	<p>SFRS have recently update our website and have improved the Complaints area of the website in line with SPSO Guidance and Digital Scotland Service Standards which has made it more user friendly and easier for people to make a complaint if required.</p>																																								
3.43	<p>These changes are to support our organisation in evaluating our own performance, driving improvement and sharing good practice through the associated complaints handlers' networks thus ensuring we provide excellent service to our customers through effective complaints handling procedures.</p>																																								
3.44	<p>Information Governance have also met with Service Improvement to discuss ways of demonstrating good practice and showing continuous improvement in our work. Arrangements are being made to follow this up in more detail.</p>																																								
<b>4</b>	<b>Recommendation</b>																																								
4.1	The Service Delivery Committee are asked to note the contents of this report.																																								
<b>5</b>	<b>Key Strategic Implications</b>																																								
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5.1.1	There are no risk implications within this report.																																								
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5.4	<b>Workforce</b>	
5.4.1	here are no workforce implications within this report.	
5.5	<b>Health &amp; Safety</b>	
5.5.1	There are no health and safety implications within this report.	
5.6	<b>Health &amp; Wellbeing</b>	
5.6.1	There are no H&W implications within this report	
5.7	<b>Training</b>	
5.7.1	There are no training implications within this report	
5.8	<b>Timing</b>	
5.8.1	There are no timing implications within this report	
5.9	<b>Performance</b>	
5.9.1	There are no performance implications within this report.	
5.10	<b>Communications &amp; Engagement</b>	
5.10.1	There are no C&E implications within this report.	
5.11	<b>Legal</b>	
5.11.1	There are no legal implications within this report.	
5.12	<b>Information Governance</b>	
5.12.1	No – not required	
5.13	<b>Equalities</b>	
5.13.1	No – not required.	
5.14	<b>Service Delivery</b>	
5.14.1	There are no service delivery implications within this report.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	<del>Substantial</del> /Reasonable/Limited/Insufficient
7.3	<b>Rationale:</b>	Complaints managed in accordance with national guidance determined by SPSO. Low number of complaints received compared to other organisations. Improvements in local resolution.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – Complaints 2022-23 Overview Dashboard	
8.2	Appendix 2 – Complaints 2022-23 Sub Categories Dashboard	
<b>Prepared by:</b>		Carol Wade, Information Governance Manager/Data Protection Officer
<b>Sponsored by:</b>		Marysia Waters, Head of Communications and Engagement
<b>Presented by:</b>		Carol Wade, Information Governance Manager/Data Protection Officer

<b>Links to Strategy and Corporate Values</b>		
<p>The Complaints process supports Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public. We will achieve this by:</p> <p>Improving the use of data and business intelligence to support decision making.</p> <p>Proactively engaging with and providing more accessible information on what we do for the public and our stakeholders.</p>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Information Governance Group</i>	<i>1 August 2024</i>	<i>Approved</i>
<i>Corporate Board</i>	<i>28 October 2024</i>	<i>For Decision</i>
<i>Service Delivery Committee</i>	<i>26 November 2024</i>	<i>For Information Only</i>

Select Year

2023-24

Select Qtr

All

Select SDA

All

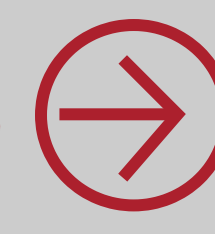
Select Category

All

Select Outcome

All

Clear filters



APPENDIX A

157

Total Complaints

0

Outstanding complaints

2

Complaints via Chief

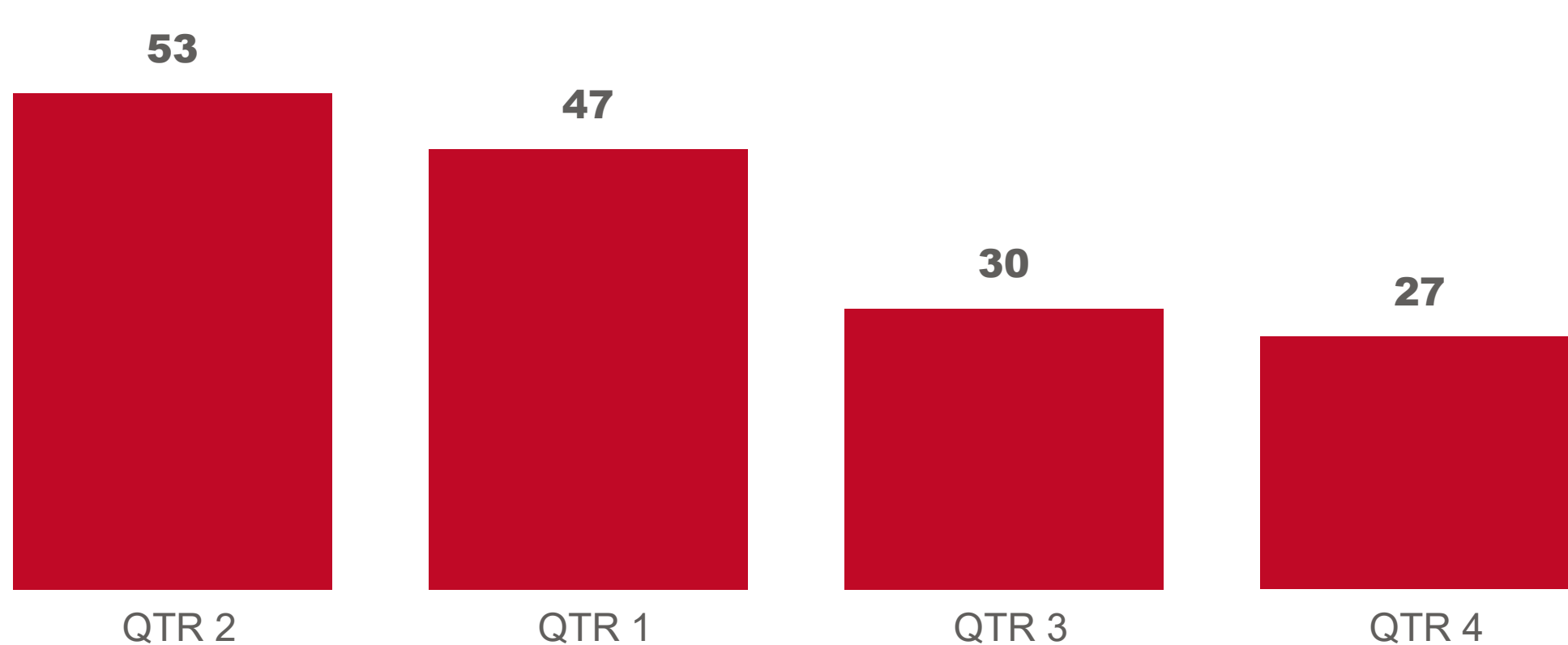
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Count of Internal Procedures

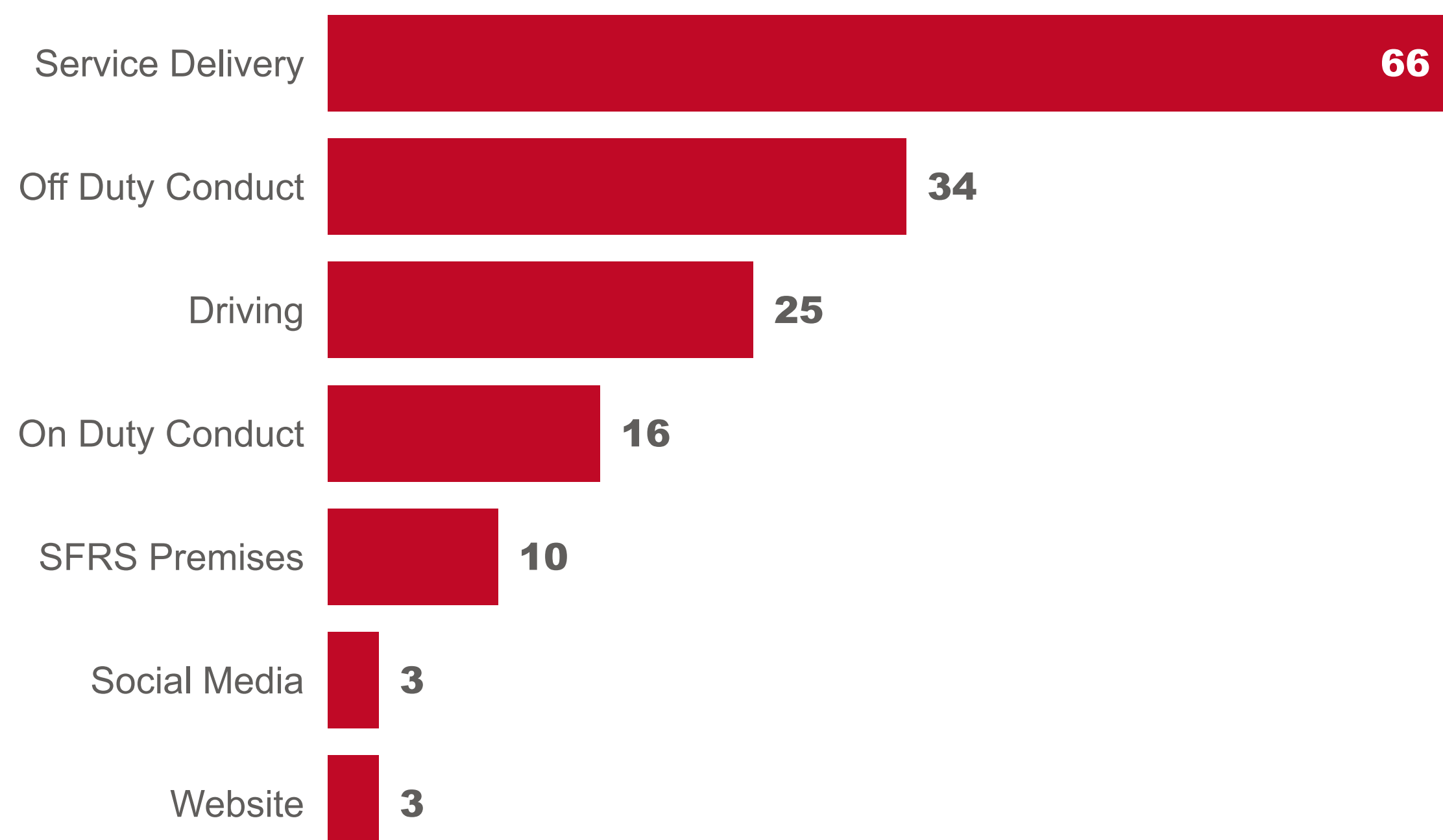
1

SPSO Complaints

Complaints by quarter



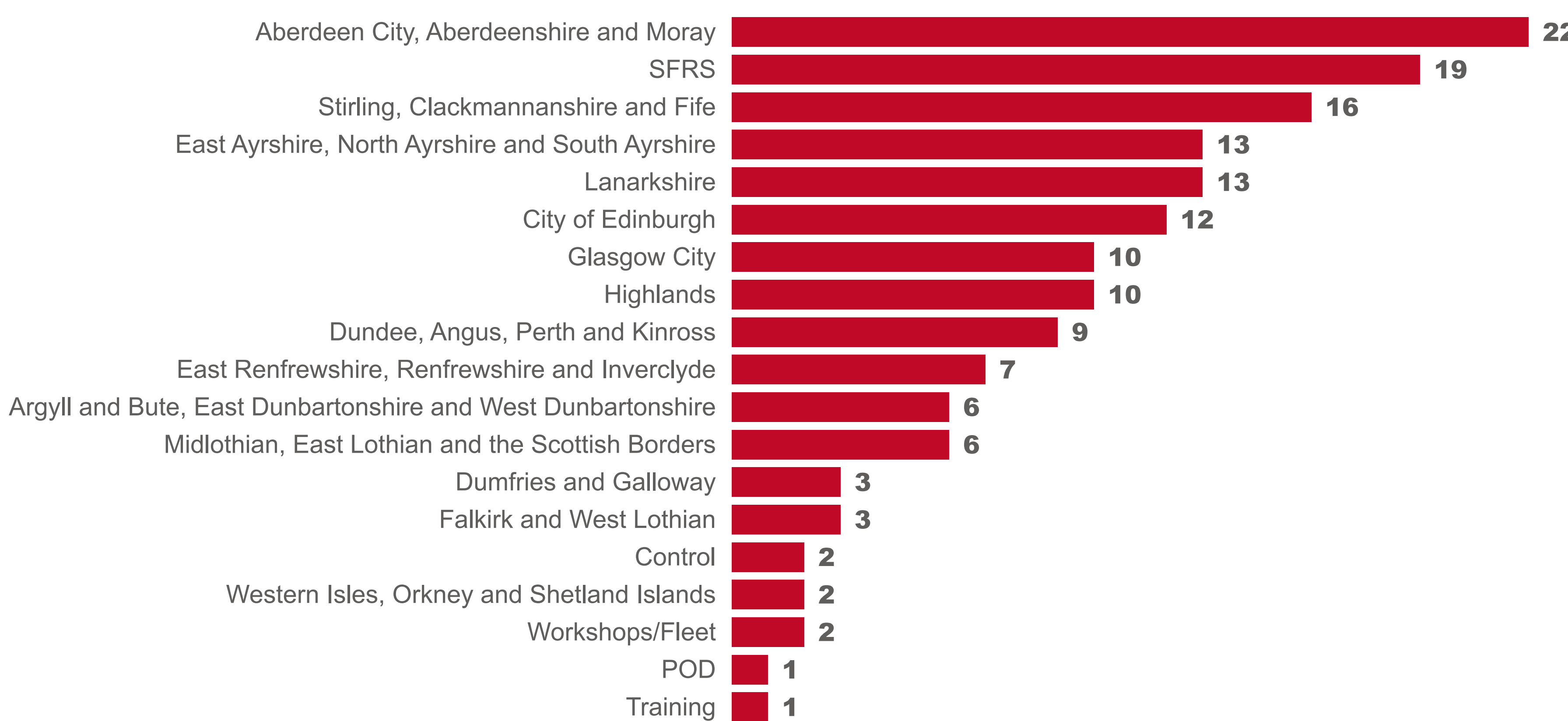
Complaints by category



Complaints by SDA



Complaints by LSO/Area



Complaints by outcome

Outcome	Number
Awaiting Outcome	1
Resolved - Apology	5
Resolved - Explanation given	10
Resolved - No Case to Answer	1
Resolved Discipline	1
Resolved No Case to Answer	13
Resolved Note to File	2
Resolved Recommendations Given	9
Claim	1
Upheld	31
Partially Upheld	3
Not Upheld	67
<b>Total</b>	<b>157</b>

Outcome %

Not Upheld	42.68%
Upheld	19.75%
Resolved No Cas...	8.28%
No response fro...	7.01%
Resolved - Expla...	6.37%
Resolved Recom...	5.73%
Resolved - Apology	3.18%
Partially Upheld	1.91%
Resolved Note to...	1.27%
Withdrawn	1.27%
Awaiting Outcome	0.64%
Resolved - No C...	0.64%
Resolved Discipline	0.64%
Claim	0.64%

Internal Procedure complaints by Outcome

Outcome	Number
Resolved No Case to Answer	13
Resolved Recommendations Given	9
Resolved Note to File	2
Awaiting Outcome	1
Resolved - No Case to Answer	1
Resolved Discipline	1
<b>Total</b>	<b>27</b>

Complaints received by

Received By	Number
Area Email	14
Area Letter	1
Area Telephone Call	5
Chief Officer Letter	1
Complaints Email	2
HQ Email	2
HQ Letter	3
HQ Telephone Call	8
Station Email	1
Station In Person	1
Station Letter	1
Website	118
<b>Total</b>	<b>157</b>

Complaints made by

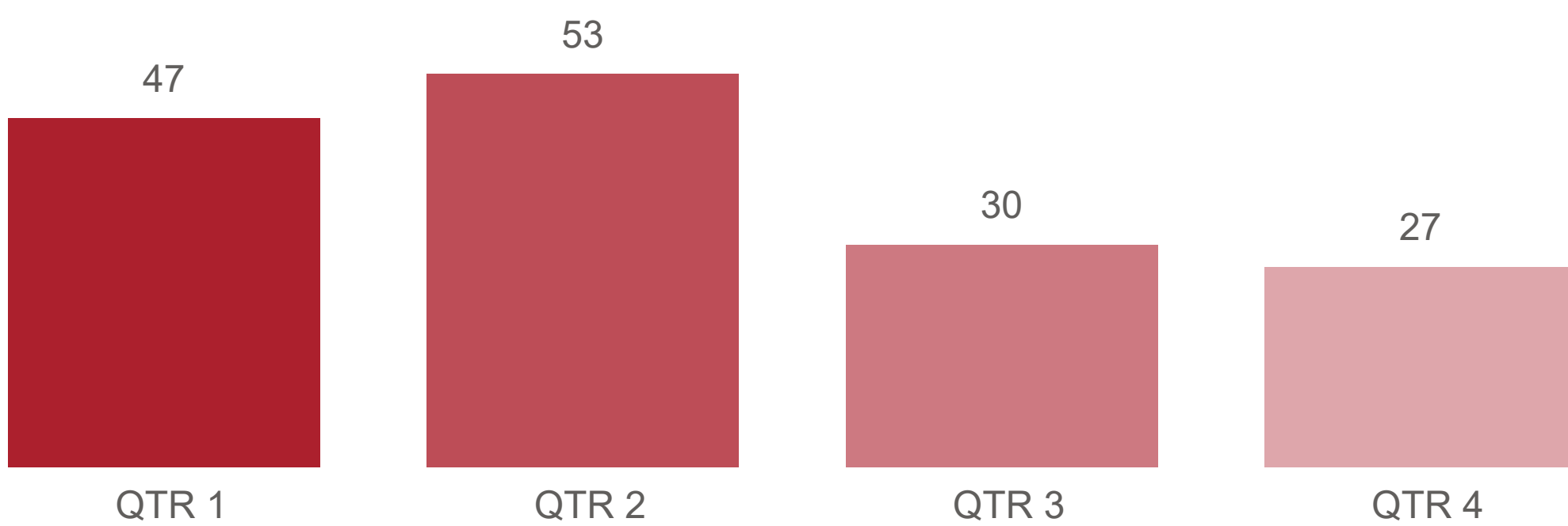
Complainant	Number
Member of the Public	143
Business premise	10
Local Councillor	1
NHS	1
Scottish Ambulance Service	1
Support Worker	1
<b>Total</b>	<b>157</b>

KPI data

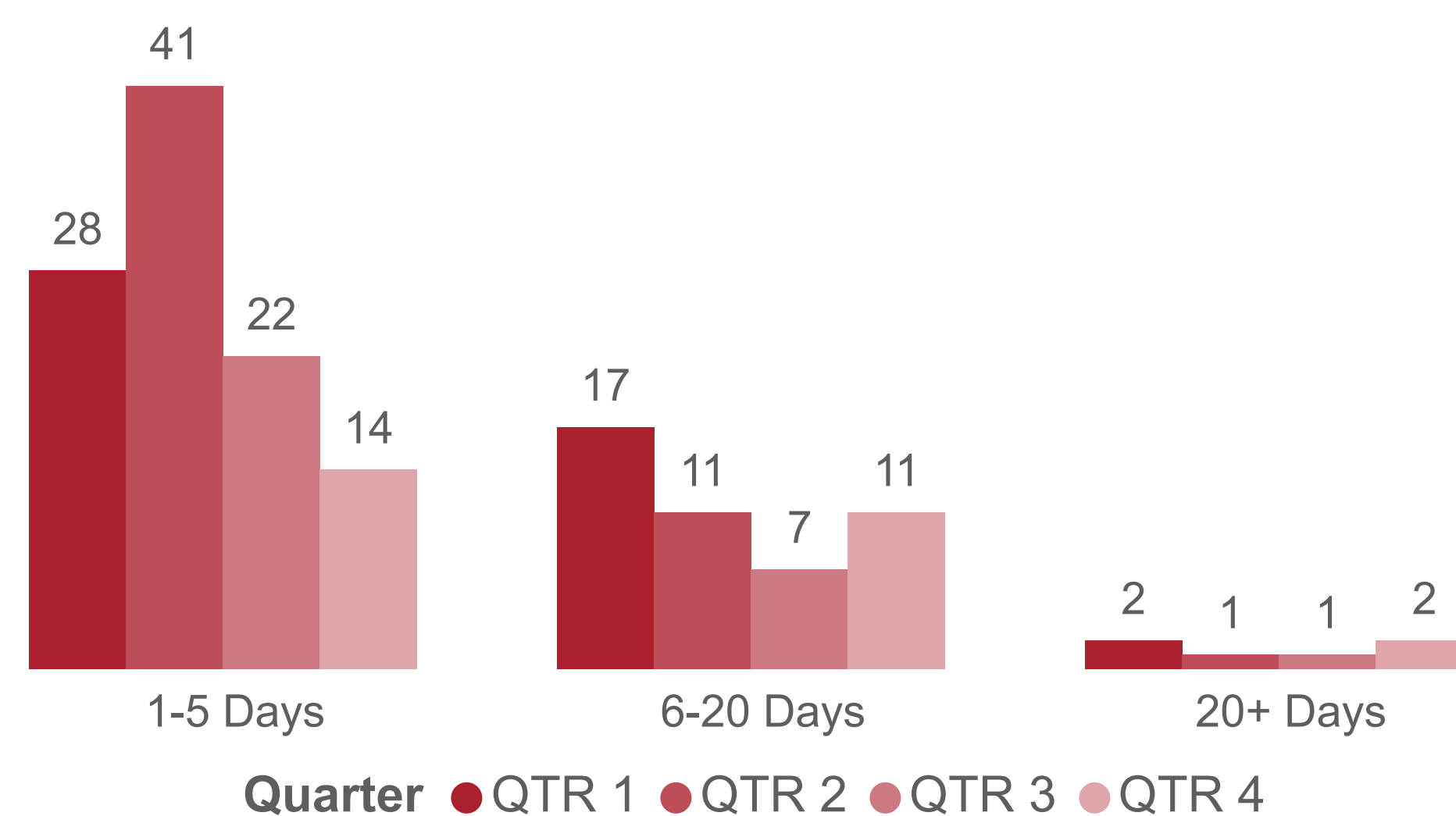
Complaints awaiting a response

0

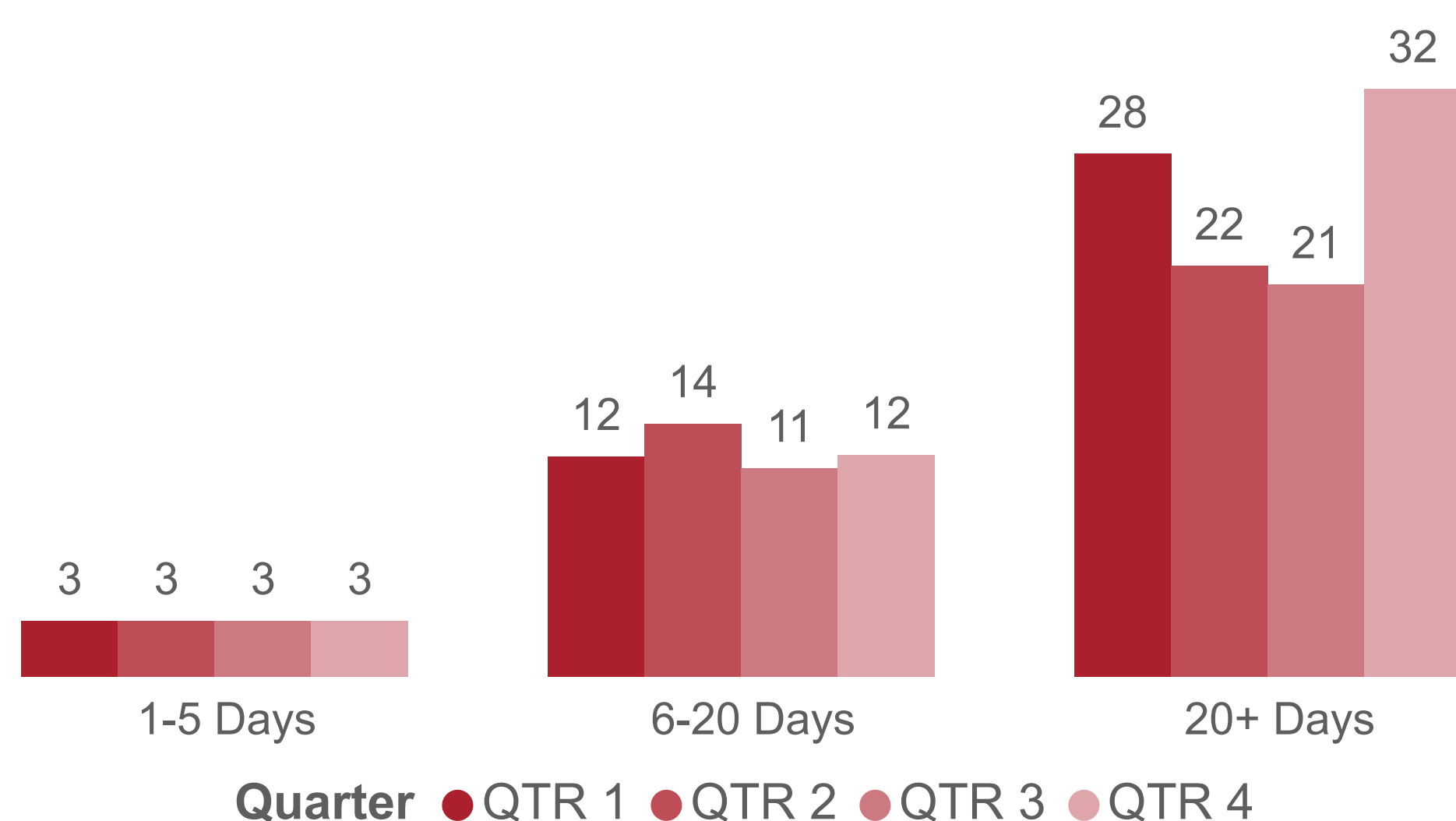
Total complaints by quarter



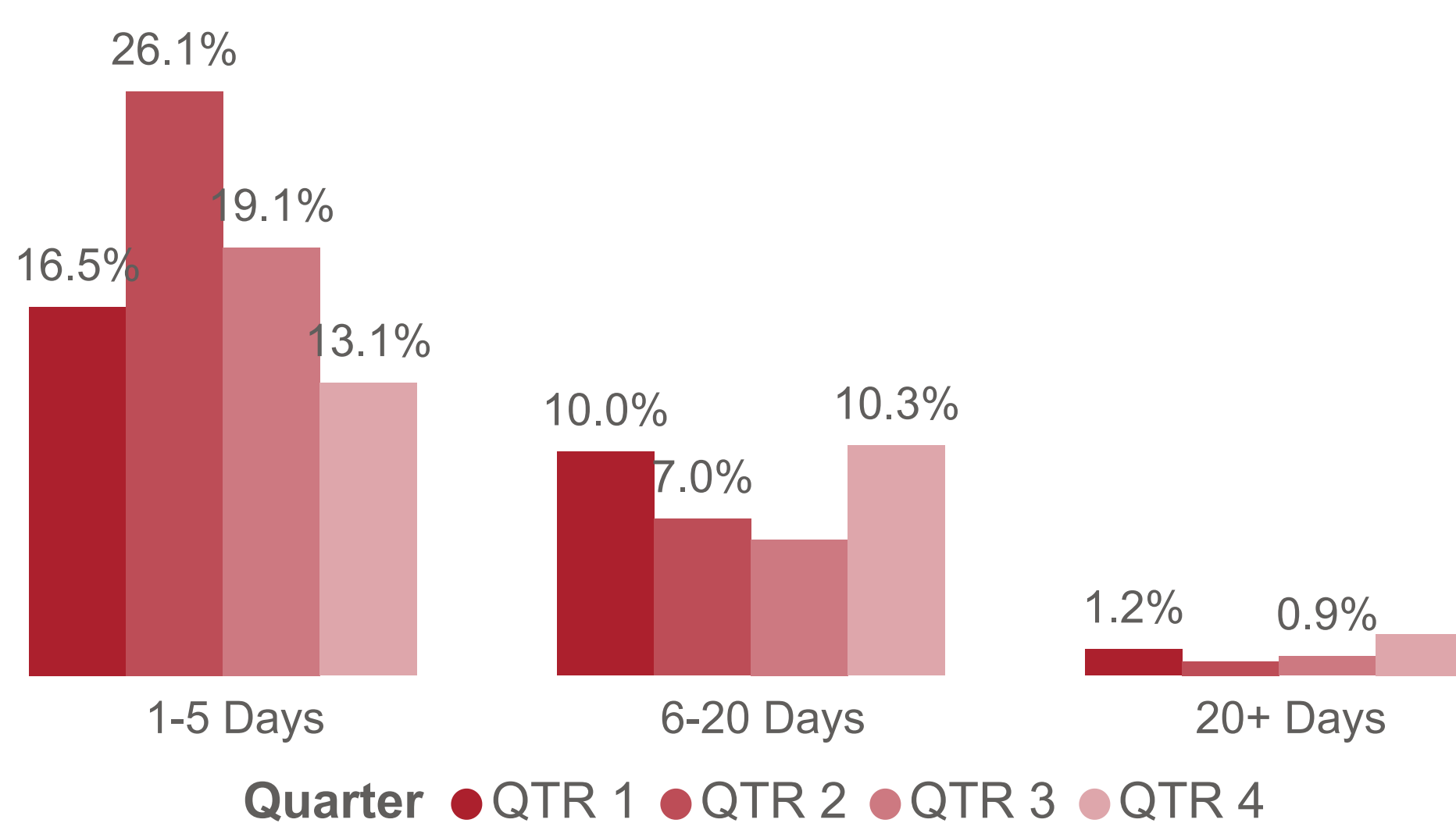
Complaints by response and quarter



Average days to respond by quarter



Complaints by response and quarter





Select Year

2023-24

Select Qtr

All

Select SDA

All

Select Category

All

Select Outcome

All

Clear  
filters



Complaints by sub category

APPENDIX B

Sub Category	2023-24
OffD - Behaviour	23
SD - Actions of Crew	16
D - Dangerous/inappropriate Driving - Appliance	11
OnD - Attitude	8
SP - Noise	7
OffD - Alleged Drug/Alcohol Use	5
OnD - Behaviour	5
SD - Failure to Attend/Assist	5
SD - Forced Entry - Unnecessary entry	5
D - Dangerous/Inappropriate Driving - SFRS Car	4
OnD - Alleged Drug/Alcohol Use	4
SD - Correspondence - Unhappy with response	4
SD - Crew/Staff Shortage	4
SD - Failure to follow Procedures	4
SD - Use of Resources	4
D - Dangerous/inappropriate Driving - Van	3
SD - Correspondence - no response	3
SD - New Alarm Regulations	3
D - Dangerous/Inappropriate Driving - unmarked vehicle	2
D - Use of Siren/Blue Lights - Appliance	2
OffD - Charge Allegations	2
OffD - Domestic	2
SD - Breach of Confidentiality	2
SD - Community Visits/Events	2
SD - Correspondence - online forms / HFSV form	2
SD - Failure to Extinguish	2
SD - Hydrants - Damaged	2
SD - Incident - Fire	2
SM - Facebook	2
W - General	2
D - Dangerous/Inappropriate Driving - Responding to Pager	1
D - Parking - Appliance	1
D - Parking - other vehicle	1
OffD - Breach of Confidentiality	1
SD - Call Handling - No return Call	1
SD - Call Handling - Unable to contact	1
SD - Correspondence - delayed response	1
SD - Damage - Vehicle	1
SD - HFSV/Smoke Alarms	1
SD - Hydrants - Water Supply	1
SM - Other	1
SP - Building Perimeters	1
SP - Dangerous/Unsafe structure	1
SP - Lighting	1
W - Inaccurate information	1
<b>Total</b>	<b>157</b>

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/34-24

Agenda Item: N/A FIO

<b>Report to:</b>	<b>SERVICE DELIVERY COMMITTEE</b>						
<b>Meeting Date:</b>	<b>26 NOVEMBER 2024</b>						
<b>Report Title:</b>	<b>SFRS COMPLIMENTS ANNUAL REPORT 2023/24</b>						
<b>Report Classification:</b>	<b>For Information Only</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u><a href="#">A</a></u>	<u><a href="#">B</a></u>	<u><a href="#">C</a></u>	<u><a href="#">D</a></u>	<u><a href="#">E</a></u>	<u><a href="#">F</a></u>
<b>1</b>	<b>Purpose</b>						
1.1	To provide the Service Delivery Committee with a summary of the Compliments Annual Report 2023/24.						
<b>2</b>	<b>Background</b>						
2.1	At the Scottish Fire and Rescue Service (SFRS) we are committed to continually improving the service we provide to our communities and recognise that to achieve this goal we must listen and respond to the views of the public.						
2.2	We use the feedback we receive to monitor our performance and incorporate this information into our planning and governance processes in order to continually improve our service. We are keen to hear examples of good practice; excellent service delivery; individual acts of bravery or heroism; or of the simple attention to detail which exemplifies the caring service we provide to Scotland's communities.						
2.3	Coupled with other performance information, such as satisfaction surveys and the benchmarking of performance indicators against other organisations, the compliments we receive can help to build an accurate picture of how our service is performing and to develop improvement plans that are based on sound evidence.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	Performance indicators are produced showing the numbers and types of compliments received within each Local Senior Officer (LSO) Area or Department. These indicators form part of our suite of internal performance management indicators, which are reported quarterly to the Information Governance Group. The SFRS publish annual compliments statistics on our website.						
3.2	Compliments can be received throughout the Service, by any member of staff. This can be via the Website contact us page, by letter or by card. Stations often receive thank you cards and drawings from groups following station visits.						
3.3	On occasion, the compliment will also ask for details on how to make a donation to our chosen charity.						
3.4	While compliments made via social media channels are noted by the Communications Team, they are then forwarded to <a href="mailto:SFRS.CCandE@firescotland.gov.uk">SFRS.CCandE@firescotland.gov.uk</a> for recording and						



processing. This process is embedded in the revised Compliments Handling Policy and Procedure.

3.5 Below is some of the key statistical data for 2023/24:

Period	Total No Compliments Received	Change from previous year
2023/24	111	-72
2022/23	183	+92
2021/22	91	-50
2020/21	141	+13
2019/20	128	N/A

3.6 The overall number of compliments has fallen from 183 in 2022/23 to 111 in 2023/24. However, it should be noted that during 2022-23 there were 54 compliment/condolences received last year after the loss of Firefighter Barry Martin, giving many thanks for the commitment shown by firefighters daily.

3.7 A full breakdown of statistics is available in Appendix A, Including by:

- Service Delivery Area/Department
- Categories

3.8 Appendix B shows some examples of Compliments by the service.

3.9 Analysis of compliments data is reviewed quarterly by IGG. We work closely with Corporate Communications to highlight events, celebrating any good work carried out by staff in the SFRS Weekly Brief which allows the use of compliments as meaningful tool for managers to cultivate a positive work environment and motivate teams.

3.10 **Benchmarking**  
 Whilst preparing this report it has become apparent that there are limited organisations who publish compliment statistics regularly. The only relevant comparison we have been able to make is with London Fire Brigade:

Period	SFRS Compliments	London FB Compliments
2023/24	111	271
2022/23	183	282
2021/22	91	223

3.11 SFRS have shown a decrease from last year of 72 and London Fire Brigade figures have decreased by 11.

3.12 Information Governance are arranging a meeting with London Fire Brigade to discuss how they deal with compliments and what processes they have in place which we can perhaps learn from.

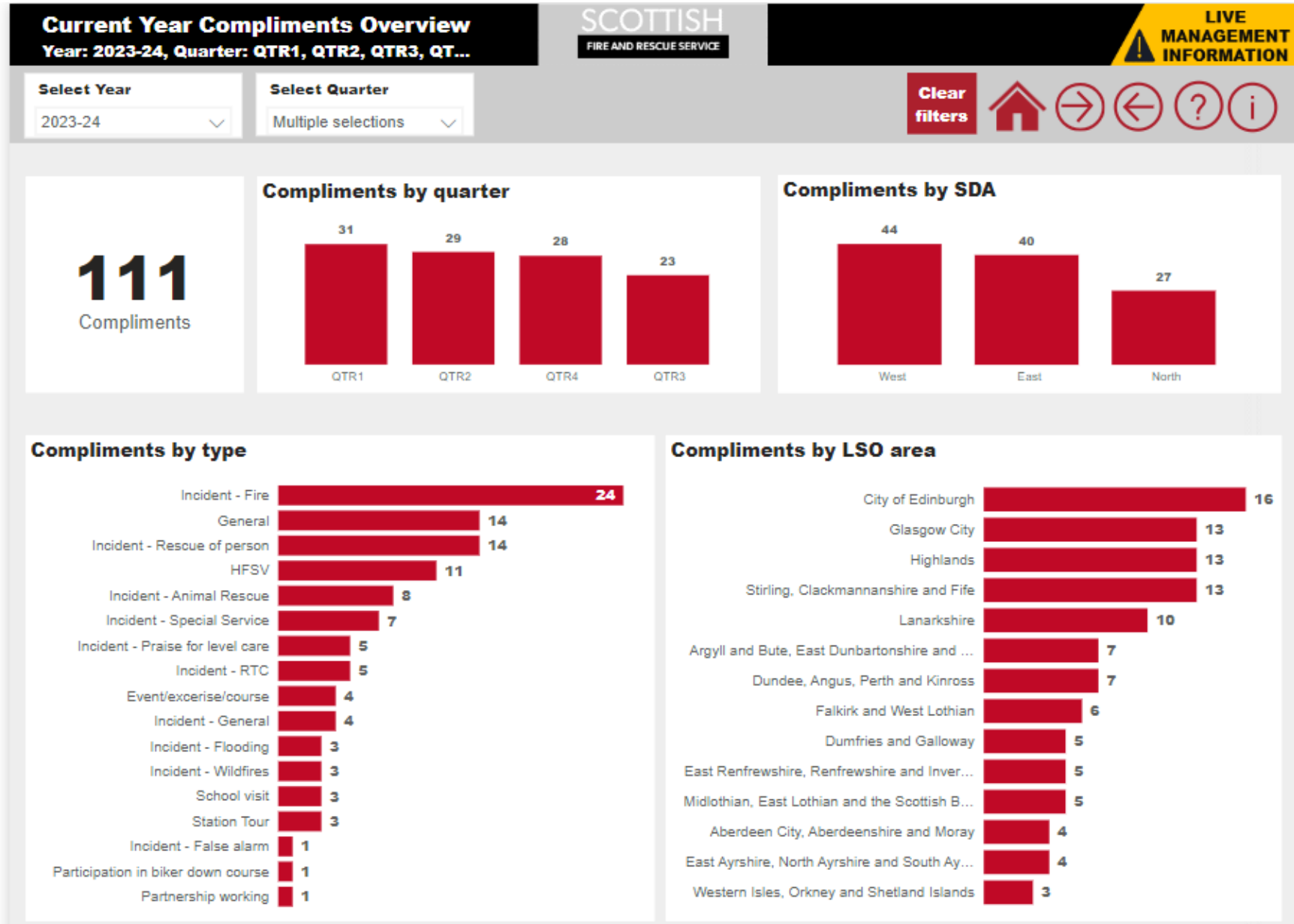
3.13 **Recording**  
 We continue to use Sharepoint (Lists) to collate compliments which allows us to use Power BI to interrogate the data and provide a more detailed analysis which is more user friendly and meaningful.

3.14 SFRS procedure asks that any compliments are forwarded by post or email to a central point, however we understand this process needs reviewed to ensure all compliments are captured. We are aware that a number of compliments are not being captured as they are sent directly into local stations and placed on noticeboards etc which are not included in our statistics.

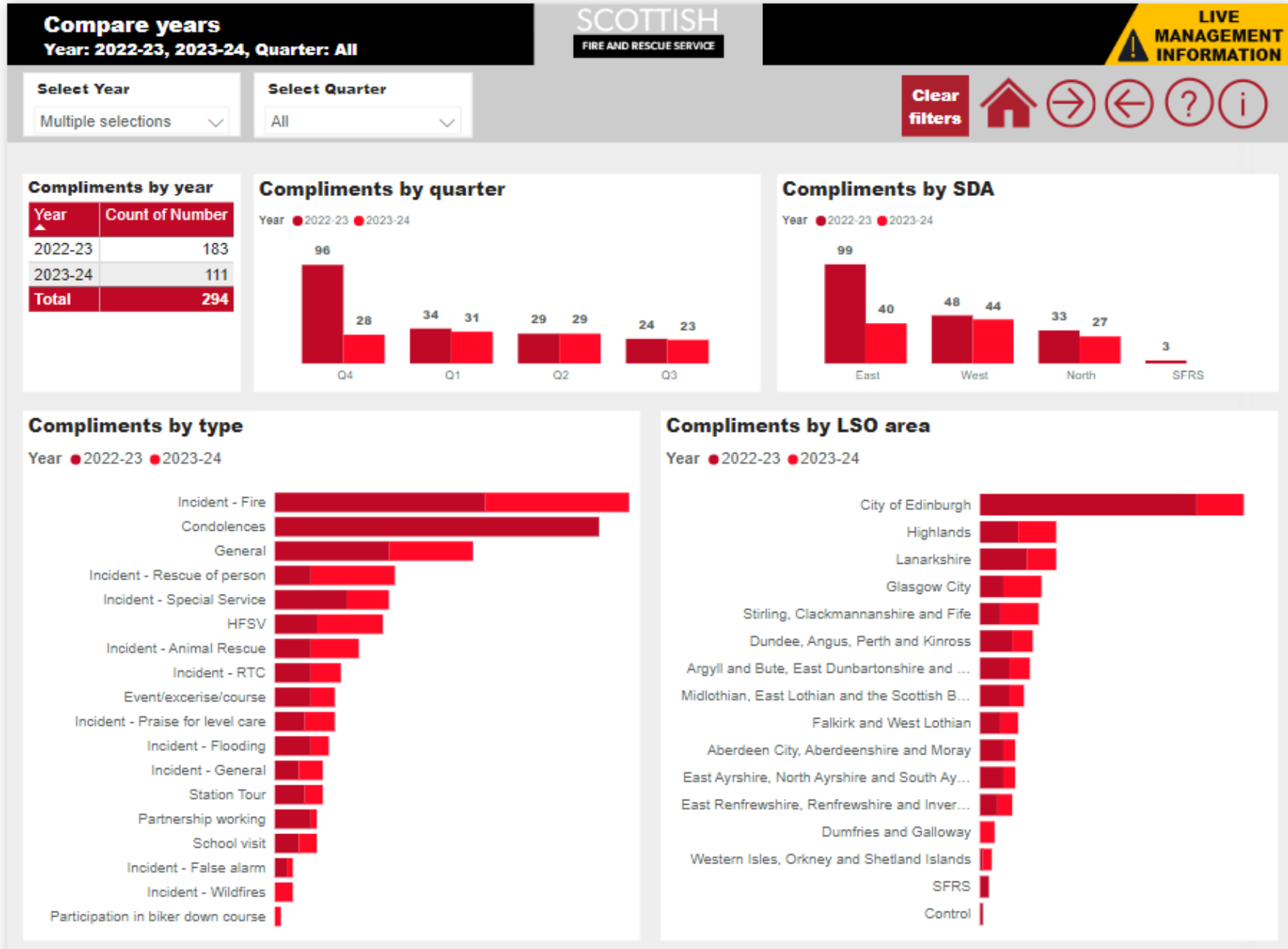
3.15	Also, with more use of SFRS Facebook accounts and Twitter, there are many compliments we are not aware of and therefore not included in the statistics either. Whilst Corporate Communications monitor the SFRS account, feedback on many of the local accounts is not captured and collated.
3.16	Communications and Engagement are continuing to review social media platforms to identify all current practices, streamline sites, and improve our review techniques and capture the majority of compliments.
3.17	These changes are to support our organisation in evaluating our own performance, driving improvement and sharing good practice throughout the Service thus ensuring we provide excellent service to our customers through effective compliments recording procedures.
3.18	Information Governance have initially met with Service Improvement to discuss ways of demonstrating good practice and showing continuous improvement in our work. Arrangements are being made to follow this up in more detail.
<b>4</b>	<b>Recommendation</b>
4.1	The Service Delivery Committee are asked to note the contents of this report and the methods of collating/analysing data and making improvements, based on the SFRS Compliments Handling Policy and Procedure.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	There are no risk implications within this report.
5.2	<b>Financial</b>
5.2.1	There are no financial implications within this report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no environmental implications within this report.
5.4	<b>Workforce</b>
5.4.1	There are no workforce implications within this report.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no health and safety implications within this report.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	There are no H&W implications within this report.
5.7	<b>Training</b>
5.7.1	There are no training implications within this report.
5.8	<b>Timing</b>
5.8.1	This report is for scrutiny following publication of our annual statistics in line with the requirements of the SPSO.
5.9	<b>Performance</b>
5.9.1	There are no performance implications within this report.
5.10	<b>Communications &amp; Engagement</b>
5.10.1	There are no C&E implications within this report.
5.11	<b>Legal</b>
5.11.1	There are no legal implications within this report.

5.12	<b>Information Governance</b>	
5.12.1	DPIA completed /No. DPIA Not required	
5.13	<b>Equalities</b>	
5.13.1	EHRIA completed No.EHIA not required	
5.14	<b>Service Delivery</b>	
5.14.1	There are no service delivery implications within this report.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient
7.3	<b>Rationale:</b>	Compliments recorded in line with good practice and provides a snapshot of feedback.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – Statistics	
8.2	Appendix B – Examples of Compliments	
<b>Prepared by:</b>	Carol Wade, Information Governance Manager/Data Protection Officer	
<b>Sponsored by:</b>	Marysia Waters, Head of Communications and Engagement	
<b>Presented by:</b>	Carol Wade, Information Governance Manager/Data Protection Officer	
<b>Links to Strategy and Corporate Values</b>		
<p>The Compliments process supports Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public. We will achieve this by:</p> <p>Improving the use of data and business intelligence to support decision making.</p> <p>Proactively engaging with and providing more accessible information on what we do for the public and our stakeholders.</p>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Information Governance Group</i>	<i>1 August 2024</i>	<i>Approved</i>
<i>Corporate Board</i>	<i>28 October 2024</i>	<i>Approved</i>
<i>Service Delivery Committee</i>	<i>26 November 24</i>	<i>For Information Only</i>

APPENDIX A - Compliments 2023-24



Comparison of Compliments from 2022-23 and 2023-24



## APPENDIX B - Examples of Compliments

### Incident- Fire

Your incredibly brave men attended the fire at Breadalbane Street on 14 March and mine and my husband's flat was on the top floor. I stood and watched as you moved heaven and earth to get the fire under control and did so in very difficult circumstances given the design of the development. I know this is your job but my husband and I are very very grateful that you do your utmost every single time you go to a fire to save lives and property at the risk to your own lives. I just wanted you to know that there are very grateful people out there for your incredible service. Thank you.

### Incident – Rescue of Person

On Monday 18 March 2024 at approximately 1am, my 85 year old father had an accident in his home in Newton Stewart. He fell downstairs and through a glass door. My understanding is the ambulance and fire service attended the incident. I believe the fire service crew were instrumental in extracting my father so that he could be treated and removed to Stranraer. Learning of the incident in Australia, I booked a flight to be with my father. I wish to pay the highest compliments to those in attendance from SFRS and offer my heartfelt thanks on behalf of our family. My father passed away on March 24 as result of complications arising from his accident. We are indebted to all those who have contributed to his care over this past week. This includes the helicopter crew who airlifted my father to Glasgow. I don't know at this stage whether this crew are affiliated with SFRS. I will find out. Please pass on this message to all those involved.

I would like to thank the water rescue crews of Forres and Inverness who came out to assist me on the 13.03.24 at Altyre on the river Findhorn when I became marooned on an island due to a flash flood. The crews showed professionalism and were highly competent. I hope that you will pass on my thanks to the crews concerned.

### Incident – Animal Rescue

I received a call saying that she watched the water rescue incident on Sunday morning, 17 September 2023 when a dog was rescued from the Nith. She said she simply wanted to express how lovely it was to watch the Firefighters rescue the dog in a lovely considerate manner. It was such a positive thing to watch, in a world which is so often hard and negative. Would you be good enough to pass on her comments to the crews involved in the rescue please.

### Special Service

On Friday 24 November there were two crews from Invergordon, one full crew and one two person crew with a specialist appliance both from Inverness called to an incident at Fearn.

These Crews were all amazing making sure the train was safe and looking after the passengers providing heating and lighting as well as assisting the trolley steward serving teas and coffees to passengers and to go one step further they went round with a rubbish bag to tidy up the train. They were all very professional and helped keep passengers spirits up. I was on the train at the time and they were all truly amazing. I truly cannot thank them enough for their professionalism and how well the 3 crews worked together like a military operation.



### **School Visit**

A fire engine visited Maddiston Primary School yesterday as part of their Summer Fayre. My 12 year old daughter took a break from helping in the cafe to visit. I've never seen her so enthusiastic. She came back and told me all about her tour of the fire vehicle and announced that that's what she wanted to do when she was older. I told her that would be an amazing vocation. I wanted to reach out and say thank you so much to the wonderful crew.

### **HFSV**

Compliment Comment: I would like to say thanks to a very attentive crew from Whithorn fire station who came to place an alarm system at my parents house. My parents would also like to pass on their thanks to the professional and friendly crew who are a credit to your service. Thanks again for keeping them safe!

### **STATION TOUR**

Dear Sir/Madam, Just wanted to drop a quick email to say thank you very much to the team at Tollcross Fire Station in Edinburgh for an amazing evening last Thursday (16 March) showing my Scout group around the fire station and the fire engines. We all had a great time and the Scouts thoroughly enjoyed themselves - and so did the leaders. The guys that were on that night were very kind and very good with the Scouts. Thank you once again Scout Leader 60th Braid Scouts

### **MULTI AGENCY**

I'm a Paramedic with the Scottish Ambulance Service on the 25/11/2023 @0330 hrs I attended to an incident on the Tay Road Bridge Dundee, I would like to pass on my thanks to the Scottish Fire and Rescue personnel who attended this incident for their professionalism and excellent scene management and the work they carried out, also the help they gave myself and other Ambulance personnel at scene. The patient survived and is recovering in hospital.

**SERVICE DELIVERY COMMITTEE – FORWARD PLAN**

	<b>STANDING ITEMS</b>	<b>FOR INFORMATION ONLY</b>	<b>FOR SCRUTINY</b>	<b>FOR RECOMMENDATION</b>	<b>FOR DECISION</b>
<b>24 FEBRUARY 2026</b>	<ul style="list-style-type: none"> <li>• Chair’s Welcome</li> <li>• Apologies for Absence</li> <li>• Consideration of and Decision of any Items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Review of Actions</li> <li>• Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>• Date of Next Meeting</li> </ul>	<p><u><b>Standing/Regular Reports</b></u></p> <ul style="list-style-type: none"> <li>• Update from HMFSI</li> <li>• Operational Learning</li> <li>•</li> </ul>	<p><u><b>Standing/Regular Reports</b></u></p> <ul style="list-style-type: none"> <li>• Service Delivery Update (incl NMS/OC Resilience)</li> <li>• Service Delivery Performance Reporting: Quarterly Performance Report,</li> <li>• HMFSI Action Plan Updates &amp; Closing Reports</li> <li>• UFAS</li> <li>• Strategic Risk Summary and Committee Aligned Directorate Risks</li> <li>• Spotlight Risks: TBC</li> </ul>	<p><u><b>Standing/Regular Reports</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u><b>Standing/Regular Reports</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>
		<p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>