



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 25 FEBRUARY 2025 @ 1000 HRS

**CONFERENCE ROOM, MOTHERWELL COMMUNITY FIRE STATION, AREA HEADQUARTERS,
DELLBURN STREET, MOTHERWELL, ML1 1SE/ 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: TUESDAY 26 NOVEMBER 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 INSPECTIONS/AUDITS**
 - 7.1 Update from HM Fire Service Inspectorate *(attached)* *HMFSI*
 - 7.2 HMFSI Inspection Action Plan Update *(attached)* *R Whetton*
The Committee is asked to scrutinise the attached reports.
- 8 SERVICE DELIVERY**
 - 8.1 Service Delivery Update *(attached)* *A Watt*
 - 8.2 Local Senior Officer Performance Overview *(verbal)* *J Quinn*
The Committee is asked to scrutinise these 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 Q3 2024/25 *(attached)*

A Watt

9.2 Unwanted Fire Alarm Signal Report *(attached)*

J Henderson

The Committee is asked to scrutinise the attached reports.

10 SFRS COMPLAINTS ANNUAL REPORT 2023/24 *(attached)*

M Waters/

C Wade

The Committee is asked to scrutinise the attached report.

11 SFRS COMPLIMENTS ANNUAL REPORT 2023/24 *(attached)*

M Waters/

C Wade

The Committee is asked to scrutinise the attached report.

12 DRAFT PREVENTION STRATEGY *(attached)*

J Henderson

The Committee is asked to scrutinise the attached report.

13 OPERATIONAL USE OF RESEARCH, DEVELOPMENT AND INNOVATION *(to follow)*

D Farries

The Committee is asked to note the presentation.

14 SERVICE DELIVERY RISK REGISTER

14.1 Risk Update Report *(attached)*

A Watt

The Committee is asked to scrutinise the attached report.

15 FORWARD PLANNING

15.1 Committee Forward Plan *(attached)*

T Wright

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

T Wright

16 REVIEW OF ACTIONS

Board Support

17 DATE OF NEXT MEETING

Wednesday 28 May 2025

REPORTS FOR INFORMATION ONLY:

- Operational Learning: Frontline Update: Carbon Monoxide *(attached)*

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SCOTTISH
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PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 26 NOVEMBER 2024 @ 1000 HRS

**GALASHIELS COMMUNITY FIRE STATION,
143 ABBOTSFORD ROAD, GALASHIELS, TD1 3BS / VIRTUAL (MS TEAMS)**

PRESENT:

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

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

IN ATTENDANCE:

Andy Watt (AW)	Deputy Chief Officer
David Farries (DF)	Assistant Chief Officer, Director of Operational Delivery
Craig McGoldrick (CMcG)	Assistant Chief Officer, Director of Training, Safety and Assurance
Jonathan Henderson (JH)	Assistant Chief Officer, Director of Prevention, Protection and Preparedness
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Kirsty Darwent (KD)	Chair of the Board
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager (Item 9.1 only)
Robert Scott (RS)	HMFSI
Marc Pincombe (MP)	Local Senior Officer, Midlothian, East Lothian and Scottish Borders (Item 7.2)
Kenneth Barbour (KB)	Head of Prevention, Protection and Preparedness
Chris Casey (CC)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Iona Milne (IM)	Business Support Executive / Minutes

OBSERVERS

Gus Sproul, FBU
Mike Colliar, Group Commander

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 items to be taken in private.

4 DECLARATION OF INTERESTS

4.1 For transparency, the following declarations of interests were recorded:

- Madeline Smith, Board Member of Scottish Ambulance Service
- Paul Stollard, Chair of Board of Institute of Fire Engineers and Consultant for the Metropolitan Police on the National Grenfell Inquiry.

5 MINUTES OF PREVIOUS MEETING: 22 AUGUST 2024

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

5.2 Matters Arising

5.2.1 There were no matters arising.

5.3 **The minutes of the meeting held on 22 August 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

7.1 Service Delivery Update

7.1.1 AW introduced the update report which detailed 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 August 2024 to November 2024, albeit some issues may precede and extend beyond this period.

7.1.2 The Committee were happy to see the progress relating to the fire contaminants Standard Operating Procedure (SOP) and asked if there were SOPs or other mitigations for other contaminants that colleagues face for example biological, chemical and radiological hazards. CMcG advised the risk assessment is generally related to collaboration with either Health and Safety advisors, subject experts and from national occupational guidance. The SOPs are developed from the Generic Risk Assessment (GRA) but also informs the safe system of work which is a package of information and from this training materials are built. There is also a GRA for all incidents that ensures control measures are created for any potential lack of welfare arrangements or contaminates/infectious diseases/viruses within an environment. PPE is an important element to ensure that risks are being mitigated and different aspects of this are kept under review to make sure it is fit for the purpose of the task.

7.1.3 The Committee enquired if there were regular reviews of these various aspects. CMcG advised it was captured through Operational Assurance which looks at organisational learning and training and incident reviews.

7.1.4 Regarding carbon monoxide detectors the Committee asked for assurance that occupiers were replacing batteries. JH advised that it was not possible to determine compliance as the Service does not have any legislative power and it was the duty of landlords and housing associations to ensure linked detection to carbon monoxide detectors. Regarding the detectors, it was noted that the batteries are integrated and have a 10-year life span and that Home Fire Safety guides were available on how to test alarms.

7.1.5 The Committee noted the reference to Drug and Alcohol Partnership and asked how the Service is assured of the effectiveness of our interventions, training and colleagues safety. JH advised that alcohol dependency and alcohol use was one of the key criteria's

around the safe person concept and would place those individuals at high risk and targeted for Home Fire Safety Visits (HFSV). The Service work with a range of partners to ensure the necessary referrals are made to the relevant organisations. There is a guidance document for local area personnel which outlines some current causes and issues and reaffirms the referral pathways. It was noted that there were 31 alcohol dependency partnerships in Scotland with the Service being involved in the Alcohol Dependencies Forum.

- 7.1.6 The Committee enquired about funding for the National Resilience Resources and Assets and Commonwealth funding. DF advised that there was still a great deal of uncertainty regarding the National Resilience funding package. There have been some decisions internally around this and there are some crossovers between national fire resilience assets and domestic usage. Regarding Commonwealth funding, AW advised that conversations were ongoing and it was still in the early stages.
- 7.1.7 The Committee were pleased to see the joint training with Stirling University and student paramedics and commented on the wider partnership opportunity. AW noted this was a good example of partnership working and in terms of the wider opportunities work was ongoing through the Emergency Services Training Collaboration Group and the Reform Collaboration Group (RCG).
- 7.1.8 Regarding virtual reality (VR) training and the use of VR, CMcG advised it was a new technology and there has been a number of training courses to ensure SFRS colleagues and partner agencies were equipped with the latest skills and knowledge. AW noted the collaborative work undertaken with Police Scotland (PS) around this.
- 7.1.9 Regarding drones, the Committee asked how the learning can be joined up with the work being undertaken by PS and Scottish Ambulance Service (SAS). DF noted there had been significant research and development regarding drones, however, due to the amount of collaboration work in this field, the Service would assess the situation and the approach to be taken going forward.
- 7.1.10 RW highlighted discussions at the RCG which focussed on innovation between the Blue Light Services in the next few years. RW advised that the innovation accelerators being used related to situational awareness through CivTech and a bid for developing drone technology by the emergency services collaboration group.
- 7.1.11 In regard to section 7.3 of the paper it was acknowledged that the wording relating to industrial action was historical drafting.
- 7.1.12 The Committee referred to the liaison with Scottish Social Services Council (SSSC) to identify fire safety risks and queried if it would be appropriate to explore falls risks and the demographics within that area. JH confirmed that this was one of many aspects within prevention that would be explored further and evolved going forward.
- 7.1.13 With regards to the references to appraisals AW advised that these were related to individual's personal development and overall responsibility of this area sat with the People Directorate.
- 7.1.14 The Committee noted the launch of the FireSkills Employability Award (FEA) and the handbook available to support young people while learning about fire safety and asked if a copy could be made available. AW would arrange for a handbook to be provided to the Committee.
- 7.1.15 With the Service having been unsuccessful in obtaining a provider for a Fire Engineering Degree Course, the Committee asked how this gap would be filled and the solutions being explored. JH advised that options to source courses were being investigated, including

with Edinburgh University, and how to encourage development of these. AW noted this was on the risk register.

7.1.16 The Committee asked for clarification on some of the report titles. CMcG provided some clarity.

7.1.17 **The Committee scrutinised the report.**

7.2 **Local Senior Officer Performance Overview**

7.2.1 MP provided a verbal overview regarding Local Senior Officer Performance and highlighted the following.

- MP is the LSO for the Midlothian, East Lothian and Scottish Borders area. (MELSB). The LSO is the largest area in the East and covers 3 Local Authorities and manages 21 community fire stations which are a mix of full time, retained and dual crewing duty systems. There are 4 wholetime 5 watch duty system stations, 2 are full time on call and 17 are standalone on call stations.
- The specialist resources for the area were water rescue, urban search and rescue and a rapid response unit with Musselburgh in the process of providing wildfire capability level 2.
- Regular reporting of key performance indicators takes place through various forums, Local Scrutiny Committees and SFRS Boards.
- 5000 HFSV have taken place in the last three years in MELSB area.
- Deliberate fires were down 37% from 591 to 373 since 2022/23 reporting period.
- Non-Domestic fires were down 47% from 97 to 54.
- Fire Casualties and fire fatalities were down.
- Special services such as RTCs and special rescues down 47%.
- MELSB Management Team have built effective relationships with Chief Executives, Local Authorities, Community Planning Partnerships and Police Scotland which supports tactical partnership work such as preparation for the bonfire period etc.
- In terms of innovation, the team continually look to find smarter, better ways of working such as finding a way to support local stations maintain breathing apparatus resilience.
- Staff development was ongoing.
- A new Group Commander had been recruited and would start in February 2025 and three new Station Commanders had also been confirmed.

7.2.2 The Committee asked how the LSOs managed and prepared for the scrutiny received from local authorities. MP advised that face to face meetings with the Chief Executives take place and provide an opportunity to talk openly about where the Service sits, identify successful partnership work and to understand the shared priorities. The feedback from the Scrutiny Committees had been positive.

7.2.3 Regarding the Colleague Experience Survey the Committee enquired if MP received the results for the MELSB LSO area. MP advised that the report on the MELSB area had not yet been received as it was still being progressed through the Culture Development Group. AW advised that it was the intention for directorate action plans to be produced as the process matured.

7.2.4 In terms of managing Community Planning Partnerships (CPP's), MP advised that the 3 Group Commanders regularly update and provide support to the CPP's which maintains an open relationship. DF added that SFRS structures had evolved over the years and now provided more flexibility at a local level, prevented silo working and utilised resources more effectively.

7.2.5 The Committee noted MP was new in his role and asked if the Service had provided sufficient training and preparation for the role. MP advised that he was prepared for the Area Commander element of the role however the LSO role was more specific to the area. MP had benefited from personal relationships with colleagues who had previously been in the role, from speaking to people in the area to understand the expectations and the on-the-job learning.

7.2.6 With regards to flooding response within the MELSB area, MP advised there were 2 water rescue stations and every other station had a level 2 flood response, with the continual improvement development team looking at multi pump exercises and case studies on widespread flooding.

7.2.7 MP advised that initiatives within the area were identified through KPIs, Community Action Teams and partnership activity with other stakeholders.

7.28 **The Committee scrutinised the report.**

(M Pincombe left the meeting at 1103hrs)

8 INSPECTIONS/AUDITS

8.1 UPDATE FROM HM FIRE SERVICE INSPECTORATE

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

- Fieldwork within the North Service Delivery Area (SDA) was being completed before moving to drafting of the report. The report would be with the Service at the end of the financial year for consultation and then published in summer 2025.
- Organisational Culture fieldwork is almost completed and relates to policy and procedures. The report would be with the Service in spring 2025 and published before summer.
- Operational Assurance inspection had commenced with significant engagement being undertaken with the Service. Aiming to have the report published in the early half of 2025.
- HMFSI were in the process of creating the Chief Inspectors plan for 2025–28. The early draft had been shared with the Chief Officer for some initial feedback and would subsequently be shared more widely thereafter.

8.1.2 Regarding Organisational Culture the Committee noted that HMFSI would be reaching out to a random sample of staff via email and asked if this had started and if so, had any responses been received. RS advised around 10% of the organisation would be contacted and some responses had been received.

8.1.3 **The Committee noted the report.**

8.2 Independent Audit/Inspection Action Plan

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

8.2.2 Firefighting in High Rise Buildings

8.2.3 RW advised one action remained outstanding which related to work around the High Rise SOP. Although the work was not complete the procedure had been updated and reflected the recommendations, including those from Grenfell, it was fit for purpose and was accessible on tablets. Work was ongoing with the NFCC Fire in Tall Buildings working group and when that was completed the SOP would be reviewed again.

8.2.4 The Committee enquired if this could be classed as ongoing business and marked as complete. RS was content that the actions taken had been satisfied to a reasonable extent and due regard had been given. DF was supportive of the approach.

8.2.5 Climate Change Impact

8.2.6 RW advised the action plan had not been signed off due to delivery of the final vehicles being awaited which was outwith the Service's control, however, delivery was expected by the end of March. RW proposed this action be closed which the Committee agreed and were content that due regard had been given.

8.2.7 HMFSI Review of Contingency Planning Arrangements.

8.2.8 RW noted there were 3 actions that had been completed in the last period. One outstanding action related to development of an annual tabletop training exercise with SMARTEU but was expected to be completed within the time frame set out in the action plan.

8.2.9 West Service Delivery Area

8.2.10 RW advised that the action plan had been produced and would be submitted to SLT in December 2024 and then to the next Service Delivery Meeting in February 2025.

8.2.11 **The Committee scrutinised the report.**

(C Fitzpatrick joined the meeting at 1110hrs)

9 SERVICE DELIVERY PERFORMANCE REPORTING

9.1 Quarterly Performance Report for Q2 2024-25

9.1.1 The Chair advised to move onto questions as members had read the report.

9.1.2 The Committee highlighted the slight increase in call handling times and requested a brief report be submitted to a future meeting to gain an understanding of the pressures and significant effects on the whole range of capabilities.

9.1.3 The Committee enquired about the next steps in redesigning of the KPI's. RW advised that conversations were ongoing at Committee level about what's important and what can be measured with a possible focus on outcomes. RW confirmed this work was continuing and was on the work plan for next year.

9.1.4 **The Committee scrutinised the report.**

(C Fitzpatrick left the meeting at 1122 hrs)

9.2 UFAS Update

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

- High level report will be available in January 2025.
- Initial target ambitions in relation to UFAS was to reduce these by 15%, however, there has been a 54% reduction which was an average of 53 non-attendances in a 24-hour period, totalling 19,332 incidents of non-attendance.
- 53% of UFAS can be attributed towards the care sector.
- UFAS now account for 18% of all incidents which is down from 30%.
- Operations Control (OC) still receive a high volume of calls, however this is due, in part, to Alarm Receiving Centres (ARC) who pass the initial information on and then recontact OC, at our request, to advise of the outcome following an inspection of the premises. This provides the Service with additional assurance over and above the standard expected across the UK.

- A procedure has been established to identify occasions where SFRS have attended an incident near to where there has been a UFAS incident within a 12-hour period. 68 occasions had been identified which equated to 0.35% of the initial non-attended UFAS incidents. More detail around this would be included within the high level report.
- Duty holder engagement at local level is still ongoing.
- The UFAS model frees up valuable time that can now be used for higher quality training without disruption. More detail around this would be included within the high level report, including a look back and a look forward.

9.2.2 In regards to cost savings, the Committee requested further information around reductions with On Call staff and earnings. JH confirmed this information would also be included within the high level report, however, noted that many UFAS incidents tended to be in built up areas with wholetime station responses rather than rural areas with On Call stations.

9.2.3 The Committee referred to the full review of risk detailed within the report which was scheduled for September 2024 and asked for further detail as to what this would entail. JH would clarify this off table.

9.2.4 DF highlighted the relevance and connection between this report and the performance report discussed earlier in the meeting, noting the impact of UFAS changes required to be looked at holistically.

9.2.5 **The Committee scrutinised the report.**

10 **GRENFELL TOWER FIRE – PHASE 2 RECOMMENDATIONS**

10.1 JH presented the report to the Committee to provide an update on the recommendations of Phase 2 of the Grenfell Tower Inquiry (GTI). The following key points were highlighted.

- There are 58 substantive recommendations from Phase 2 of the GTI.
- There was one outstanding action from the Phase 1 recommendations which related to the New Mobilising System and is an ongoing project.
- There are 2 Scottish Government working groups set up to manage the ongoing actions and SFRS have representation on both.
- Recommendations have been grouped by themes such as regulations, Government building standards, design compliance and housing etc.
- The UK Government timeline for responding to the report (paragraph 3.1.3 of the report).
- The SFRS High Rise Continual Improvement Group (HRCIG) meet on a monthly basis and have discussed the 58 recommendations and highlighted 12 specific points that directly affect London Fire Brigade and potentially the SFRS. The current position and proposed actions in relation to these 12 points.
- Some recommendations that are not directly about fire but have a bearing on fire.
- Recommendation 23 states due to the size and structure of London Fire Brigade it has tended to adopt an insular approach and be reluctant to learn from others. This was highlighted due to the size of SFRS.

10.2 The Committee advised that the Service should be proactive and provide response to the recommendations even if they don't entirely align with SFRS to shape the discussions with the sponsor groups. AW provided an example where SFRS have provided feedback to influence decision making. The Committee noted that there would be an election in 2026 and there could be an opportunity to influence policy proposals that are coming forward. JH advised that SFRS have representation on the working groups and there is a dedicated member of staff who has been involved from the start giving a real opportunity to have influence. SFRS are imbedded with the NFCC, and conversations are continually

evolving and moving forward. KB provided assurance that there is an embedded officer (Group Commander) seconded from the PPP Directorate that engages with the Fire and Rescue Unit in the Scottish Government to support the production and discussions relating to policy decisions.

10.3 The Committee queried where Scottish Government would receive advice from if not from SFRS. RS advised that Scottish Government obtained advice from HMFSI. RS asked to be informed of the Service's position should they consider taking a wider approach to influencing decision making/policy proposals to ensure any advice given to Scottish Government is consistent.

10.4 The Committee noted the report provided the Service Delivery Committee with a good deal of assurance on how the recommendations were being addressed.

10.5 The Committee noted in recommendations 2 and 3 it relates to an expectation that His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) will undertake an inspection of OC in LFB and enquired what the expectations are that HMFSI undertake the same process in SFRS. RS advised the recommendations are for HMICFRS in relation to London but that this did not necessarily mean that there have been similar things identified in SFRS and therefore HMFSI wouldn't necessarily have to carry out the inspections. HMFSI have already carried out an inspection of Firefighting in High Rise Buildings and plan to look at training and operations control as part of the planned inspection programme, two areas that HMICFRS were asked to consider.

10.6 **The Committee scrutinised the report.**

11 OPERATIONAL ASSURANCE OVERVIEW

11.1 CMcG presented an Operational Assurance (OA) presentation to the Committee to provide an overview of the OA function. The following key areas were highlighted.

- The OA function is a dedicated resource responsible for creating policies, procedures and supporting the organisation to deliver a safe, effective and efficient operational response.
- SFRS have a legislative requirement to comply with Health and Safety at Work 1974 and also the Management of Health and Safety at Work Regulations 1999. This is achieved by adopting the principles that are laid out through the Health and Safety Executive publication HSG65 Cycle.
- An OA model has been designed to capture the key inputs and outputs for OA processes. There are three key areas which are audit, review and debrief.
- The daily routine of the OA team includes viewing instant activity to ensure policy and procedures are effective and identify any trends.
- There is a large library of shared learning.
- An example of an OA led Structured Debrief.

11.2 The Committee asked about the life cycle of a review process for an incident that was not as significant as the Stonehaven incident. CMcG advised that it tied into KPI19 and was dependent upon the complexity of the incident but very few resulted in a quick process due to the size and scale of the organisation. However, it was noted that any critical information that emerges during the process would be actioned. AW advised of the 21 day turn around.

11.3 With regards to learning of working with partner agencies, CMcG advised that both the partner agency and the Service would work to review this. AW advised the debrief would run through SMARTEU.

11.4 The Committee sought assurance around the measures in place to determine the impact of the OA function. CMcG advised that stakeholder engagement was undertaken annually to look at the documentation they are asked to complete and whether it is fit for purpose, capturing the right information etc. These stakeholder relationships informed the learning and training materials by highlighting emerging issues or areas that required more focus.

11.5 The Committee commented on the small size of the OA team and asked if there were sufficient resources. CMcG advised that there had been conversations about benchmarking roles, however, noted it was the nature of the organisation and how we operate in Scotland. It was further noted that there were points of contacts based within the LSO areas with responsibility for driving safety and assurance as well as the focus within key corporate groups.

11.6 **The Committee scrutinised the report.**

12 **SERVICE DELIVERY RISK REGISTER**

12.1 **Committee Aligned Directorate Risks**

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

- SD001 around the New Mobilising System and Procurement and Implementation of Vision 5 Disaster Recovery System was red due to a time issue.
- FCS019 related to Operations Control systems contracts and the relevant contracts had been extended to March 2025 and would therefore be completed in 2025.

12.1.2 **The Committee scrutinised the report.**

12.2 **Risk Spotlight: SD006 Statutory Duties**

12.2.1 DF presented the risk spotlight to the Committee to provide an update on the Operational Delivery Statutory Duties. DF provided an overview of the issues and challenges faced and the mitigating actions.

12.2.2 The Committee asked if the current data available to the Operational Delivery team was sufficient and appropriate. DF advised it could be improved in terms of systems, for example, the introduction of the new rostering system would provide more live time information on the crews and their skills and competencies and more manual processes could also potentially be picked up through the new system. CMcG provided further information and assurance.

12.2.3 The Committee enquired how many staff worked in central staffing. DF advised that there were 2 teams who worked shifts and a third team who co-ordinated the administration and training courses. DF would report back with exact numbers of personnel within the teams.

12.2.4 The Committee enquired if finance was a factor. DF advised finance would be a factor in the establishment of business rules and there was a framework which was updated on a regular basis based on the current situation within the Service. The Committee asked if there were financial implications for over time. DF provided an example of how this was taken into account and the planned approach on taking appliances off the run.

12.2.5 The Committee enquired what the skill sets were within central staffing. DF noted that there was a combination of uniformed staff and central staffing assistants. There would also be subject matter experts when working on projects such as the rostering project.

12.2.6 The Committee noted there were some challenges in attitude towards central staffing and asked what actions were being undertaken to diminish this. DF recognised the challenges and advised that work was ongoing to try and address this cultural view and emphasised the importance of colleagues understanding each other's role and responsibilities.

12.2.7 **The Committee noted the report.**

13 FORWARD PLANNING

13.1 Committee Forward Plan

13.1.1 The following items were to be added to the forward plan:

- Response Times
- XVR
- Grenfell Report

13.1.2 The Committee proposed that Risk did not require to be on the agenda for every meeting and would be considered as appropriate.

13.1.3 The Committee agreed that alternative options for the Annual Governance Review should be explored, for example adding to the end of a formal meeting rather than having a standalone workshop.

13.1.4 **The Committee noted the forward plan.**

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

13.2.1 The following items were proposed for a future IGF meeting:

- Policy Issues
- Performance Management Framework

14 REVIEW OF ACTIONS

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

15 DATE OF NEXT MEETING

15.1 The next meeting is scheduled to take place on Tuesday 25 February 2025.

15.2 There being no further matters to discuss, the public meeting closed at 1257 hours.



HM Fire Service Inspectorate

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

Date: 25 February 2025

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 inspection team for the North SDA have continued to work through the fieldwork schedule and have completed the interviews for ACAM, PKAD, and WIOS, with the itinerary for these having previously been agreed with North SDA Officers. Running concurrently with all station visits, there have been a number of key personnel and external stakeholder interviews, these are ongoing with the final few appointments scheduled and due for completion in February 2025. 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. To date, the inspection team has interviewed SFRS policy owners, representatives from the People Directorate, station and Operations Control visits. In early January, Inspectors commenced a further series of MS Teams interviews with a randomly selected sample of individuals from across functions of the Service. These interviews relate to organisational values, policies, procedures and training that support organisational culture. The inspection is now in the analysis phase. The publication of the report is anticipated for summer 2025.

Operational Assurance

HMFSI are currently carrying out a thematic inspection of Operational Assurance within the SFRS as per the previously agreed outline. Fieldwork started in July 2024 with engagement meetings, interviews and data gathering conducted throughout the Service. All scheduled fieldwork has been completed with data analysis, report development and consultation ongoing. At the request of the Service and following positive engagement, the consultation is now due to take place by summer 2025 with the final report due to be published in the autumn of 2025.

3.3 Additional Inspection Activity

Chief Inspector's Plan 2025-2028

The Chief Inspector has a statutory obligation 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. Following formal consultation with the Service and other relevant stakeholders, the Chief Inspector is currently evaluating feedback provided prior to publication of the Plan in April 2025.

4. Additional Update Information

Group Commander Lynne Gow, who was seconded to HMFSI, left the Inspectorate on 7 February 2025 to return to the SFRS. I would like to place on record my thanks to Lynne for all her efforts during her time with HMFSI, and to the Service for its continued support with regard to the secondment process.

HM Chief Inspector Robert Scott QFSM

Date: 25 February 2025

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/01-25

Agenda Item: 7.2

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	25 FEBRUARY 2025						
Report Title:	HMFSI INSPECTION ACTION PLANS UPDATE						
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		A	B	C	D	E	F
1	Purpose						
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on HMFSI inspection action plans.						
1.2	At this meeting the SDC are asked to scrutinise the progress of the action plans relating to His Majesty's Fire Service Inspectorate (HMFSI) reports on: <ul style="list-style-type: none"> • Firefighting in High Rise Buildings • Climate Change • Industrial Action • East Service Delivery Area • West Service Delivery Area 						
1.3	There are no closing reports to consider.						
2	Background						
2.1	HMFSI inspects and reports on the Scottish Fire and Rescue Service (SFRS) with the purpose of assuring the public and Scottish Ministers that we are working in an efficient and effective way, and to promote improvement in the Service.						
2.2	Each year, HMFSI sets out its intended programme of thematic and local area inspections. Additional reviews may also be 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.						
3	Main Report/Detail						
3.1	The SDC is presented with the current overview dashboard, attached as Appendix A for noting. This provides high level details of all action plans.						
3.2	Firefighting in High Rise Buildings						
3.2.1	The HMFSI report on Arrangements for Firefighting in High Rise Buildings was published in September 2022. The action plan contains a total of 8 actions and is attached as Appendix B .						

3.2.2	It is proposed that the remaining action (see action 6) for Operations to capture recommendations in the final version of the High Rise Standard Operating Procedure (SOP) should be closed.
3.2.3	There is clear evidence that the recommendation has been given due regard and the High Rise Standard Operating Procedure has been updated with further work progressing and due to be completed in June 2025.
3.2.4	The overall BRAG rating for this action plan is blue and is 100% complete. <i>(Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).</i>
3.3	Climate Change – Impact on Operational Activity
3.3.1	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 Appendix C .
3.3.2	It is proposed that the remaining action (see action 5.2) to Progress and deliver the Wildfire Strategy through development and implementation of the following SFRS National Users Group (SNUG) workstreams: Prevention & Communication, Assets & Equipment, Training, Partnership Working and Policy & Procedure should be closed.
3.3.3	There is clear evidence that the recommendation has been given due regard. Work is progressing with sign off on the Provision and Use of Work Equipment Regulations (PUWER) by Operations in progress to allow for driver training for All Terrain Vehicles and 4x4 vehicles will be in service before the end of the financial year.
3.3.4	The overall BRAG rating for this action plan is blue and is 100% complete. <i>(Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).</i>
3.4	Contingency Planning for Industrial Action
3.4.1	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 Appendix D .
3.4.2	It is proposed that the remaining action (see action 1.3) to develop a programme for annual 'table-top' training and exercising events with Training, Safety and Assurance, and the Scottish Multi-Agency Resilience Training and Exercise Unit (SMARTEU) should be closed.
3.4.3	There is clear evidence that the recommendation has been given due regard with an Industrial Action Business Continuity Plan workshop and 'table-top' exercise planned for June 2025 and a draft Annual Testing Programme document in progress.
3.4.4	The overall BRAG rating for this action plan is blue and is 100% complete. <i>(Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).</i>
3.5	East Service Delivery Area (ESDA)
3.5.1	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 Appendix E .
3.5.2	During the reporting period, no actions were completed. The remaining one action regarding Reinforced Autoclaved Aerated Concrete (RAAC) has a green status and is currently 45% complete (see action 2), with remediation and reconfiguration work

	<p>continuing for permanent resolutions to those stations in the East SDA that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing.</p>
3.5.3	<p>The overall BRAG rating for this action plan is green 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>
3.6	<p>West Service Delivery Area</p>
3.6.1	<p>The HMFSI report on West Service Delivery Area was published in June 2024. The action plan contains a total of 30 actions and is attached as Appendix F.</p>
3.6.2	<p>During the reporting period fourteen actions were completed (see actions 1, 4, 5, 10, 12, 13, 14, 15, 16, 18, 24, 25, 26 and 28), and the sixteen remaining actions (see actions 2, 3, 6, 7, 8, 9, 11, 19.1, 19.2, 20, 21, 22, 23 and 29) are progressing, with thirteen of these being green and three being marked as amber.</p>
3.6.3	<p>SDC members are asked to note the following:</p> <ul style="list-style-type: none"> <p>• Action 17: <i>Review existing procedure within Operations Control for the creation, consultation and implementation of new or revised policy and procedures.</i> Commencement of this work has been impacted by the Wellbeing Recovery Plan. This action is ongoing as it forms part of the Document Conversion Project (DCP) Plan. It is proposed that the due date is extended as the Document Conversion Project (DCP) was significantly delayed. The Team have been put in place however there are a significant number of documents to be reviewed and redrafted. This action has been marked amber due to a slight delay as a result of conflicting work priorities and a revised due date has been proposed. [Proposed revised due date from September 2024 to August 2025]</p> <p>• Action 20: <i>Review SFRS Leadership and Management development processes to provide a national standard and syllabus for delivery at all levels.</i> Progress continues to deliver the Day 1 People Essentials for Supervisory Managers and develop further content, which is being reviewed by the Management Development Subgroup prior to progressing to Culture Development Group (CDG). Further in person sessions (Day 2 and Day 3) will be piloted in Quarter 1 2025/26 with feedback informing future development. This action is progressing and has been marked green; however, this is long-term service-wide work and a revised due date has been proposed. [Proposed revised due date from May 2025 to September 2026]</p> <p>• Action 21: <i>Review the national recruitment standards and Terms and Conditions (T&Cs) with a view to exploring, development and implementing pragmatic and alternative solutions for local recruitment.</i> Progress continues to deliver the Day 1 People Essentials for Supervisory Managers and develop further content, which is being reviewed by the Management Development Subgroup prior to progressing to Culture Development Group (CDG). Further in person sessions (Day 2 and Day 3) will be piloted in Quarter 1 2025/26 with feedback informing future development. This action is progressing and has been marked green; however, this is long-term service-wide work and a revised due date has been proposed. [Proposed revised due date from May 2025 to September 2026]</p> <p>• Action 27: <i>Review the provision of Tactical Ship Firefighting (TSFF) training and explore the delivery of acquisition and refresher courses.</i> The Options paper has now been approved through Operations Function governance route with a review of the provision. Tactical Advisor (TacAd) capability will be developed nationally including Wildfire capability development. Options for outsourcing of initial Tactical Advisor courses is being explored for delivery in 2024/25 Quarter 4, prior to development of internal Tactical Advisor course to be delivered thereafter. The requirement for instructor development to allow delivery of Tactical Ship Firefighting (TSFF) is being considered as part of 2025/26 planning.</p>

3.6.4	<p>This action has moved from green to amber due to the slip in original timescale and a revised due date has been proposed. [Proposed revised due date from November 2024 to March 2025]</p> <p>The overall BRAG rating for this action plan is green and is estimated at 70% complete. <i>(Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).</i></p>
4	Recommendation
4.1	<p>The SDC is invited to:</p> <ul style="list-style-type: none"> • Note the progress of all action plans as presented in the HMFSI inspection dashboard, attached as Appendix A. • Review the Arrangements for Firefighting in High Rise Buildings action plan, attached as Appendix B and agree the proposal made. • Review the Management of Climate Change: Impact on Operational Activity Action Plan, attached as Appendix C and agree the proposals made. • Review the Industrial Action Contingency Planning Action Plan, attached as Appendix D. • Review the East Service Delivery Area Action Plan, attached as Appendix E. • Review the West Service Delivery Area Action Plan, attached as Appendix F.
5	Key Strategic Implications
5.1 5.1.1	<p>Risk There are no risks associated with the recommendations of this report.</p>
5.2 5.2.1	<p>Financial There are no financial implications associated with the recommendations of this report.</p>
5.3 5.3.1	<p>Environmental & Sustainability There are no environmental implications associated with the recommendations of this report.</p>
5.4 5.4.1	<p>Workforce There are no workforce implications associated with the recommendations of this report.</p>
5.5 5.5.1	<p>Health & Safety There are no health and safety implications associated with the recommendations of this report.</p>
5.6 5.6.1	<p>Health & Wellbeing There are no health and wellbeing implications associated with the recommendations of this report.</p>
5.7 5.7.1	<p>Training There are no training implications associated with the recommendations of this report.</p>
5.8 5.8.1	<p>Timing Each HMFSI Action Plan will be reported to the SDC on a quarterly cycle until completion.</p>
5.9 5.9.1	<p>Performance This process supports robust challenge and scrutiny of our performance against HMSFI recommended improvements.</p>
5.10 5.10.1	<p>Communications & Engagement There is no implication associated with the recommendations of this report.</p>

5.11 5.11.1	Legal The arrangements for independent inquiries into the state and efficiency of the SFRS are a statutory requirement as laid out in Section 43 of the Fire Scotland Act 2005.	
5.12 5.12.1	Information Governance A Data Protection Impact Assessment (DPIA) is not required for this report as there is no sensitive information to consider.	
5.13 5.13.1	Equalities An Equality and Human Rights Impact Assessment (EHRIA) is not required for this this report. These will be captured by Directorate and LSO EHRIAs	
5.14 5.14.1	Service Delivery There are no service delivery implications associated with the recommendations of this report.	
6	Core Brief	
6.1	Not Applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director: Mark McAteer, Director of Strategic Planning, Performance and Communications	
7.2	Level of Assurance: (Mark as appropriate) Substantial/Reasonable/Limited/Insufficient	
7.2	Rationale: Following receipt of Audit Reports, Action Plans are developed in conjunction with Directorates and approved via the Strategic Leadership Team and the nominated Executive Committee of the Board. Quarterly reporting is made to the Senior Management Board and nominated Executive Board until full completion of the Action Plan.	
8	Appendices/Further Reading	
8.1	Appendix A: HMFSI Inspection Overview Dashboard	
8.2	Appendix B: Arrangements for Firefighting in High rise Buildings Action Plan Update	
8.3	Appendix C: Climate Change: Impact on Operational Activity Action Plan Update	
8.4	Appendix D: Review of Contingency Planning Arrangements in relation to potential Industrial Action (IA) Action Plan Update	
8.5	Appendix E: East Service Delivery Area (ESDA) Action Plan Update	
8.6	Appendix F: West Service Delivery Area Action Plan Update	
Prepared by:	Kirsty Jamieson, Planning and Performance Officer	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Planning	
Presented by:	Richard Whetton, Head of Governance, Strategy and Planning	
Links to Strategy and Corporate Values		
Our inspection process contributes to Strategic Outcome 5 of the Strategic Plan 2022-25: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Corporate Board</i>	<i>17 February 2025</i>	<i>For recommendation</i>
<i>Service Delivery Committee</i>	<i>25 February 2025</i>	<i>For scrutiny</i>

HMFSI INSPECTION OVERVIEW DASHBOARD

APEPNDIX A

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 BAU	Void	% Complete	RAG
Apr-22	Health and Safety: An Operational Focus	PC	Oct-24	Mar-25	18	Feb-25	Apr-25	Mar-25	0	1	0	16	0	0	1	0	0	95%	Red
Sep-22	Firefighting in Highrise Buildings	SDC	Jun-24	Jun-25	8	Feb-25	Apr-25	Feb-25	0	0	0	8	0	0	0	0	0	100%	Blue
Apr-23	Command and Control Mobilising System (CCMS)	CC	Jul-24	-	6	Feb-25	-	May-25	0	0	0	6	0	0	0	0	0	100%	Blue
Sep-23	Climate Change – Impact on Operational Activity	SDC	Apr-25	Mar-25	12	Feb-25	Apr-25	Feb-25	0	0	0	12	0	0	0	0	0	100%	Blue
Oct-23	East Service Delivery Area (ESDA)	SDC	Mar-25	-	9	Feb-25	Apr-25	Feb-25	0	1	0	8	0	0	0	0	0	95%	Green
Dec-23	Mental Health and Wellbeing Support in SFRS	PC	Dec-25	-	30	Feb-25	Apr-25	Mar-25	0	17	0	8	0	0	5	0	0	60%	Red
Jun-24	West Service Delivery Area (ESDA)	SDC	Dec-25	-	30	Feb-25	Apr-25	Feb-25	0	18	0	14	0	0	0	0	0	70%	Green

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 BAU	Void	% Complete	RAG
May-23	Review of contingency planning arrangements in relation to potential industrial action	SDC	Dec-24	Jun-25	7	Feb-25	Apr-25	Feb-25	0	0	0	7	0	0	0	0	0	100%	Blue

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 BAU	Void	% Complete	RAG
N/A	Local Area Inspection National Recommendations	SDC	N/A	N/A	11	Dec-22	N/A		0	0	0	11	0	0	0	0	0	100%	Inactive

Closed 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 BAU	Void	% Complete	RAG	Closed Date
Apr-15	HMFSI - Performance Management Systems	SDC	Jul-20	May-20	32	May-20	N/A		0	0	0	26	0	2	4	0	0	100%	Closed	
Jul-17	HMFSI - Operations Control Dundee and Highlands and Islands Support	SDC	Dec-20	May-20	24	May-20	N/A		0	0	0	24	0	0	0	0	0	100%	Closed	
Jan-18	HMFSI - Fire Safety Enforcement	SDC	Mar-20	Mar-23	20	Mar-23	N/A		0	0	0	19	0	0	0	0	1	100%	Closed	May-23
May-18	Audit Scotland - Scottish Fire and Rescue Service Update	ARAC	Dec-21	Feb-23	36	Feb-23	N/A		0	0	0	33	0	0	0	1	2	100%	Closed	Mar-23
Feb-19	HMFSI - Provision of Operational Risk Information	SDC	Mar-22	Dec-22	25	Feb-23	N/A		0	0	0	20	0	0	0	5	0	100%	Closed	Feb-23
May-19	HMFSI - Management of Fleet and Equipment	SDC	Mar-22	May-22	38	May-22	N/A		0	0	0	32	0	0	6	0	0	100%	Closed	May-22
Feb-20	LAI - Dumfries and Galloway	N/A	Jun-21	N/A	12	Dec-22	N/A		0	4	0	7	0	1	0	0	0	100%	Closed	
Jun-20	LAI - Edinburgh City	N/A	Apr-21	N/A	11	Dec-22	N/A		0	5	0	0	0	6	0	0	0	100%	Closed	
Aug-20	HMFSI - Command and Control: Aspects of Incident Command	SDC	Mar-22	Dec-23	25	Nov-22	N/A		0	0	0	25	0	0	0	0	0	100%	Closed	Nov-22
Mar-21	HMFSI - Assessing the Effectiveness of Inspection Activity	ARAC	-	-	0	-	-		-	-	-	-	-	-	-	-	-	-	Closed	
May-21	LAI - Midlothian	N/A	Mar-22	Mar-23	7	Dec-22	N/A		0	0	0	7	0	0	0	0	0	100%	Closed	
Dec-21	LAI - Argyll & Bute and East & West Dunbartonshire	N/A	Apr-23	N/A	6	Dec-22	N/A		0	5	0	1	0	0	0	0	0	100%	Closed	
May-22	SMARTEU Covid 19 Structured Debrief Summary	SDC	Mar-23	May-23	7	Mar-23	N/A		0	0	0	7	0	0	0	0	0	100%	Closed	May-23
Dec-20	Planning and Preparedness for COVID Review	SDC	May-26	Aug-23	15	Aug-23	N/A		0	0	0	12	0	0	0	3	0	100%	Closed	Aug-23
Mar-23	Training of RDS Personnel	PC	Mar-23	Aug-23	31	Aug-23	N/A		0	0	0	27	0	0	0	4	0	100%	Closed	Sep-23

HMFSI Inspection Forecast

Expected	Title	Type
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	Climate Change : SFRS actions relating to reducing its carbon footprint	Focused
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)
Feb-25	Apr-25	Feb-25

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	<p>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] Corporate Board Feedback from 28 Oct: They would like to understand how the final version of the SOP will align to the work ongoing for Grenfell. Please reference this in the next update.</p> <p>17 February 2025: The High-Rise Standard Operating Procedure (SOP) has been updated to reflect the recent accepted recommendations including any identified from Grenfell and has been republished to incorporate changes identified to date. Full implementation of all future recommendations, including those from the HMFSI Firefighting in High Rise Buildings review, will be included in the final Operating Procedures, scheduled for publication as part of Phase 2 of the Document Conversion Project (DCP) in June 2025.</p> <p>The updated High-Rise procedures will incorporate learning from Grenfell, aligned with National Operational Guidance from the National Fire Chiefs Council (NFCC) and ongoing work from the National Fire Chiefs Council (NFCC) Fire in Tall Buildings Working Group. This learning is being assessed by an SFRS working group, focusing on a risk-based approach to potential enhancements such as stairwell protection teams and atmospheric monitoring options, which may complement the current use of smoke hoods.</p> <p>Preparations for the rollout of smoke curtains are also underway, with their use at high-rise fires to be integrated into the High-Rise Operating Procedures.</p> <p>A key advantage of the Document Conversion Project (DCP) and the operational document library is the ability to implement and familiarise personnel with changes to operating procedures efficiently, reducing resource demands. This ensures future updates, including those stemming from Grenfell or operational learning, are promptly incorporated.</p> <p>It is proposed tht this action is closed. There is clear evidence that the recommendation has been given due regard and the High Rise Standard Operating Procedure has been updated with further work progressing and due to be completed in June 2025.</p> <p>This action has been marked blue and is considered complete in terms of the recommendation and</p>	100%		Blue	
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	<p>21 February 2024: Prevention and Protection have been in discussion with Scottish Government and Local Senior Office Areas around the consistent approach to fire warning systems in High Rise Domestic Buildings (HRDBs). The Operational Assurance Visit procedure is currently being redrafted to reflect this alongside the guidance for Evacuation Alert Systems, Premise Information Boxes and Personal Emergency Evacuation Plans. We are also in discussion with Operations Delivery around revision requirements of the High Rise Standard Operating Procedure. Due to resourcing challenges, conflicting priority work and changes in structures, it is requested this action is further extended until the end of March 24 taking it past the 6 month original due date. There is a managed workstream ongoing to consider and revise existing guidance and policy for this action which has required internal and external engagement though is now progressing well. Operations continue to standby ready to support any subsequent actions i.e. should Prevention & Protection determine a change to policy is required following their scheduled meetings. Operations will support by ensuring any required changes are reflected within operational documentation.</p> <p>Timeline if required would be 10-12 weeks following the identification of Policy changes; 2 weeks re-write, 4 weeks consultation, up to 2 weeks update post consultation, 4 weeks familiarisation period- Go-Live.</p> <p>This action has moved from amber to red due to the second slip in timescale. [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 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.</p> <p>This action has moved from red to blue and is now complete.</p>	100%	Mar-24	Blue	<ul style="list-style-type: none"> 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 builds 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.
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	<p>17 May 2023: Information regarding the total number of compliant and fitted High Rise Indicator Plates (HRIPs) has been passed to Scottish Government. We have provided further context to Scottish Government as to why there are still buildings with no plate fitted. The reasons include financial barriers; being considered unsightly; and there being no legal requirement. As a result, SFRS have formally requested regulatory change and are awaiting an update from the Fire and Rescue Unit.</p> <p>This action has been marked as amber due to some slip in timescales. A revised due date from April 23 to July 23 has been proposed.</p> <p>16 August 2023:The Fire and Rescue Unit is now in receipt of the SFRS request for regulatory change and the SFRS action can be closed.</p> <p>This action has been marked green and is now complete.</p>	100%	Jul-23		

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%			ABOAVProcedureHRDBsGuidancePlatesV1.0 (firescotland.gov.uk)
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.	4	Prevention and Protection to produce a Policy and supporting guidance for Premises Information Boxes.	AC Getty	Jul-23	Mar-24	Complete	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] 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: Task 1: Update Operational Assurance Visits 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 operational Assurance Visits procedural document. This action has moved from red to blue and is now complete.	100%	Mar-24	Blue	<ul style="list-style-type: none"> 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" 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 & H31b). 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. All SFRS advice on PIB's will follow NFCC guidance Templates and procedures have been updated and are going through internal QA prior to issue.
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.	5	Operational Assurance (OA) to review the current Policy for OA High Rise Visits and consider a risk based approach.	AC Duffy	Dec-23	Mar-24	Complete	21 February 2024: The pilot is underway at McDonald Road Community Fire Station and the evaluation report is due for drafting in March 2024. This action remains amber due to slip in original timescale but is on target by completion by the revised due date of March 2024. 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. This action has been marked as blue and is now complete.	100%	Mar-24	Blue	
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.	7	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.	AC Duffy	Dec-23	Aug-23	Complete	17 May 2023: During the Standard Operating Procedure development, part of the process involved a consultation process with frontline staff. Outcomes of the consultation process have been considered and will be included where deemed appropriate. A due date of December 2023 has been provided for this action. 16 August 2023: As part of the Document Conversion Project, amendments to the High Rise Operating Procedure have been made in respect of Evacuation and Fire Escape Hoods, which involved robust consultation(s) and trials with all stakeholders. This action has been marked green and is now complete.	100%			
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.	8	Operations to review arrangements across Scotland and produce suitable options for transporting equipment and standardising this approach throughout Scotland.	AC Duffy	Dec-23		Complete	16 August 2023: SFRS Research, Development and Innovation (RD&I) are currently coordinating trials of alternative equipment, methodologies and products for transportation of equipment. The trial and review of alternatives as per the action will be completed by the target due date of December 2023. However it should be noted that service wide implementation would then transfer to business as usual and extend beyond this date based on the specific outcomes. This action has been marked green and is on track for completion by the target due date. 15 November 2023: Operations have carried out this review and SFRS Research, Development and Innovation (RD&I) are currently out to tender for new heavy weight appliance (18T) and simultaneously trailing high rise bags that are in use throughout a number of European fire and rescue services. Trailing stations are Inverness, Crewe Toll and Clyde mill.	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 Farries, Service Delivery

Updated	Next Update	Committee Update (SDC)
Feb-25	Apr-25	Feb-25

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 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 SFRS National Users Group (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	<p>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 – July), an evaluation was completed and presented to the User Group in August.</p> <p>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.</p> <p>Wildfire User Group sub-groups have been established to ensure there is progress against incomplete actions, including Generic Risk Assessment (GRA), Standard Operating Procedures (SOPs), Provision and Use of Work Equipment Regulations (PUWER) and Training. A detailed action log has now been created by the group.</p> <p>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.</p> <p>An article was provided for inclusion in the SFRS Weekly Brief to provide a full update on the Wildfire Strategy.</p> <p>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.</p> <p>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.</p> <p>[Proposed revised due date from Aug-24 to Mar-25]</p> <p>17 February 2025: Internal communication to deliver the Wildfire Strategy is managed via the SFRS weekly brief and the iHub webpage is now live. The Wildfire Generic Risk Assessment (GRA) and Standard Operating Procedure (SOP) have now been published.</p> <p>Delays in completing this action have been caused as result of awaiting sign off of the Provision and Use of Work Equipment Regulations (PUWER) by Operations to allow driver training of All Terrain Vehicles (ATVs) to commence. Training will commence as soon as this takes place. An update from Operations is pending. All Terrain Vehicles (ATV) will be able to be mobilised as each station has their driver and pump training.</p> <p>There has been some further delays in the introduction of the 4x4 vans - Fleet has advised that these will be in service before the end of the financial year and are expected to be on stations by June 2025. The New Scottish Wildfire Forum website is now up and running. This will hold historic wildfire danger ratings and information from the wildfire conference previously held in Aberdeen.</p> <p>Internal and external communications provided good coverage of the Wildfire Conference held in Aberdeen. This consisted of a one-day partner site visit, a two-day conference at P&J live and a one-day National Wildfire Tactical Advisor Continued Professional Development (CPD) event. Review of the event and possible learning is taking place for the next conference which will take place in England.</p> <p>It is proposed that this action is closed. There is clear evidence that the recommendation has been given due regard. Work is progressing with sign off of the Provision and Use of Work Equipment Regulations (PUWER) by Operations in progress to allow for driver training for All Terrain Vehicles and 4x4 vehicles will be in service before the end of the financial year.</p> <p>This action has been marked blue and is considered complete in terms of the recommendation and subsequent action.</p>	100%		Blue	
The Service should consider whether there is potential to amend the guidance in the Water Rescue and Flooding SOP, so that the application of the 'cannot enter the water' rule is explained and qualified, with a view to including more definitive guidance for personnel at incidents where there is a very low water, low risk, environment.	1	Undertake a review of Water and Flooding Generic Risk Assessment and Standard Operating Procedure and consider if safe systems of work can be developed to support HMFSI recommendations.	Martin Cassidy / Stuart McDonald Operational Delivery	Apr-24	N/A	Complete	<p>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.</p> <p>This action has been marked blue and is now complete.</p>	100%	Apr-24	Blue	
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	<p>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.</p> <p>This action has been marked green and remains on target for completion by the end of June 2024 (initial due date).</p> <p>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.</p> <p>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.</p>	100%	Oct-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	<p>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.</p> <p>This action has been marked blue and is now complete.</p>	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	<p>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.</p> <p>This action has been marked blue and is now complete.</p>	100%	May-24	Blue	Severe Weather BCP
The SFRS should reinvigorate the operation of the Wildfire SFRS National Users Group (SNUG), and look to communicate the implementation plan and encourage two way engagement to assist in participative development of the Wildfire Strategy.	5.1	Re-establish the SFRS wildfire SNUG with collaborative representation from: Assets / Fleet, Operational Support, Operations Control, Operational Strategy & Development, Training Function, Representative Bodies, Health & Safety, Communications & Media, Prevention & Protection, NFR (Scotland).	Bruce Farquharson Training, Safety and Assurance	Nov-23	N/A	Complete	<p>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.</p> <p>This action has been marked blue and is now complete.</p>	100%	May-24	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.	5.3	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	<p>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.</p> <p>A communications toolkit has been provided for partner agencies to access for the sharing of wildfire information and strategy information.</p> <p>Sign up mailing list have been established for wildfire alerts to reach as wide an audience as possible</p> <p>We empower and equip colleagues and stakeholders/partner organisations to bolster this messaging and reach as wide an audience as possible.</p> <p>SFRS attend North Public Communications Group meeting to bolster engagement.</p> <p>Wildfire capability leads, including Tactical Advisor cadre have attended partner meetings to provide briefings and updates on the wildfire strategy.</p> <p>This action has been marked blue and is now complete.</p>	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	CAR Share Folder - OneDrive (sharepoint.com)
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%	Oct-24	Blue	Spatial and temporal pattern of wildfires in California from 2000 to 2019 Scientific Reports (nature.com)
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.
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.	8.3	Carry our further research into the development of a geographic wildfire risk layer for incorporation into the Community Risk Index Model.	Damien Griffith, Prevention, Protection and Preparedness	Mar-25	N/A	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)
Feb-25	Apr-25	Feb-25

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.	1.3	Develop a 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	<p>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. This action has been marked green as work continues to progress to the agreed target due date.</p> <p>17 February 2025: A further meeting was held with the Scottish Multi-Agency Resilience Training and Exercise Unit (SMARTEU) on 29th November 2024 but due to competing work priorities, SMARTEU are unable to facilitate a tabletop exercise until June 2025.</p> <p>Following significant change in SFRS senior leadership over the last few months, the Preparedness Function propose to hold an Industrial Action Business Continuity Plan (IA BCP) workshop for Senior staff in May 2025 followed by a table top exercise in June 2025.</p> <p>The Resilience team are currently updating scenarios to test for tabletop exercise. An Industrial Action Business Continuity plan (IA BCP) Annual Testing Programme document has developed and is currently in draft form.</p> <p>It is proposed that this action is closed. There is clear evidence that the recommendation has been given due regard with an Industrial Action Business Continuity Plan workshop and 'table-top' exercise planned for June 2025 and a draft Annual Testing Programme document in progress.</p> <p>This action has been marked blue and is considered complete in terms of the recommendation and subsequent action.</p>	100%		Blue	https://firescotland-my.sharepoint.com/personal/mark_cleland_firescotland_gov_uk/Documents/Prevention,%20Protection%20%26%20Preparedness/Industrial%20Action/SFRS%20IA%20BCP%20Annual%20Testing%20Programme.docx?d=wecc16f6144364209bf16d15ea18b8cbb&csf=1&web=1&e=1jhSrq
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.	1.1	Following the Multi Agency Industrial Action Debrief in June 23, review the Business Continuity Plan and National Event Plan.	Group Commander, Preparedness (Mark Cleland)	Nov-23		Complete	<p>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.</p> <p>This action has been marked blue and is now complete.</p>	100%	Feb-24	Complete	N/A
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	<p>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.</p> <p>This action has been marked amber due to the slip in original timescales and a revised due date of August 2024 has been proposed.</p> <p>[Proposed revised due date from Apr-24 to Aug-24]</p> <p>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.</p> <p>This action has been marked blue and is now complete.</p>	100%		Complete	
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	<p>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.</p> <p>This action has been marked amber due to the slip in original timescales and a revised due date of Aug-24 has been proposed.</p> <p>[Proposed revised due date from Apr-24 to Aug-24]</p> <p>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.</p> <p>This action has been marked blue and is now closed.</p>	100%		Complete	N/A
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.	2.2	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	<p>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]</p> <p>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.</p> <p>This action has been marked blue and is now closed.</p>	100%		Complete	
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.	3	Review existing Community Asset Register provision and logistics and augment where identified as necessary within Business Continuity Plans.	Group Commander, Preparedness (Mark Cleland)	Dec-23	N/A	Complete	<p>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.</p>	100%	Dec-23	Complete	N/A
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.	4	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.	Group Commander, Preparedness (Mark Cleland)	Dec-23	N/A	Complete	<p>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.</p> <p>This action is complete.</p>	100%	Dec-23	Complete	Responding to Major Incidents during periods of strike action - Scotland

HMFSI - East SDA Recommendations
Executive Lead: DCO Stuart Stevens

Updated	Next Update	Committee Update (SDC)
Feb-25	Apr-25	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				28 October 2024: The current status is as follows: - 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. 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. 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. 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. 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. This action remains green and is progressing as planned. 17 February 2025: The current status is as follows:- Crewe Toll – The proposed project to remediate the 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. Galashiels - Work is currently in progress to remediate the Reinforced Autoclaved Aerated Concrete roof, the reconfiguration of the station for dignified facilities and contaminant control having completed in November with completion to fall within the current financial year. 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. 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. The remaining four sites - Livingston, Hawick, Marionville, and Tranent continue to be regularly inspected to monitor their condition, and we have options to resolve, through either new build or remediation, which will be progressed dependent upon the outcomes of the Strategic Service Review Programme. This action remains green and is progressing as planned.	45%		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		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	EICMasterFamilyV4.0 (sharepoint.com)
	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	https://oarrs.azurewebsites.net/StationAudits/Create
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	4	ICT to re-issue Corporate Communications reminding all stations to log any issues relating to Getacs and/or Operational Intelligence with the ICT Service Desk in the first instance.	Greg Aitken	Feb-24	N/A	Complete	24 June 2024: A Corporate Communications was re-issued to all stations via the iHub 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&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	CAR Share Folder - OneDrive (sharepoint.com)
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.	100%	May-24	Blue	

<p>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.</p>	7	<p>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.</p>	<p>DACO Bruce Farquharson (GC McGill)</p>	Jun-24	N/A	Complete	<p>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.</p>	100%	May-24	Blue	
<p>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.</p>	8	<p>Review the Positive Action Strategy and ensure that improving inclusion and diversity within SFRS is incorporated into the SFRS Cultural Action Plan.</p>	<p>Fiona Munro</p>	Feb-24	N/A	Complete	<p>24 June 2024: The Cultural Action Plan has been agreed with future priority actions for 2024 to improving diversity and inclusion. This will be monitored and reported through the Culture Development Group. This action has been marked blue and is now complete.</p>	100%	Feb-24	Blue	

HMFSI West Service Delivery Area Inspection - Action Plan Progress

Updated	Next Update	Committee Update (SDC)
Feb-25	Apr-25	Feb-25

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
We recommend that the Service provides clarity on the expected business planning processes to be adopted in the coming years, and how they should align to the Good Governance Framework. All agreed processes should then be reinvigorated and clearly communicated across all Service Delivery Areas.	1	Contact Deputy Assistant Chief Officers and Local Senior Officers to provide clarity on the forthcoming business planning arrangements, including the development timeline for the revision and publication of Local Fire and Rescue Plans that align with the Strategic Plan 2025-28.	Head of Corporate Governance, Richard Whetton	Dec-24		Complete	17 February 2025: Local Senior Officers and Deputy Assistant Chief Officers were emailed in November 2024 and provided with an update on the development of the SFRS Strategy and, in turn, Local Fire and Rescue Plans. This was followed up by a more detailed email in January which provided links to a range of material including information on the business planning process and a detailed timeline for the development of our business planning documents, including the SFRS Strategy and Local Fire and Rescue Plans.	100%	N/A	Blue	Email to Local Senior Officers and Deputy Assistance Chief Officers dated November 2024. Email to Local Senior Officers and Deputy Assistance Chief Officers dated January 2025 with link to iHub page with detailed timeline and the business planning process information contained within the draft SFRS Strategy.
We recommend that the Service review the impact of the Chief Officer's fund being removed within the West Service Delivery Area and that guidance is provided to all staff as to how this resourcing should be replaced.	2	Review the impact of the Chief Officer's fund being removed within the West Service Delivery Area and determine how this resource may be replaced. Ensure full guidance is provided to all staff on completion of review.	Head of Finance and Procurement, Lynne McGeough	Mar-25		In Progress	17 February 2025: The Business Partners are currently liaising with budget holders across the Service to determine the impact of this removal. Further details will be provided in due course. This action is progressing and has been marked green.	30%	N/A	Green	
We recommend that the Service reassess the impact of High Rise Operational Assurance Visits on capacity and explore the concept of a risk based inspection approach that embraces safety and assurance whilst not being overly burdensome.	3	Undertake a review of High Rise Operational Assurance processes and establish a sustainable (including risk based) model for the delivery of highrise risk profiling and inspections.	Head of Prevention, Protection and Preparedness, Iain Macleod	Mar-25		In Progress	17 February 2025: SFRS Protection Function have created a National Working Group to expand on the trials previously carried out by City of Edinburgh Local Senior Officer (LSO) Area. The cities included within this group are Edinburgh, Glasgow, Dundee and Aberdeen. The group is represented at Group Commander and Crew Commander level to provide an all-encompassing evaluation with particular emphasis on including end users. Having already had an inaugural meeting, early 2025 will see each area will undertake Operational Assurance Visits (OAVs) based on the guidelines agreed by the group which will provide essential learning for the progression of any SFRS new risk based approach. This action is progressing and has been marked green.	60%	N/A	Green	
We recommend that the West Service Delivery Area review the hazards within their area and confirm that specific operational procedures have been developed, if it is deemed that they are not covered entirely by generic standard operational procedures. (Local Action)	4	Review the current/future strategy for Standard Operating Procedures (SOPs) and the requirements for individual site specific procedures to identify specific risks within the Service Delivery Area which could require a site specific Standard Operating Procedure (SOP).	Deputy Assistant Chief Officer (West), Stephen Wright	Jan-25		Complete	17 February 2025: As part of the Document Conversion project being carried out by the Operations Directorate, a review of all Standard Operating Procedures (SOPs) is being carried out to streamline the guidance to operational personnel at an operational incident. It is envisaged that there will not be a requirement for site specific Standard Operating Procedures (SOPs) for individual specific risks as the current process for gathering information on these risks is deemed to be appropriate for operational personnel. This information is gathered via existing operational intelligence, civil contingency partnership arrangements e.g. Multi-Agency Incident Response Guides (MARGs) and ongoing information update practices to operational crews from the premises responsible persons. This action is now complete and has been marked blue.	100%	Jan-25	Blue	
We recommend that the Service review its Fire Appliance Driver and Specialist capacity in the West Service Delivery Area to understand the areas of most pressure and apply mitigation, which allows firefighters to practice variety in the role on a more regular basis.	5	Review the Fire Appliance Driver and Specialist capacity to understand the areas of most pressure and apply mitigation to allow firefighters to practice more variety and on a more regular basis.	Head of Training, Craig McGoldrick / Deputy Assistant Chief Officer (West), Stephen Wright / Operational Availability Group (OAG)	Nov-24		Complete	17 February 2025: There is a current review (OAG Action) of drivers within each Watch and Station to understand any gaps and identify specific priorities. A criterion of one driver per appliance plus an additional driver per Watch for resilience is considered as the benchmark. Once the gap analysis is completed, engagement with the Training Function will take place to agree Training Needs Analysis (TNA) and priority for Watches and Stations accordingly. Mitigation is also considered for specific stations where there is the opportunity to use (i) CC drivers and (ii) Firefighters (FFs) in development who are also competent On Call FF drivers. It is proposed that this action should be closed as work is already being fully addressed via the Operational Availability Group (OAG).	100%	Nov-24	Blue	
We recommend that the Service reviews the West Service Delivery Area Fire Station condition surveys to understand the areas of most pressure regarding dignified facilities and contaminants to explore any possible interim mitigation measures.	6	Review West Service Delivery Area (WSDA) fire station condition surveys to understand the areas of most pressure regarding dignified facilities and contaminants to explore any possible interim mitigation measures.	Head of Asset Management, Ijaz Bashir	Jun-25		In Progress	17 February 2025: Additional capital funding was provided to refresh 50% of the current condition surveys. This was targeted at wholetime, larger sites and is under review by consultants to better help inform major and minor projects with current data. The planned asset management property conference will also assist with discussion to review completed projects explore future projects plans. This action is progressing and has been marked green.	80%		Green	
We recommend that the Service resolves the RAAC roofing problems at the affected stations as a matter of urgency (West SDA).	7	Identify solutions for permanent resolutions to those stations in the East SDA that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing.	Head of Asset Management, Ijaz Bashir	Jun-25		In Progress	17 February 2025: Draft five year capital plan has been developed with a programme of replacement or reconfigurations to address all Reinforced Autoclaved Aerated Concrete (RAAC) affected stations. This will be presented for approval through SFRS governance. This action is progressing and has been marked green.	80%		Green	

We recommend that the Service review the existing practices and processes within the West Service Delivery Area for property maintenance with the Central Property partner in order that increased local administration and responsibility of property be explored.	8	Review existing practices and processes within the West Service Delivery Area (WSDA) for property maintenance with the Central Property Partner.	Head of Asset Management, Ijaz Bashir	Jun-25		In Progress	17 February 2025: The asset management property conference will review the processes within the West Service Delivery Area for property maintenance and the contract with our contractor and make suggestions for improvements where necessary. The quarterly Deputy Assistant Chief Officer (DACO) meetings provide additional feedback and review. This action is progressing and has been marked green.	80%		Green
We recommend that the Service review the existing practices and processes within the West Service Delivery Area for vehicle management with the Central Fleet partner in order that increased local administration and responsibility of vehicles be explored.	9	Review existing practices and processes within the West Service delivery Area (WSDA) for vehicle management with the Central Fleet Partner.	Head of Asset Management, Ijaz Bashir	Apr-25		In Progress	17 February 2025: The Light Fleet Review paper has been prepared and will proceed through governance with recommendations to maximise the benefit of light fleet, reduce fleet size and ensure vehicles are deployed in the most appropriate locations. This action is progressing and has been marked green.	50%		Green
We recommend that the Service reviews the existing practices and processes for equipment provision and maintenance within the West Service Delivery Area with the Central Equipment partner in order that increased local administration and responsibility of equipment can be realised.	10	Review existing practices and processes within the West Service Delivery Area (WSDA) for equipment provision and maintenance with the Central Equipment Partner.	Head of Asset Management, Ijaz Bashir	Apr-25		Complete	17 February 2025: Asset Management (Equipment Section) ensures that equipment is inspected through a national contract together with maintenance in line with operational appliance schedules. Processes are in place and performance of the contract is monitored together with review to ensure equipment is kept within certification. Feedback from quarterly Deputy Assistant Chief Officer (DACO) meetings is taken onboard. It is proposed that this action is closed. This action is now complete and has been marked blue.	100%	Jan-25	Blue
We recommend that the Service standardise the recording of equipment testing with a national electronic system as soon as possible.	11	Standardise the recording of equipment testing with a national electronic system.	Head of Asset Management, Ijaz Bashir	Sep-25		In Progress	17 February 2025: The Vehicle Inventory Check system has been developed by SFRS ICT and has been rolled out across stations for the first range of vehicle types. This is currently under review and an overarching asset management system will need to be procured in the future, but no definitive timelines are available for this. Available systems are being reviewed together with outreach to other services to understand experience, lessons learned from their system implementation. This action is progressing and has been marked green.	50%		Green
We recommend that the Service reviews the existing Breathing Apparatus provision within Volunteer Stations to satisfy itself that training, testing and maintenance is being conducted to an acceptable standard and that the capability can be deployed safely within existing policy and operational guidance.	12	Review existing Breathing Apparatus provision in On-call (volunteer) stations and confirm appropriate action to address inconsistencies to provide a standard approach that meets acceptable standards.	Head of Operations, Garry Mackay	Feb-25		Complete	17 February 25: There are processes in place for the review and monitoring the competence of Breathing Apparatus (BA) wearers, this is managed locally at Local Senior Officer (LSO) level and where wearers are not considered competent then the capability is removed from the rostering system. This will remove the appliance from the mobilising system should the deficiency result in unsafe crewing levels. There are also local arrangements to support the testing and cleaning of Breathing Apparatus (BA) sets and associated equipment. This is further supported by the Training Function with Breathing Apparatus (BA) refresher program and Instructors able to provide support to the more remote areas in conjunction with the Local Senior Officer (LSO). Operations are working with Assets in the procurement of replacement Breathing Apparatus (BA) sets. This review will include the distribution of Breathing Apparatus sets and their operation, and will align with the Strategic Service Review Programme (SSRP). This action is now complete and has been marked blue.	100%	Jan-25	Blue
We recommend that the West Service Delivery Area reviews the existing Safe Working at Height provision within Dumfries & Galloway and develop an improvement plan for consistent maintenance of skills and service delivery.	13	Review existing Safe Working at Height provision and confirm appropriate action to address inconsistencies to provide a standard approach to type and use of the equipment.	Head of Operations, Garry Mackay / Deputy Assistant Chief Officer (West), Stephen Wright	Jan-25		Complete	17 February 25: A national review of Safe Working At Heights (SWAH) provision has been undertaken across the SFRS, specifically in the West Service Delivery Area (SDA) where there have been realignments scheduled for the stations within Dumfries. This will realign the current provision to new Tier 1 and Tier 2 capabilities which will be standardised across Scotland. Safe Working At Heights (SWAH) Tier 2 training - All wholetime watches at Dumfries will have their training completed by late April/early May. Dumfries On call, alongside Moffat and Newton Stewart personnel will work to Tier 2 within training year 2025/26. Tier 1 identified stations will be skilled locally, by Training. Asset Management have new Safe Working At Heights (SWAH) equipment for Tier 1 and 2 will be provided and this will go live on completion of the respective training. This action is now complete and has been marked blue.	100%	Jan-25	Blue
We recommend that the Service investigate the application of the national laundry contract processes and look to explore improvements within the West Service Delivery Area.	14	Undertake a review of the application of the national laundry contract processes and make recommendations for improvement where necessary.	Head of Asset Management, Ijaz Bashir	Apr-25		Complete	17 February 2025: The standardised laundry contract currently in place has been reviewed and operates to the contract terms of 7 days from point of receipt at laundry facility to return to SFRS hubs. The provision of additional reserve Personal Protective Equipment (PPE) assists in ensuring availability. The performance of the contract continues to be monitored. It is proposed that this action is closed as appropriate monitoring is in place. This action is now complete and has been marked blue.	100%	Jan-25	Blue

We recommend that the Service completes its review of the Functional Management structure within Johnstone Operations Control to ensure staff are being supported and operational preparedness is being delivered in the most efficient and effective way.	15	Review of National Operations Control Structure to ensure sufficient fire control employees to provide a resilient Fire Control.	Head of Operations, Garry Mackay	Jan-25	Complete	17 February 25: A review of the Operations Control (OC) Structure has taken place over the past year incorporating full consultation with Operations Control (OC) personnel and Representative Bodies. This work has been supported by the People Directorate. A business case was submitted to the Strategic Leadership Team Meeting on 17th December 2024. Further information was requested and this was re-submitted to the January 2025 Strategic Leadership team Meeting for approval. This action is complete in terms of the review of the national Operations Control Structure and has been marked blue.	100%	Jan-25	Blue
We recommend that the West Service Delivery Area should seek to strengthen and improve the operational and managerial links to Johnstone Operations Control to improve operational preparedness and delivery. (Local)	16	Consider how to improve existing relationships between Local Senior Officer management teams and station personnel to improve operational and management links.	Deputy Assistant Chief Officer (West), Stephen Wright	Jan-25	Complete	17 February 2025: Engagement has taken place with West Service Delivery Area (SDA) Local Senior Officers (LSOs) and senior Johnstone Operations Control (JOC) staff to consider how best to strengthen these links. The main challenge is capacity to release Operations Control (OC) staff to participate in any other engagement outwith Johnstone Operations Control. Johnstone Operations Control (JOC) staff were invited and participated in the recent multi agency exercise at Faslane which was very successful and invites will continue for future internal and external exercises. Senior Johnstone Operations Control (JOC) staff will be invited to future Service Delivery Area (SDA) and Local Senior Officer (LSO) management team meetings to enable national and local engagement and updates to take place. In addition station visits to Johnstone Operations Control (JOC) are being arranged for 2025 and West Flexi Duty Manager (FDM) visits to Incident Support Room (ISR) familiarisation sessions. It is proposed that this action is closed and progressed as Business As Usual (BAU). A schedule of visitations from Operational Station Personnel have been on-going over the past year co-ordinated by Johnstone Operations Control (JOC). These visitations will continue as required. At present a schedule is being arranged for Incident Support Room visits for Operational Flexi-Duty Officer Groups to improve operational preparedness and enhance management links. This action has been completed and has been marked blue with	100%	Jan-25	Blue
We recommend that the Service should review its consultation and liaison process to ensure that the staff at Johnstone Operations Control are provided with enough 'lead' time to prepare and train for policy and procedural changes.	17	Review existing procedure within Operations Control for the creation, consultation and implementation of new or revised policy and procedures.	Head of Operations, Garry Mackay	Sep-24	Aug-25	17 February 2025: This action is ongoing as it forms part of the Document Conversion Project (DCP) Plan. It is proposed that the due date is extended as the Document Conversion Project (DCP) was significantly delayed. The Team have been put in place, however, there are a significant number of documents to be reviewed and redrafted. This action has been marked amber due to a slight delay as a result of conflicting work priorities and a revised due date has been proposed. [Proposed revised due date from September 2024 to August 2025]	20%		Amber
We recommend that the Service should review its consultation, communication and liaison process to ensure the staff and partners are fully engaged in future substantial change processes.	18	Implement Consultation Policy that aligns with the Communications Strategy to guide communications and engagement planning for significant change plans, including a debrief process.	Head of Communications, Marysia Watters	Sep-24		17 February 2025: A debrief was held within the communications department following the implementation of the operational changes to identify lessons learned and reports were shared with the Strategic Leadership Team (SLT). This has been used to inform our approach to development of options for consultation and to ensure that SFRS adheres to the staff first principle enshrines in the SFRS Communications Strategy. This action is complete and has been marked blue	100%	Sep-24	Blue
We recommend that the Service should review its current partnership commitment within the West Service Delivery Area to gauge its investment in capacity and resources versus the added value to outcomes realised by the Service and the communities it serves.	19.1	Develop a principle based guidance document that enables the Service to manage and record partnership relationships effectively.	Head of Corporate Governance, Richard Whetton	Mar-25		17 February 2025: Development of a principle-based guidance document that clearly defines our responsibilities/expectations to partnership guidance and provides an interim process to measure it is underway. This work is running behind schedule as the Team's focus has been on the development of the SFRS Strategy 2025-28. It is anticipated, however, that a first draft of the partnership guidance document will be shared for feedback across the Service by March 2025. This action has been marked amber due to a slight delay as a result	50%		Amber
	19.2	Apply the principle based guidance documents and reporting process to review current partnership commitments within the West Service Delivery Area.	Deputy Assistant Chief Officer (West), Stephen Wright	Mar-26		17 February 2025: This action is codependent, and therefore work will commence, on the completion on the development of a principle-based guidance document that enables the Service to manage and record partnership relationships effectively (Action 19.1). This action has been marked green and work will commence pending the completion of the development of a principle-based guidance document that enables the Service to manage and record partnership relationships effectively.	0%		Green

We recommend that the Service should conduct a review of its leadership and management development processes to provide a national standard and syllabus for delivery at all levels.	20	Review SFRS Leadership and Management development processes to provide a national standard and syllabus for delivery at all levels.	Head of People, Fiona Munro	May-25	Sep-26	In Progress	17 February 2025: Progress continues to deliver the Day 1 People Essentials for Supervisory Managers and develop further content, which is being reviewed by the Management Development Subgroup prior to progressing to Culture Development Group (CDG). Further in person sessions (Day 2 and Day 3) will be piloted in Quarter 1 2025/26 with feedback informing future development. This action is progressing and has been marked green, however this is long-term service-wide work and a revised due date has been proposed. [Proposed revised due date from May 2025 to September 2026]	30%		Green
We recommend that the Service should review the national recruitment standards and T&Cs with a view to exploring, developing and implementing pragmatic and alternative solutions for local recruitment.	21	Review the national recruitment standards and Terms and Conditions (T&Cs) with a view to exploring, development an implementing pragmatic and alternative solutions for local recruitment.	Head of People, Fiona Munro	May-25	Apr-26	In Progress	17 February 2025: Work commenced early 2024 to review recruitment practices and process for all roles. Improvements have been made to internal promotion processes, and this will continue to be reviewed. Firefighter selection process will be reviewed during 2025/26 in line with resourcing plan requirements. This action is progressing and has been marked green, however this is long-term service-wide work and a revised due date has been proposed. [Proposed revised due date from May 2025 to April 2026]	40%		Green
We recommend that the Service review its engagement strategy with a view to improving the visibility of Strategic Management at local level.	22	SFRS Communications and Engagement strategy has been reviewed to ensure it meets the needs of the organisation. Internal communication framework is to be developed.	Head of Communications, Marysia Watters	Mar-25		In Progress	17 February 2025: The Draft Internal Communications Framework will go to Corporate Board in February 2025. This action is progressing and has been marked green.	75%		Green
We recommend that the Service review its management and governance structure with a view to identifying improvements, which would give staff more local responsibility, autonomy and flexibility.	23	Undertake a series of Focus Groups to inform a review of governance structures and processes within the West Service Delivery Area.	Head of Corporate Governance, Richard Whetton	Aug-25			17 February 2025: Engaging with area management teams to better understand the issues raised within this recommendation. Session with the West Service Delivery Area (SDA) Management team took place on 27 January 2025. Considerations and recommendations will be included in the annual governance review work due to complete in April 2025. This action is progressing and has been marked green.	25%		Green
We recommend that the West Service Delivery Area reviews its delivery of Core Skill Tfoc training with improvement in completion at Volunteer Duty System stations deemed a priority. (Local Action)	24	Review current strategy for training delivery of Training for Operational Competence (Tfoc) Core Skill training for Volunteer Duty System (VDS) staff.	Head of Training, Craig McGoldrick Deputy Assistant Chief Officer (West), Stephen Wright /	Jan-25		Complete	17 February 2025: A review will be instigated by Local Senior Officer (LSO) Area teams responsible for Volunteer Duty System (VDS) stations, with specific focus on Training for Operational Competence (Tfoc) module requirements tailored to their station risk profiles. Once completed, robust monitoring and management of Volunteer Duty System (VDS) station quarterly training performance is required by Local Senior Officer (LSO) Area teams and the Training Function will support the amendment of station specific Training for Operational Competence (Tfoc) It is proposed that this action should be closed, and work should be considered as business as usual (BAU).	100%	Jan-25	Blue
We recommend that the Service review its delivery of core skill refresher training with improvement in West Service Delivery Area Breathing Apparatus Compartment Fire and Tactical Ventilation courses and all skills at Volunteer Duty System stations deemed a priority.	25	Review current strategy for training delivery of Training for Operational Competence (Tfoc) Core Skill refresher training regarding Breathing Apparatus Compartment Fire and Tactical Ventilation for Volunteer Duty System (VDS) staff.	Head of Training, Craig McGoldrick	Nov-24		Complete	17 February 2025: It should be noted that since the HMFSI field work, the Service has implemented a Breathing Apparatus (BA) Recovery Programme which will see all qualified Breathing Apparatus (BA) wearers attend a revised 3:1 Course to address competency gaps. The Breathing Apparatus (BA) Recovery Programme will be reported, with full updates provided, via Training Functional Management Team (FMT) and the Training Safety and Assurance Directorate Management Team (DMT) (governance and scrutiny). It is proposed that this action should be closed as work is being undertaken and scrutinised through established governance routes.	100%	Nov-24	Blue
We recommend that the Service review its delivery of specialist skill refresher training with improvement in WSDA Heavy Rescue and USAR required.	26	Review delivery of specialist skill refresher training with specific improvement in Heavy Rescue and Urban Search and Rescue (USAR).	Head of Training, Craig McGoldrick	Nov-24		Complete	17 February 2025: The data used by HMFSI for their inspection report was from the 2022/23 Key Performance Indicator (KPI) reporting and it should be noted that since the HMFSI field work, the reporting data for Heavy Rescue and Urban Search and Rescue (USAR) now have a competency percentage of 125% and 99% respectively. It is proposed that this action should be closed as work has been undertaken and refresher training for Heavy Rescue and Urban Search and Rescue has continued to be undertaken and competency levels have been attained.	100%	Nov-24	Blue

<p>We recommend that the Service review the provision of TSFF training and explore the delivery of WSDA acquisition and refresher courses in the future.</p>	27	<p>Review the provision of Tactical Ship Firefighting (TSFF) training and explore the delivery of acquisition and refresher courses.</p>	<p>Head of Training, Ross Robison</p>	Nov-24	Mar-25	In Progress	<p>17 February 2025: The Options Paper has now been approved through the Operations Function governance route with a review of the provision. Tactical Advisor (TacAd) capability will be developed nationally, including Wildfire capability development. Options for outsourcing of initial Tactical Advisor courses is being explored for delivery in 2024/25 Quarter 4, prior to development of internal Tactical Advisor course to be delivered thereafter. Requirement for instructor development to allow delivery of Tactical Ship Firefighting (TSFF) is being considered as part of 2025/26 planning.</p> <p>This action has moved from green to amber due to the slip in original timescale and a revised due date has been proposed.</p> <p>[Proposed revised due date from November 2024 to March 2025]</p>	55%		Amber	
<p>We recommend that the Service implement and resource the new Training Vision and Strategy in its entirety, in order that both historic and contemporary areas of improvement be upgraded and that evaluation of this be completed.</p>	28	<p>Implement and resource the new SFRS Training Vision and Strategy.</p>	<p>Head of Training, Craig McGoldrick</p>	Nov-24		Complete	<p>17 February 2025: The Training Vision and Strategy (TVS) has been launched and Training Frameworks are in development to embed the approach laid out within the Training Vision and Strategy (TVS). A Training Asset Management Programme is also in development (due November 2024) which will complement the asset refresh and investment to complement the Training Vision and Strategy (TVS). This is business as usual (BaU) and will be reported on under the Training Continuous Improvement Plan via the Functional Management Team, Directorate Management Team and People Committee (governance route).</p> <p>It is proposed that this action should be closed as work is being undertaken and reported and scrutinised through established governance routes.</p>	100%	Nov-24	Blue	
<p>We recommend that the Service review the implementation of Operational Assurance Policy and practice within the West Service Delivery Area in order that improvement and development of local and organisation learning be realised.</p>	29	<p>Operational Assurance will consider conducting a thematic review of the implementation of Operational Assurance Policies and practice in the West Service Delivery Area (WSDA), (this will be determined on completion of the ongoing HMFSI Operational Assurance Inspection)</p>	<p>Head of Safety and Assurance, Jim Holden</p>	Mar-26		In Progress	<p>17 February 2025: Following the West HFMSI audit, HMFSI commenced an audit in Operational Assurance (OA). It was deemed to be more beneficial to wait on the full HMFSI Operational Assurance (OA) Audit results and implement recommendations as a whole (North, East, West) to ensure consistency in processes in SFRS. The HMFSI Operational Assurance report is due by 31st March. Operational Assurance will address safety critical issues efficiently as and when required.</p> <p>This action has been marked green and work will begin on publication of the HMFSI Operational Assurance Report.</p>	0%		Green	

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/02-25

Agenda Item: 8.1

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	25 FEBRUARY 2025						
Report Title:	SERVICE DELIVERY UPDATE REPORT						
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		A	B	C	D	E	F
1	Purpose						
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on relevant matters from a Scottish Fire and Rescue Service (SFRS) service delivery perspective.						
2	Background						
2.1	The overall purpose of SDC is to scrutinise and challenge the safety, quality and performance of service delivery across Scotland, providing assurance to the SFRS Board.						
2.2	To support SDC in this role, this Service Delivery Update Report is presented by the Deputy Chief Officer at each meeting of the committee. This highlights key issues from an SFRS service delivery perspective.						
2.3	For the purposes of the committee's role, and this update report, service delivery comprises SFRS' Service Delivery, Prevention, Protection and Preparedness and Training, Safety and Assurance Directorates.						
3	Main Report/Detail						
3.1	Each Service Delivery Update Report provides details to SDC of key issues across SFRS' service delivery. Although these updates are provided at each quarterly meeting of the committee, some issues are longer-term and will span beyond the immediate timescale being reported upon.						
3.2	This report covers the period from November 2024 to February 2025 albeit as outlined in 3.1 above, some issues highlighted in Appendix A may precede this time period and/or extend beyond it.						
4	Recommendation						
4.1	SDC is invited to scrutinise the detail provided in Appendix A of this report.						
5	Key Strategic Implications						
5.1	Risk						
5.1.1	A specific Service Delivery Risk Register is also provided to each meeting of SDC, which complements this update report.						

5.2 5.2.1	Financial Any financial implications associated with this report will be considered by the Strategic Leadership Team and SFRS Board where this is out with the normal budgetary arrangements for the Service Delivery, and Training, Safety and Assurance Directorates. Where appropriate, this will be done through the Service's Business Case process.
5.3 5.3.1	Environmental & Sustainability Although there are no direct environmental or sustainability implications associated with this report, SFRS is committed to protecting the environment from a service delivery perspective.
5.4 5.4.1	Workforce Any workforce issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.5 5.5.1	Health & Safety Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.6 5.6.1	Health & Wellbeing Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.7 5.7.1	Training Specific details in relation to operational training are contained within Appendix A.
5.8 5.8.1	Timing This report covers the period from November 2024 to February 2025 and, where appropriate, the period prior to and following this.
5.9 5.9.1	Performance A specific Service Delivery Quarterly Performance Report is also provided to each meeting of SDC, which complements this update report.
5.10 5.10.1	Communications & Engagement Where appropriate, issues highlighted within Appendix A are communicated internally and externally.
5.11 5.11.1	Legal Any legal issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.12 5.12.1	Information Governance DPIA completed Yes/No. If not applicable state reasons. A Data Protection Impact Assessment is not required as no personal information has been used in the creation of this report.
5.13 5.13.1	Equalities EHRIA completed Yes/No. If not applicable state reasons. A specific Equality Impact Assessment is not required for this report, albeit these will have been undertaken where appropriate for relevant issues highlighted within Appendix A.
5.14 5.14.1	Service Delivery This report provides an update to SDC on service delivery related matters.

6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Andrew Watt, Deputy Chief Officer
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.3	Rationale:	Due to the breadth and depth of activity being undertake across the Service the DCO can offer the Committee reasonable level of assurance that SFRS is fulfilling its statutory duties and meeting the commitments as set out within the Strategic Plan.
8	Appendices/Further Reading	
8.1	Appendix A – Service Delivery Update.	
Prepared by:	Operational Delivery, PPP and Training, Safety and Assurance Directorates	
Sponsored by:	Andrew Watt, Deputy Chief Officer	
Presented by:	Andrew Watt, Deputy Chief Officer	
Links to Strategy and Corporate Values		
This report supports the SFRS Objectives of <i>Prevention, Response</i> and <i>People</i> , and all four Values of <i>Safety, Teamwork, Respect</i> and <i>Innovation</i> .		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Service Delivery Committee</i>	<i>25 February 2025</i>	<i>For Scrutiny</i>

SERVICE DELIVERY COMMITTEE HIGHLIGHT REPORT Q3, 2024-25

SAFETY AND RISK REDUCTION	
OPERATIONAL DELIVERY DIRECTORATE	
OPERATIONS	
<u>Item</u>	<u>Commentary</u>
Frontline Support	<p>The Frontline Support team continues to support a range of internal partners with the issuing of Awareness Briefings, Service Delivery Alerts and Urgent Instructions. In addition, are supporting Training Safety and Assurance (TSA) with the rollout of Smoke Curtains, which are scheduled to become operational mid-2025.</p> <p>With respect to the rollout of new digital fireground radios, the mainland East Service Delivery Area (ESDA), North Service Delivery Area (NSDA) and West Service Delivery Area (WSDA) rollout is complete, with the only exception being the island areas. The Digital Project Board is now looking at digital readiness tasks and what needs finalised before the switch over date is agreed.</p> <p>Frontline Support are supporting the implementation of the SFRS Wildfire Strategy by liaising with TSA and the Scottish Wildfire Users Group (SWUG). Personnel are involved in the delivery of Technical Training to Tier 2 and 3 Stations, developing a mobilisation arrangement and supporting assets with the additional purchase of suppression and All-Terrain Vehicle (ATV) equipment.</p>
Future Concepts, Strategy & Policy - Fire Contaminants	<p>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). The Service-wide consultation for this SOP has now closed, and we are currently in the process of drafting returns and assessing them with Contaminants Group members and Chair to provide any necessary amendments or updates to the SOP.</p>
On Call Improvement Team (OCIT) – Driving	<p>As representatives on the Operational Availability Group (OAG), OCIT have worked with Service Delivery Area (SDA) colleagues and Rep Bodies to obtain an agreed position for competent Retained Duty System (RDS) personnel with an Emergency Response Driving (ERD) qualification to undertake driving duties as part of their Watch Duty System (WDS) Development Firefighter (FF) role. This is an agreement that has a number of restrictions but does provide additional resilience for ERD drivers in exceptional circumstances.</p>
On Call Improvement – On Call to WDS Migration	<p>OCIT, working alongside People and Training, have expedited the On Call to WDS Migration project, allowing for 9 candidates to commence a Migration course on the 20 January and then take up positions in the WSDA by mid-February and thereby contributing to staffing resilience. This work included a review and amendment to the training course syllabus, the creation of a Migration Procedure and Guidance note and greater clarity on the use of Recognition of Prior Learning Policy and the SVQ/Route to competency.</p>

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<p>National Fire Resilience Scotland (Drones)</p>	<p>Comparisons have been made to other UK Fire and Rescue Services regarding drone capability. Engagement with the Research, Development & Innovation (RDI) team has taken place, and the Operations Function are working with RDI Colleagues to develop a proposal for trialling the use of Drones and, an SFRS Drones strategy.</p>
<p>SERVICE DELIVERY AREAS</p>	<p>WEST</p>
<p><u>Item</u></p> <p>On Call Local Attraction & Recruitment</p> <p>Station Audit Tracker Pilot</p>	<p><u>Commentary</u></p> <p>Within East Dunbartonshire, West Dunbartonshire, Argyll and Bute LSO Area (EWDAB), Local Practical Selection Tests (PST) in conjunction with the Pre-Recruitment Engagement Program (PREP) have significantly increased the positive outcomes of recruitment efforts with 39 persons recruited so far during 2024 with a further 5 still progressing through the process. EWDAB has 2 On Call Support Watch Commanders who have trained and become qualified fitness instructors, and this allows them to support PREP and deliver fitness assessments as part of the Practical Selection Test (PST) process. This local flexibility has dramatically improved the outcome of recruitment efforts with 4 local Task and Task Management (TTM) courses been carried out during 2024, supporting 22 people to join SFRS in remote rural and island locations. This has improved candidate experience and reduced the cost to SFRS, a further local TTM is being planned for the Isle of Colonsay.</p> <p>Glasgow have introduced a Wholetime Station Audit Tracker pilot with a Dashboard created to record improvement actions assigned to each station to monitor progress and feedback outcomes to Supervisory managers. In addition, East Ayrshire, North Ayrshire and South Ayrshire (ENSA) have also introduced a Station audit pilot with Year 1 program of short notice (2-week window) audits nearing completion. Outcomes are currently being compiled, and it is planned that year 2 will increase the size of the inspection window. The other four Local Senior Officer (LSO) Areas are currently considering how to implement these pilots to enhance their own respective audit process. These pilots will contribute to meeting the recommendation identified from the recent HMFSI inspection.</p>
	<p>EAST</p>
<p><u>Item</u></p> <p>Edinburgh College – Midlothian Young Drivers Safety Event</p>	<p><u>Commentary</u></p> <p>Midlothian Community Action Team within the Midlothian, East Lothian and Scottish Borders (MELSB) LSO worked in partnership with Edinburgh College based in Midlothian, Police Scotland Traffic Officers, The Royal Society for the Prevention of Accidents (ROSPA) and Dalkeith operational staff to deliver a Young Drivers Road Safety event to around 200 engineering and mechanical students between the age of 17-25 year old who attend the College.</p> <p>This partnership was formed to try and reduce the number of Road Traffic Collisions and fatalities that occur each year on the Midlothian Road network as well as educate young drivers of the dangers they face when using these roads. Edinburgh College in Midlothian allowed us to use their premises and through interaction with other agencies we formed a multi partnership approach to deliver this safety message to the young people.</p>

<p>Neighbourhood Watch Scotland Partnership</p>	<p>City of Edinburgh LSO area is expanding partnership working between SFRS and Neighbourhood Watch Scotland (NWS), who are now based at Newbridge Asset Resource Centre (ARC)/HQ.</p> <p>NWS have successfully integrated an 'Alert' system into their website and work programme that allows individuals, organisations and communities signed up to the NWS Scheme to receive notifications to their own email addresses. Subjects including crime related incidents, product standards, weather conditions amongst others, often feature in 'alert' messages.</p> <p>Working with the Prevention, Protection and Preparedness (PPP) Function, we will integrate NWS into our HFSV delivery and encourage sign up during HFSVs. We will also do this via promotion through our own social media channels, featuring a 'Partnership Launch'.</p> <p>A working group has been established to deliver the pilot and upscale the MELSB initial pilot work. Following a 12 month pilot and evaluation period, it would be aspirational to expand the partnership to all LSO areas across Scotland.</p>
	<p>NORTH</p>
<p><u>Item</u></p> <p>Islands with Small Populations</p> <p>Cost of Living Crisis Initiatives</p> <p>Short-Term Lets Initiative</p> <p>Perth Station Christmas Gift Appeal</p>	<p><u>Commentary</u></p> <p>A new initiative has been introduced on Shetland that is led by SFRS and supported by Shetland Isles Council Community Involvement & Development Officers and other key partner agencies. It is designed to nurture relationships and develop and enhance community resilience by developing local resilience plans, physical and tabletop exercises, CPR initiatives, Community Safety Engagement focusing on Home Fire Safety Visits (HFSV), Online Safety and Drowning prevention work and development and support for the Community responder scheme. This initiative covers all Shetland isles, including those with no current SFRS resources.</p> <p>The "Warm Spaces" initiative continued across the NSDA. The initiative brings the SFRS into the heart of our communities and as the initiative evolves allows us to work closely with our partners, offering home safety advice and helping to tackle social isolation, food and fuel poverty. As part of this, Crews across Aberdeenshire have been hosting breakfast clubs throughout the winter period. Initially, this was part of the child poverty reduction initiative, which has now been expanded to include elderly people who live alone and deal with poverty and isolation.</p> <p>A pilot project is underway across Highland to train on-call staff in processing Short-Term lets. Three On-call firefighters have received a one-day training event to allow them to process relevant documentation and flag any issues for further review. They can carry out this work from home or at their home station, delivering the additional benefit of increasing appliance availability.</p> <p>Stations across the NSDA undertook the lead in bringing Christmas cheer to their communities with drive-through grottos and charity collections. Crews at Golspie helped arrange a Christmas lunch for elderly residents, with 110 pensioners being bused in from around the parish. Dornoch Crews held a Christmas party for over 80 primary school children. Crews at Perth Community Fire Station brightened up Christmas for many children across the city, leading a collaborative</p>

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initiative with Third sector organisations and over thirty local businesses, bringing a true sense of community to a busy city. The momentum created allowed the crews to surpass their initial goal of 500 gifts and eventually achieve a staggering 800 gifts. The crews ensured that all were immaculately wrapped and bundled in packages to ensure the children had a Christmas to remember.



QUALITY ASSURANCE, BENCHMARKING, AND STANDARDS

OPERATIONAL DELIVERY DIRECTORATE

OPERATIONS

Item

On Call Improvement – Pilot Evaluations

Commentary

OCIT continue to evaluate a number of ongoing On Call improvement pilots and trials, working with LSO Areas, partner Functions and Rep Bodies to ensure that these pilots are being conducted in line with terms and conditions of employment and agreed standards of delivery and assessment, as well as adherence to SFRS Policy and Procedure where appropriate.

These pilots include:

- A9 Pilot – using WDS personnel from Perth Community Fire Station, Perth and Kinross, Angus and Dundee (PKAD) have been supporting On Call appliance availability along the A9 corridor.
- Modular Task and Task Management – Local delivery of the 2 week Task and Task Management course on a modular basis, allowing for local flexibility in training delivery whilst adhering to existing training standards.
- Local Fitness Testing and Practical Selection Tests – a pilot which allows for the local delivery of fitness testing and PST for On Call applicants, negating the need for candidates to travel to a central location, whilst ensuring that the fitness and PST standards are adhered to and enforced for all applicants.

SERVICE DELIVERY AREAS	WEST
<p><u>Item</u></p> <p>Staff Development</p>	<p><u>Commentary</u></p> <p>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, Wholetime supervisory management development sessions commenced in October, this will allow for all officers to focus on local</p> <p>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.</p>
	<p>EAST</p>
<p><u>Item</u></p> <p>Staff development</p>	<p><u>Commentary</u></p> <p>Supervisory manager development days for both Wholetime and On Call managers in Falkirk and West Lothian (FWL) planned for Q4 2024-25. Elements of the staff development approach currently utilised in Lanarkshire are being adopted in the ESDA. This includes the use of mentoring and coaching, staff appraisal training, supervisory managers development aligned to station standards, and Station Commander induction guidance.</p> <p>The above will also be informed by work produced by the Continual Improvement and Development (CID) role introduced in the East. The CID workplan includes refreshed station and professional standards, standardised performance and reporting including shared best practice across the ESDA.</p> <p>Developing our staff continues to be a key focus and this includes preparation for promotion processes at supervisory and middle management levels.</p> <p>MELSB delivered Day 1 of the Supervisory Managers Development Framework (MDF) locally to 30-40 On Call staff in January 2025. This event was supported by a People Business partner. Topics will include Attendance Management and Discipline procedures.</p> <p>On the same theme, LSO's have actively engaged with the Management Development Framework program.</p> <p>79 staff have been nominated in total for the area thus far, with some staff having already completed day one of the program.</p>

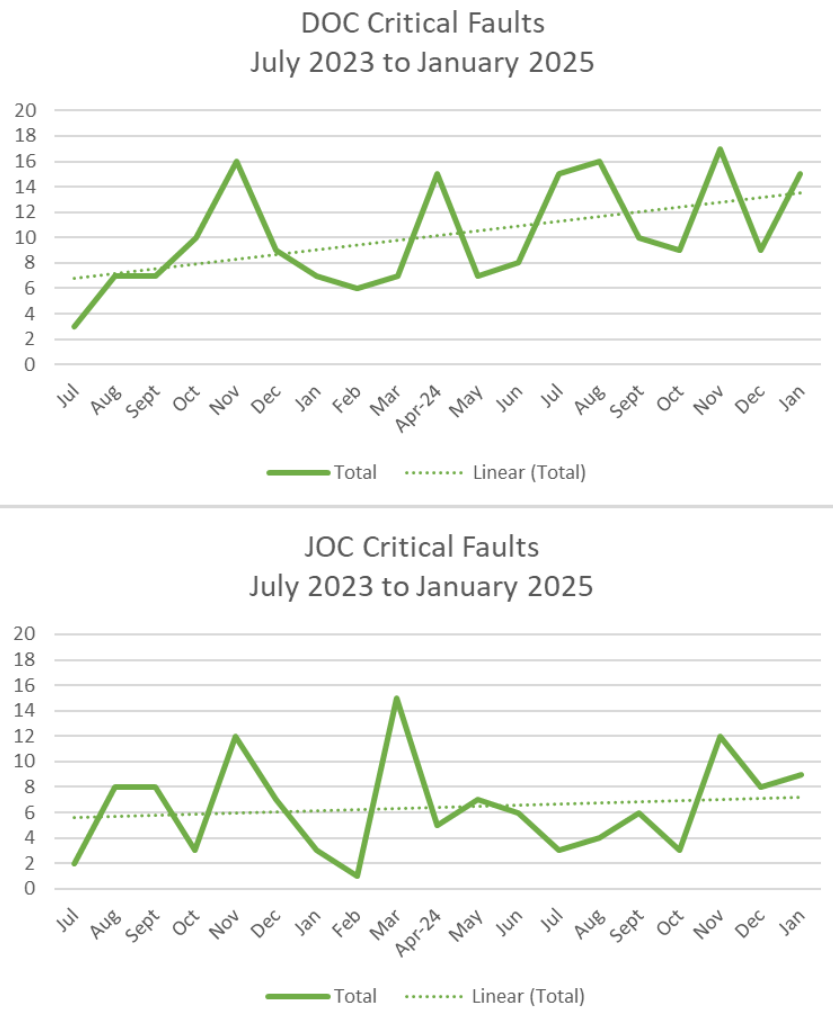
NORTH	
Item	Commentary
Station Audits	<p>Station Audits have been conducted across all areas of the North SDA with a rolling timetable of visits in place running from April to March. All stations across PKAD, Aberdeen City, Aberdeenshire and Moray (ACAM) and Highland receive an annual visit with Western Isles, Orkney and Shetland Islands (WIOS), due to the geography of the area, conduct a two-yearly rolling program of audits.</p> <p>These are recorded on the Operational Assurance Recording and Reporting System (OARRS) system and any improvements that are required are carried out locally with follow up visits programmed in to ensure that continuous improvement is undertaken.</p>

PERFORMANCE AND OUTCOMES

OPERATIONAL DELIVERY DIRECTORATE

OPERATIONS

Item	Commentary																																																												
Future Concepts, Strategy & Policy - Document Conversion Project	Phase 1 of the Document Conversion Project (DCP), the "All Incidents Package," is now live as of 3 January 2025. The identified documents associated with this phase have been rescinded. This marks a significant milestone in the project, with the remaining phases progressing as planned, ensuring effective delivery of key operational information.																																																												
Operations Control (OC) Systems	<p>The graphs below show a peak of faults across all 3 Operations Controls (OC) relating to intermittent issues with Airwave connectivity to the current Integrated Communication Control Systems (ICCS).</p> <div data-bbox="491 1397 1342 1912" data-label="Figure"> <table border="1"> <caption>EOC Critical Faults Data (Estimated)</caption> <thead> <tr> <th>Month</th> <th>Total Faults</th> <th>Linear (Total)</th> </tr> </thead> <tbody> <tr><td>Jul</td><td>10</td><td>15</td></tr> <tr><td>Aug</td><td>15</td><td>15</td></tr> <tr><td>Sept</td><td>19</td><td>15</td></tr> <tr><td>Oct</td><td>18</td><td>15</td></tr> <tr><td>Nov</td><td>20</td><td>15</td></tr> <tr><td>Dec</td><td>19</td><td>15</td></tr> <tr><td>Jan</td><td>12</td><td>15</td></tr> <tr><td>Feb</td><td>5</td><td>15</td></tr> <tr><td>Mar</td><td>11</td><td>15</td></tr> <tr><td>Apr-24</td><td>15</td><td>15</td></tr> <tr><td>May</td><td>13</td><td>15</td></tr> <tr><td>Jun</td><td>16</td><td>15</td></tr> <tr><td>Jul</td><td>13</td><td>15</td></tr> <tr><td>Aug</td><td>14</td><td>15</td></tr> <tr><td>Sept</td><td>13</td><td>15</td></tr> <tr><td>Oct</td><td>10</td><td>15</td></tr> <tr><td>Nov</td><td>19</td><td>15</td></tr> <tr><td>Dec</td><td>14</td><td>15</td></tr> <tr><td>Jan</td><td>10</td><td>15</td></tr> </tbody> </table> </div>	Month	Total Faults	Linear (Total)	Jul	10	15	Aug	15	15	Sept	19	15	Oct	18	15	Nov	20	15	Dec	19	15	Jan	12	15	Feb	5	15	Mar	11	15	Apr-24	15	15	May	13	15	Jun	16	15	Jul	13	15	Aug	14	15	Sept	13	15	Oct	10	15	Nov	19	15	Dec	14	15	Jan	10	15
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HORIZON SCANNING	
OPERATIONAL DELIVERY DIRECTORATE	
OPERATIONS	
<u>Item</u>	<u>Commentary</u>
Future Concepts, Strategy & Policy - Document Conversion Project	The Document Conversion Project (DCP) will move forward with Phase 2, the "Fires and Firefighting Package," scheduled for release in Q4 2024/25, followed by the "Transport Work Packages" in Q1 2025/26. Phase 4, the "Hazmat Package," is also in development and expected for release in Q2 2025/26. These phases are aligned with key operational priorities, ensuring that essential risk-critical information continues to be delivered effectively to frontline personnel.
Future Concepts, Strategy & Policy (FCSP) – Fires in Tall buildings (FiTB)	The FCSP team is collaborating with both National Fire Chiefs Council (NFCC) and internal SDA/directorate stakeholders to assess the requirement for stairwell protection teams within Scotland. This follows the work undertaken by Merseyside Fire and Rescue to explore the feasibility and implementation of such teams.

<p>Future Concepts, Strategy & Policy – OC DCP</p>	<p>The team is working to identify and realign all relevant Operations Control (OC) documents to ensure they are consistent with the Document Conversion Project (DCP). This includes revising the format of existing documents and collaborating across departments to eliminate duplication. The goal is to publish a coordinated set of documents, ensuring that all information is streamlined and accessible, and that the content aligns with the DCP’s objectives. This work will enhance efficiency and ensure that all relevant documentation is up to date and fully integrated into the DCP framework</p>
<p>SERVICE DELIVERY AREAS</p>	<p>WEST</p>
<p><u>Item</u></p> <p>EWDAB Test & Exercise</p> <p>Glasgow Commonwealth Games 2026</p>	<p><u>Commentary</u></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 will take 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&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>NORTH</p>
<p><u>Item</u></p> <p>Island Games</p>	<p><u>Commentary</u></p> <p>Preparation and planning are underway for the International Island Games event across the Orkney Isles in July, where an estimated 2000 competitors will compete in 12 sporting disciplines. Being held in July brings the additional challenge of increasing the number of spectators over and above the traditional tourist numbers. SFRS personnel are fully embedded in the local planning team for the event.</p>

SAFETY AND RISK REDUCTION	
PREVENTION	
<u>Item</u>	<u>Commentary</u>
Education Resources	<p>In partnership with Water Safety Scotland (WSS), a new education package was funded and co-written by SFRS to raise awareness of the dangers of Tombstoning.</p> <p>Tombstoning is a growing trend that sees people jump from high points into water below and has serious associated risks including submerged infrastructure, natural features, and cold-water shock. The new package is included in the existing suite of water safety education resources available for use by SFRS personnel in schools and community engagements.</p>
Staywise Scotland	<p>A new partnership with the NFCC Staywise Educational Platform has been established, with work to quality assure all resources are aligned to the Curriculum for Excellence and the SFRS messaging. The site is an opportunity for all Blue Light Partners to house their resources on a single platform, ensuring ease of accessibility for users and consistency of messaging.</p>
Bonfire Evaluation	<p>A joint approach to Bonfire Night 2024 was undertaken by SFRS and Scottish Government (SG).</p> <p>An evaluation is currently being collated by Functional staff and will form the basis of a joint evaluation with SG and set a template for the 2025 Bonfire period and beyond.</p>
Safeguarding Training	<p>Safeguarding training continues to be delivered to Wholetime Trainees and any new Community Action Team members. A pilot took place for Managers' Safeguarding Training and that will be rolled out in the foreseeable future. Safeguarding Training will be taking place for Heritage Volunteers at the beginning of February.</p>
FSSE	<p>Fire Safety Support and Education Training is underway in each of the Service Delivery Areas and will be completed by the end of the fiscal year.</p>
HFSV	<p>Partner Engagement</p> <p>The "Go -Live" date for the revised HFSV is 12 February. Leading up to this date, personnel have been, as a priority, engaging with partners to get them signed up to the new Data Sharing Framework in order to generate referrals. This has included engaging in 3 Local Engagement Sessions within East Renfrewshire & Inverclyde providing input to 130 partner agencies and contacting 100s of partners via email across all LSO Areas. The revised HFSV visit is risk driven and ensures targeted support for those most at need.</p>

	<p>Training Two training modules for operational personnel were delivered via the TfOC (HFSV ICT Application and HFSV Policy). Additional, nine modules are available (LCMS) for support staff covering thematic subjects such as Alcohol, Drugs and Smoking, Telecare, Falls etc.</p> <p>Training resource for partner organisations have been developed on LearnPro Communities to support fire risk recognition and detail the new referral processes.</p> <p>The Safety House at Cambuslang is being utilised for partner training with partners lined up to visit, including Occupational Health Students from Caledonian University and Health Visitors from Possilpark.</p> <p>Resources</p> <p>Policy, Procedure and Guidance Documents A Home Fire Safety Visits ihub site has been created which contains a collection of completed documents for personnel. These are also being included in the Community Safety Engagement Shared Site - Home which is available to all Prevention personnel within the Service.</p>
PROTECTION	
<p><u>Item</u></p> <p>Strathclyde University Forensic Science Projects</p> <p>Emerging Risks</p> <p>Grenfell and High Rise</p>	<p><u>Commentary</u></p> <p>SFRS Fire Investigation personnel are in discussion with Strathclyde University Forensic Science staff on how SFRS can support students with fire-related research projects in the coming year. This builds on a similar and very successful collaboration last year, which saw research projects involving emollient creams and UV light in detecting ignitable liquids.</p> <p>Serious Fire Task Group identified a number of emerging risks that have contributed to significant fires or fatalities across Scotland. These findings and analysis have been shared through various mechanisms across the service to improve Firefighter and Community Safety.</p> <p>The Protection function continues to proactively work with Scottish Government and partners in many aspects of the Phase 2 Inquiry recommendations. The High Rise Continuous Improvement Group are making progress with SFRS actions and update the Ministerial Working Group accordingly. The Function have also established a national working group to review the Operational Assurance Visit (high rise inspections) procedure.</p>
PREPAREDNESS	
<p><u>Item</u></p> <p>Internal Risk and Preparedness Assessment Strategy</p>	<p><u>Commentary</u></p> <p>The SFRS internal Risk and preparedness Assessment (RPA) strategy has commenced. The first stage was to determine which risks from the National Security Risk Assessment were applicable to SFRS. This is complete and work is underway to assess the remaining risks against current capabilities.</p>

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Bonfire National Event Operating Plan	The National Event Operating Plan was produced and implemented in line with the “Police Operation Moonbeam”. There were no major issues during the bonfire period and an Operational Assurance review has been undertaken to capture organisational learning.
Interpol General Assembly	The National Event Operating Plan was produced and implemented. No major issues were reported for the duration of the assembly and an Operational Assurance review has been undertaken to capture operational learning.
S19 Hydrants	<p>The risk of failure of S19 hydrants is still current across the UK with varied approaches and guidance implemented by FRS. An Awareness Briefing was issued in December 2024 to gather information on S19 locations within SFRS premises.</p> <p>Arrangements with Scottish Water will assist us in replacing these hydrants with a cost to SFRS. The change will allow operational crews to utilise hydrants within their premise footprint to maintain appliance water supplies and core skills.</p>
CRIME Working Group	Community Risk, Identification, Mitigation & Engagement (CRIME) Working Group took place on 28 January. The group will aim to sign off the Terms of Reference and review all datasets within respective functions in terms of what community risk data can be identified & collated from workstreams and securely pooled to enable measurement and analysis. The group will also consider what mitigation activities can be undertaken through community safety education and existing partnerships to assist pre-planning, operational response and related activities in restoring normality post incident.

QUALITY ASSURANCE, BENCHMARKING, AND STANDARDS	
PREVENTION	
<u>Item</u>	<u>Commentary</u>
Water Safety	<p>With the conclusion of the 2024 calendar year, RoSPA, on behalf of Water Safety Scotland, commenced a review of incident data for 2024 and will publish an Annual Trend Report for Scotland in May 2025.</p> <p>As data handlers for the Drowning and Incident Review (DIR), SFRS will assist by providing information to RoSPA as per our Information Exchange Agreement.</p> <p>The outcomes of the Annual Trend Report will be used as a benchmark in measuring the effectiveness of the delivery of both Scotland’s Drowning Prevention Strategy (SDPS) and the Minister’s Action Plan (MAP) on Water Safety.</p>

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Safeguarding Quality Assurance	The inaugural Quality Assurance (QA) process for Safeguarding is being rolled out has been well received by all personnel. QA has been completed in all areas of the North and East SDAs. Dates are scheduled in for all areas in the West and the process will be completed by the beginning of March. All areas have been engaging and providing valuable feedback and comprehend that this process is a crucial part of monitoring Safeguarding and have perceived it as a positive experience.
Youth Volunteer Scheme (YVS)	The quarterly returns for YVS data quality and assurance are in the process of being gathered. These will be presented and scrutinised by the YVS Board. As of April 2025, Quarterly Return will be subject to discussions with the National lead and Quality Assurance visits will take place annually with the support of the Youth Engagement Officers.
Fire Safety Support and Education (FSSE)	An initial evaluation report of the programme has been published for all advisors and coordinators. The report highlights a series of training needs for advisors and next steps to support the programme moving forward. Monthly online support sessions have been advertised for those delivering inputs for 2025.
PROTECTION	
<u>Item</u>	<u>Commentary</u>
Prosecutions and Investigations update	SFRS are currently concluding its preliminary prosecution report into a Addiewell prison for consideration by COPFS. The Function have also secured an additional 3 FSE Officers to support the ongoing investigation into New County Hotel.. The procedural hearing relating to Edinburgh Royal Infirmary has been delayed at the request of the Dutyholders to facilitate a pre-trial type hearing with all interested parties which will make clear the issues relating to the appeal to all parties.
Fire Engineering Module	The Protection Function have created an e-learning module that is being incorporated into LCMS packages, highlighting the subject of Fire Engineering to operational crews and Flexi Duty Officers. This supports the findings within the Grenfell Tower Inquiry and further enhances awareness of facilities provided for firefighter and public safety within the built environment.
PREPAREDNESS	
<u>Item</u>	<u>Commentary</u>
Covid 19 Inquiry- Module 19	The report covering the Covid 19 inquiry Module 1 has now been published, along with a response from the Scottish Government. There are recommendations within the report which will or have already had an impact on Civil Contingencies across Scotland, such as a restructure to SG coordination teams, and a review of the Scottish Risk Assessment.
Water Planning	Water Planning remains part of the NFCC water planning group for sharing best practice and benchmarking with other FRS.

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Operational Intelligence Unit	A review into staff performance and working efficiencies has commenced. This will establish working hours monitoring and the team output process. The review will analyse BAU components, create standard working practices, implement working processes and appraise actual output against expected output. Once all data is collected and best practice processes identified, annual expected departmental and/or individual outputs will be projected for all in OI Unit.
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PERFORMANCE AND OUTCOMES

PREVENTION

<u>Item</u>	<u>Commentary</u>
Unwanted Fire Alarm Signals (UFAS)	<p>A detailed analyses of UFAS data covering the initial 12-month period of implementation of the new policy has been completed. A paper has been drafted and presented to the ACO/DACO who will present at the next SDB meeting.</p> <p>The paper highlights key areas of performance, notably a 54% drop in UFAS activity across SFRS, performance noted against sleeping and non-sleeping premises, the impact on OC and the number of incidents that have resulted in fires. There are also a number of considerations listed.</p>
Activities Application	A working group has been established to support the development of the new Activities Application. The App will supersede the Activities and Initiatives modules on the Community Safety Engagement Toolkit (CSET), with the support of Power BI to produce report and scrutinise data. The app has been demonstrated to Local Prevention Personnel and feedback gathered to improve the functionality and recording mechanisms. Testing of the site will go live shortly.
YVS Awards	<p>November 2024, saw the first YVS Awards Night, held at NTC Cambuslang. Hundreds of internal and external partners and young people joined us to celebrate the contributions of our Youth Volunteers and Youth Volunteer Instructors. Many more from our further away schemes joined online also.</p> <p>Fourteen Awards were proudly received by schemes, Youth Volunteers, Youth Volunteer Instructors and Local Scheme Coordinators on the evening.</p> <p>The Awards gave an opportunity for the first time for all schemes to come together in a central space to network and celebrate.</p>
FireSkills Employability Award (FEA)	After a period of pause, the FEA is now live with a new Credit Rating Body- Ayrshire College. The Award builds on the standard FireSkills course and supports young people to gain accreditation via their engagement on the course. Personnel must complete updated training delivered by the Early Intervention team to ensure candidates successfully complete paperwork and set criteria aligned with the award.

PROTECTION	
Item	Commentary
Fire Safety Modules	24 students have concluded their fire safety modules course in January, further raising the number of qualified and skilled resource in this field. This will support succession planning in local areas and these students will trial a new development portfolio to attain and maintain competence as we further develop our Competency Framework and Development Pathways.
Work Related Death Protocol	SFRS is in the process of signing a Work Related Death Protocol that seeks to formalise the information sharing and collaboration which already takes place between partner agencies. It clarifies the role of COPFS and various agencies in these types of investigations and whilst a very high-level document, it sets out organisational commitments to working collaboratively when it comes to the investigation of work-related deaths. This is being led by the Crown Office.
PREPAREDNESS	
Item	Commentary
Water Planning	There is a current gap in accessing hydrant maintenance data for wholetime stations/areas. Water Planning are exploring options with ICT to provide access to operational staff to be able to import and update data. Being able to hold all hydrant data in one place will make it easier to identify any gaps in hydrant routes/maintenance.

HORIZON SCANNING	
PREVENTION	
Item	Commentary
Spring Seasonal Activity	Work will commence to review messaging and resources to support Spring seasonal activity and comms. This includes a focus on wildfires and deliberate fire setting.
Performance	The revised HFSV Policy will result in changes to how visits are targeted and delivered. This may have an impact on the number of visits. This will be reviewed moving forward (number of referrals, length of visit, efficiency of ICT etc.) and work will be undertaken with Service Delivery staff to identify revised targets for Service KPIs.
Partnership Working	Further partnership working initiatives, such as “Falls” and other shared interventions are being actively sought out and developed. The team are in dialogue with SAS and the National Prevention Hub on joined up initiatives and are exploring pilot opportunities for activities within areas

	such as the Marmot areas of North Ayrshire, South Lanarkshire and Aberdeen.
PROTECTION	
<u>Item</u>	<u>Commentary</u>
Short term Lets	There remains significant challenges around the impact of short term let licensing withing local areas. The Function are in discussion with Legal Services around the legislative requirements for responding to a number of consultations and intend to engage with the Scottish Government Short Term Lets team and others to look at more effective ways of utilising our resources in line with our regulatory framework.
PREPAREDNESS	
<u>Item</u>	<u>Commentary</u>
Commonwealth Games	The planning for the Commonwealth games is at the early stages and SFRS will become increasingly involved as the games draw closer. The games will begin on Thursday 23 July until Sunday 2 August 2026. A resourcing paper is currently being developed.
Water Planning	Scottish Water are currently updating their recording and reporting systems. There will be an ask for picture evidence to be added to defect reports. This will require change to SFRS ICT platform currently being utilised by SFRS to report defects, and cameras on mobile devices made functionable.
CRIME Working Group	Members of the Community Risk Identification, Mitigation & Engagement Working Group have been tasked with horizon scanning their respective workstreams in terms of emerging risks that could place demand on future response capacity. Members have been asked to horizon scan for developments and measure the impact these will have on: <ul style="list-style-type: none"> • response capability of the SFRS and responding partners • community safety education and public messaging • legislative enforcement activities
New Mobilising Systems	
<u>Item</u>	<u>Commentary</u>
Safety and Risk Reduction	Following on-boarding of the New Mobilising System (NMS) supplier in October a range of workshops, demonstrations and meetings have taken place to gather and share information. The NMS Team have collated and provided requested data and working processes required for the build and configuration of the new system.
Quality Assurance, Benchmarking and Standards	Weekly project meetings with the supplier ensure progress remains on track and that actions are recorded, monitored and tracked against the draft project implementation plan. Concurrent activity is being undertaken to progress implementation with the Integrated Communications Control

<p>Performance and Outcomes</p>	<p>System (ICCS) Go Live on track for December 2025 and Computer Aided Dispatch (CAD) for October 2026.</p> <p>Milestone 1: Design and due diligence phase – Project Implementation Plan was completed 22 November 2024. Milestone 2.1: Provision of sandbox environment was completed 16 December 2025 providing 10 Control Room Operator Positions (CROP's) across the three OC's giving access to the sandbox environment (6 in Johnstone, 2 in Dundee and 2 in Edinburgh). This will enable full data load, configuration and testing of the ICCS environment. Milestone 2.2: Core system design and implementation plan is on target to be completed in February 2025.</p> <p>Two Watch Commander (Control) Subject Matter Experts (SME's) have taken up position within the configuration and testing workstream from early December 2024 and a Programme Director has been on-boarded taking up position from early January 2025.</p>
<p>Horizon Scanning</p>	<p>In person NMS update engagement sessions have been undertaken across all three OC's and Teams sessions are in progress to cover all OC Watches.</p>

SAFETY AND RISK REDUCTION	
TRAINING, SAFETY AND ASSURANCE DIRECTORATE	
OPERATIONAL ASSURANCE	
<u>Item</u>	<u>Commentary</u>
Significant Incident	Level 4 Incident – Sapphire Mill, Glenrothes – Structured debrief being conducted on 14 February 2025
Significant Incident	Level 3 Incident – Brucefield Industrial Estate, Livingston – Structured debrief being conducted 6 February 2025
Significant Incident	Structured debrief to commence following L-Ion related incident at ENVA in Perth. Whilst it does not meet the criteria for a structured debrief there have been multiple incidents within the same premise and learning has been identified from the incident across several areas.
TRAINING FUNCTION	
<u>Item</u>	<u>Commentary</u>
FF Safety	The work to supply additional sets of Fire Kit to mitigate contaminants is progressing well. A Management Arrangement process for requesting / delivering / laundering this additional PPE is also in development.

QUALITY ASSURANCE, BENCHMARKING, AND STANDARDS	
TRAINING, SAFETY AND ASSURANCE DIRECTORATE	
OPERATIONAL ASSURANCE	
<u>Item</u>	<u>Commentary</u>
ESDA FDO OA Input	ESDA FDO development session held on 23 January 2025. OA provided input to approximately 60 FDOs on the purpose and expectations of OA at operational incidents.
HMFSI OA Audit	Phase 3 of HMFSI Operational Assurance Audit in progress. OA Team currently providing information and documents requested by HMFSI.
OA ICL 2 Input	OA Team invited to provide input to ICL 2 candidates on 28 January to give an overview of the purpose and importance of Organisational Learning.

TRAINING FUNCTION	
<u>Item</u>	<u>Commentary</u>
<p>Quality Management System – Continuing Assessment Visit</p>	<p>The Training Function is currently in year two of a three-year external assessment programme covering all Training Centres and recently had an assessment visit at the National Training Centre. This was carried out by British Standards Institution (BSI) who provide accredited certification to the ISO 9001 Quality Management standard. A range of areas were audited in the visit plan including the group management system, Instructor competence, course scheduling and bookings, credit rating and observation of training delivery.</p> <p>The objectives were achieved and the auditor determined that the certificate scope remains appropriate and that the Training Function fulfils the standards and audit criteria, and the management system continues to achieve its intended outcomes. There were no nonconformities identified during the assessment.</p>

PERFORMANCE AND OUTCOMES

TRAINING, SAFETY AND ASSURANCE DIRECTORATE

OPERATIONAL ASSURANCE

<u>Item</u>	<u>Commentary</u>
<p>Frontline Update</p>	<p>A frontline update on Carbon Monoxide has been approved at January Safety and Assurance Functional Management Team (SAFMT) meeting and has progressed to Directorate Management Team for information. Will be released in due course.</p>
<p>Thematic Audit</p>	<p>A Thematic Audit on Fire Escape Hoods has commenced. Released via Corporate Comms on 28 January 2025 Survey closes on 25 February 2025 and findings will be presented to SAFMT on 6 March 2025.</p>
<p>23/24 Station Audit Report</p>	<p>23/24 Station Audit findings presented to SAFMT January 2025. Progressing to Safety and Assurance Sub Group on 13 March 2025. 99 Audits recorded and findings analysed to identify trends and areas of improvement.</p>

TRAINING FUNCTION

<u>Item</u>	<u>Commentary</u>
<p>Performance Reporting</p>	<p>Performance reporting processes continue to be improved, and a new reporting tool has been developed which utilises APIs and provides the ability to conduct a deeper dive against relevant data sets.</p> <p>Further to the procurement of Workforce Pro to support the recording of organisational learning undertaken by support staff, it is anticipated that this data will be included in the Performance Management Framework from Q1 2025/26.</p>

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Breathing Apparatus (BA) Recovery Plan	Progress has been made within Q3 of 2024-25 and the BA Recovery Programme is now 55% complete. If courses continue to be completed at the same rate it is anticipated that the BA Recovery Programme will be complete by 31 March 2026.
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HORIZON SCANNING

TRAINING, SAFETY AND ASSURANCE DIRECTORATE

OPERATIONAL ASSURANCE

<u>Item</u>	<u>Commentary</u>
Frontline Update	A frontline update on the Breadalbane Street incident in March 2024 is in progress, 1 st draft complete and being reviewed to progress to March 2025 SAFMT.
Ultra Virtue Case Study	OA working in conjunction with LED to produce a storyboard around the MV Ultra Virtue incident. This is nearing completion and will then progress through Governance.

TRAINING FUNCTION

<u>Item</u>	<u>Commentary</u>
XVR	An XVR demonstration was given to the Board and Strategic Leadership Team (SLT) in January 2025 at a combined event. The LED Team continue to explore opportunities and identify where this software can be utilised, including the creation of a Marine case study and a Continuous Professional Development (CPD) scenario for FDO's.
Partnership Working	The Training Function, Frontline Support and the Scottish Ambulance Service (SAS) have met to establish the parameters for a partnership approach for the EXIT project. It was recognised that this approach to developing and introducing EXIT project procedures will be essential going forward to ensure effective management of casualties at Road Traffic Collision (RTC) incidents.
Capital Investment	<p>A finalised draft of the Training Service Asset Management Plan has been through executive governance and sets out the commitment and support needed in conjunction with the Asset Management function to make the necessary improvements and investment across Training Fleet, Property and Equipment moving forward. The was recently approved by the Strategic Leadership Team in January 2025.</p> <p>The Compartment Fire Behaviour Training (CFBT) facility at Perth Training Centre is progressing with project briefing documents under review by Safety and Assurance and BA Recovery and Contaminants Leads.</p>

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/04-25

Agenda Item: 9.1

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	25 FEBRUARY 2025							
Report Title:	SERVICE DELIVERY COMMITTEE QUARTERLY PERFORMANCE – Q3 2024/25							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	To provide members with the second quarter performance of KPIs 1 – 21, 30 & 31 for fiscal year 2024-25.							
2	Background							
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.							
3	Main Report/Detail							
3.1	This paper covers all performance indicators stated in the PMF intended for scrutiny by the Service Delivery Committee.							
3.2	As an interim measure (pre 2025 SFRS Strategy & PMF), any current KPI indicators with compliance, statutory or other legislative implications, are identified in <u>red underlined text</u> to assist their intended audience considering wider implications than just improving or deteriorating performance.							
3.3	The indicators identified in this report as pertinent to the requirement of 3.2 are – <ul style="list-style-type: none"> • 9 - Audits Completed – SG Fire and Rescue Framework states “<i>SFRS should deliver its statutory duties by providing information, guidance and advice and fire safety audits of relevant premises</i>”. • 17 - Wholtime Availability – 5WDS Collective Agreement Statement states “<i>The 5WDS is managed with the aim of maintaining agreed confidence levels</i>”. 							

<p>3.4</p> <p>3.5</p> <p>3.6</p> <p>3.7</p> <p>3.8</p>	<ul style="list-style-type: none"> • 18 - OI Inspections – OI Policy and Guidance states “<i>SFRS has a statutory obligation under the Fire (Scotland) Act 2005, which directs the SFRS to have arrangements in place for obtaining information required or likely to be required for fires and other emergencies</i>”. <p>Exceptional variation:</p> <ul style="list-style-type: none"> • 1 - Non-domestic Building Fires • 12 - Total Incidents <p>Deteriorating (long-term):</p> <ul style="list-style-type: none"> • 14 - Median Response Time to Life Risk Incidents • 15 - Median Call Handling Time for Life Risk Incidents <p>Improving (long-term):</p> <ul style="list-style-type: none"> • 2 - Deliberate Primary Fires • 10 - ADFs • <u>18 - OI Inspections – NO TARGET</u> • 20 - Hydrant Inspections • 21 - UFAS Incidents <p>Not changing:</p> <ul style="list-style-type: none"> • 3 - Refuse and Vehicle Fires • 4 - Fire Fatalities • 5 - Fire Casualties • 6 - HFSV Conducted • 7 - % High Risk HFSV • 8 - % Partner Referral HFSV • <u>9 - Audits Completed – TARGET NOT KNOWN</u> • 11 - % High Severity ADFs • 13 - Non-refuse Secondary Fires • 16 - On-Call 1st Appliance Availability • <u>17 - Wholetime Availability – ABOVE TARGET</u> • 19 - Ops Assurance Audit Actions <p>Not known – limited data or unspecified direction:</p> <ul style="list-style-type: none"> • 30 - Assist Other Agencies Incidents • 31 - Effect Entry/Exit Incidents
<p>4</p>	<p>Recommendation</p>
<p>4.1</p>	<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 Power BI Landing Page.</p>
<p>5</p>	<p>Key Strategic Implications</p>
<p>5.1</p> <p>5.1.1</p>	<p>Risk SFRS has a specific risk SPPC001 There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.</p>
<p>5.2</p> <p>5.2.1</p>	<p>Financial There are no specific financial issues raised within this paper.</p>

5.3 5.3.1	Environmental & Sustainability There are no specific Environmental & Sustainability implications addressed in this paper.
5.4 5.4.1	Workforce There are no workforce implications in this paper.
5.5 5.5.1	Health & Safety There are no specific Health and Safety implications addressed in this paper.
5.6 5.6.1	Health & Wellbeing There are no specific Health and Wellbeing implications addressed in this paper.
5.7 5.7.1	Training There are no specific Training implications addressed in this paper.
5.8 5.8.1	Timing Some performance indicators rely on manual collation of data and are a 'snapshot' in time (2/3 weeks ahead of scrutiny) and may be subject to change dependant on relevant business areas business practices.
5.9 5.9.1	Performance All performance measures reported are linked to Strategic Outcomes 1 & 2.
5.10 5.10.1	Communications & Engagement There are no specific Communications & Engagement implications addressed in this paper.
5.11 5.11.1	Legal There are no specific Legal implications addressed in this paper.
5.12 5.12.1	Information Governance DPIA completed - No
5.13 5.13.1	Equalities EHRIA completed - No
5.14 5.14.1	Service Delivery All performance measures reported are linked to Strategic Outcomes 1 & 2 and specific to Service Delivery.
6	Core Brief
6.1	Not applicable
7	Assurance (SFRS Board/Committee Meetings ONLY)
7.1	Director: David Farries, Director of Operational Delivery
7.2	Level of Assurance: (Mark as appropriate) Substantial/Reasonable/Limited/Insufficient
7.3	Rationale: The service has continued to develop its approach to performance reporting. The Organisational Performance Dashboard, aligned to the SFRS Performance Management Framework, is now live and available across the service with a pdf version made available to the public. Scrutiny of service performance is evident across the service, at executive level and by the SFRS Board at committee and board level.

8	Appendices/Further Reading	
8.1	Appendix A: PDF copy of Service Delivery Committee Performance Report	
8.2	Further Reading: - Link to Power BI Landing Page .	
Prepared by:	Chris Fitzpatrick, Business Intelligence and Data Services Manager	
Sponsored by:	Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate	
Presented by:	Andrew Watt, Deputy Chief Officer	
Links to Strategy and Corporate Values		
<u>Strategy</u>		
<u>Outcome 1 - Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.</u>		
<ul style="list-style-type: none"> Supporting business owners to protect Scotland's non-domestic buildings and premises. we will continue to enforce and provide advice around fire safety legislation to business owners in shops, offices, workshops and factories. We will further expand our prevention work to Scottish households and develop our prevention approaches to influence people's behaviours to help keep themselves safe and improve their wider wellbeing. We will build on the work with our partners to target education and safety initiatives to those who need it most, including the young and the vulnerable. 		
<u>Outcome 2 - Communities are safer and more resilient as we respond effectively to changing risks.</u>		
<ul style="list-style-type: none"> More efficiently responding to false fire alarm calls and improving road safety by reducing the number of blue light journeys we make to them. Improving how we manage calls from the public and deploy our resources to emergency incidents. We will ensure we have the right resources in the right places at the right times and further improve our On Call service. 		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Service Delivery Committee</i>	<i>25 February 2025</i>	<i>For Scrutiny</i>
<i>Service Delivery Board</i>	<i>1 March 2025</i>	<i>For Scrutiny</i>



SCOTTISH

FIRE AND RESCUE SERVICE

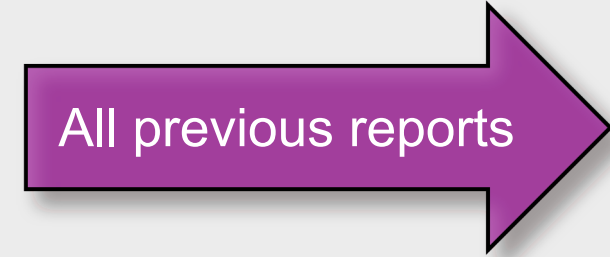
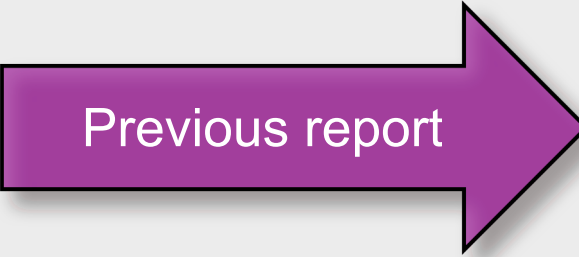
Working together for a safer Scotland

Service Delivery Committee Performance Report



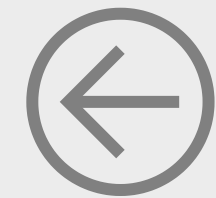
**LIVE
MANAGEMENT
INFORMATION**

Latest quarter shown: **2024-25 Q3**



APPENDIX A

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



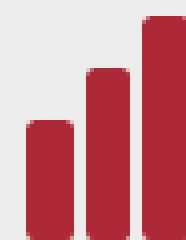
Welcome

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

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

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

Key contact: 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.

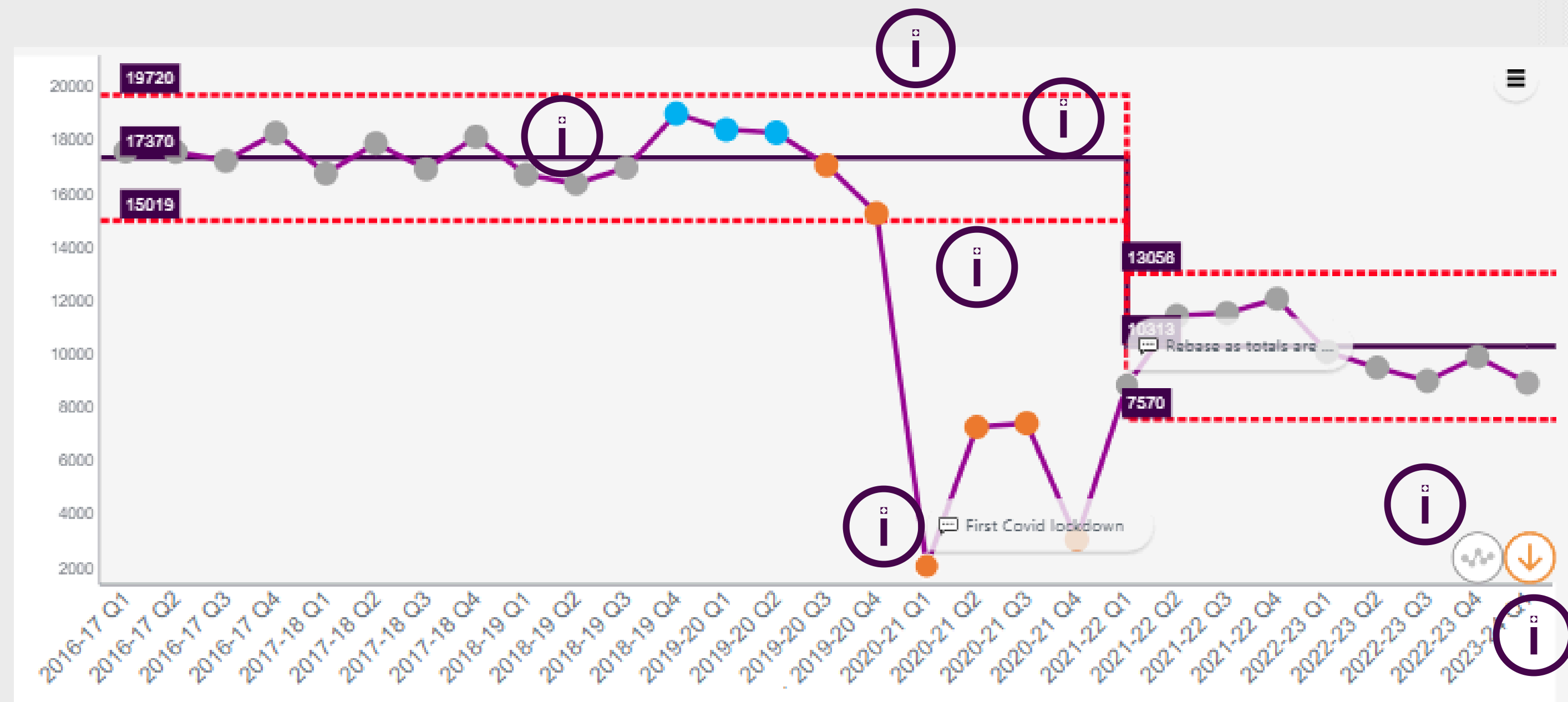
This report presents data over time for each of the quantitative performance measures as detailed in the [Performance Management Framework 2023-24](#), broken down into the Strategic Plan Outcomes. The Contents page (next) provides direction as to where you can find certain information.

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

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

Data source for this report:

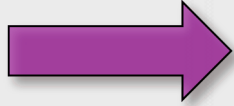
Details of each data source can be found on the Index page. Some of these are automated whilst others are manual.

Frequency of update:

This report will be updated quarterly.

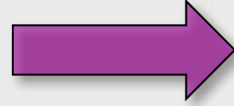
OUTCOME 01 (Prevention & Protection)

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



OUTCOME 02 (Response)

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



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

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



Prevention and Protection

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

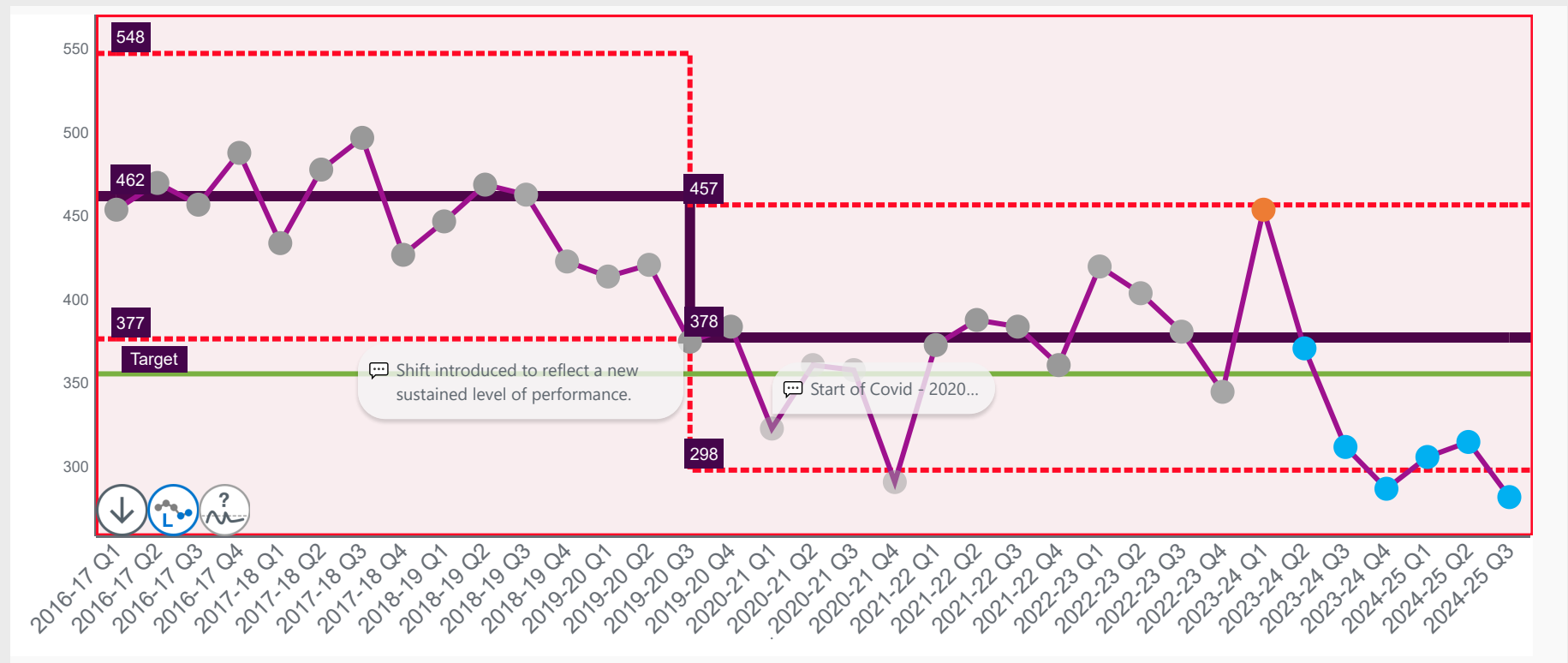


KPI 1 Non-domestic Building Fires

Reduce against previous year

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

OWNER: Head of Service Delivery - East



SUMMARY

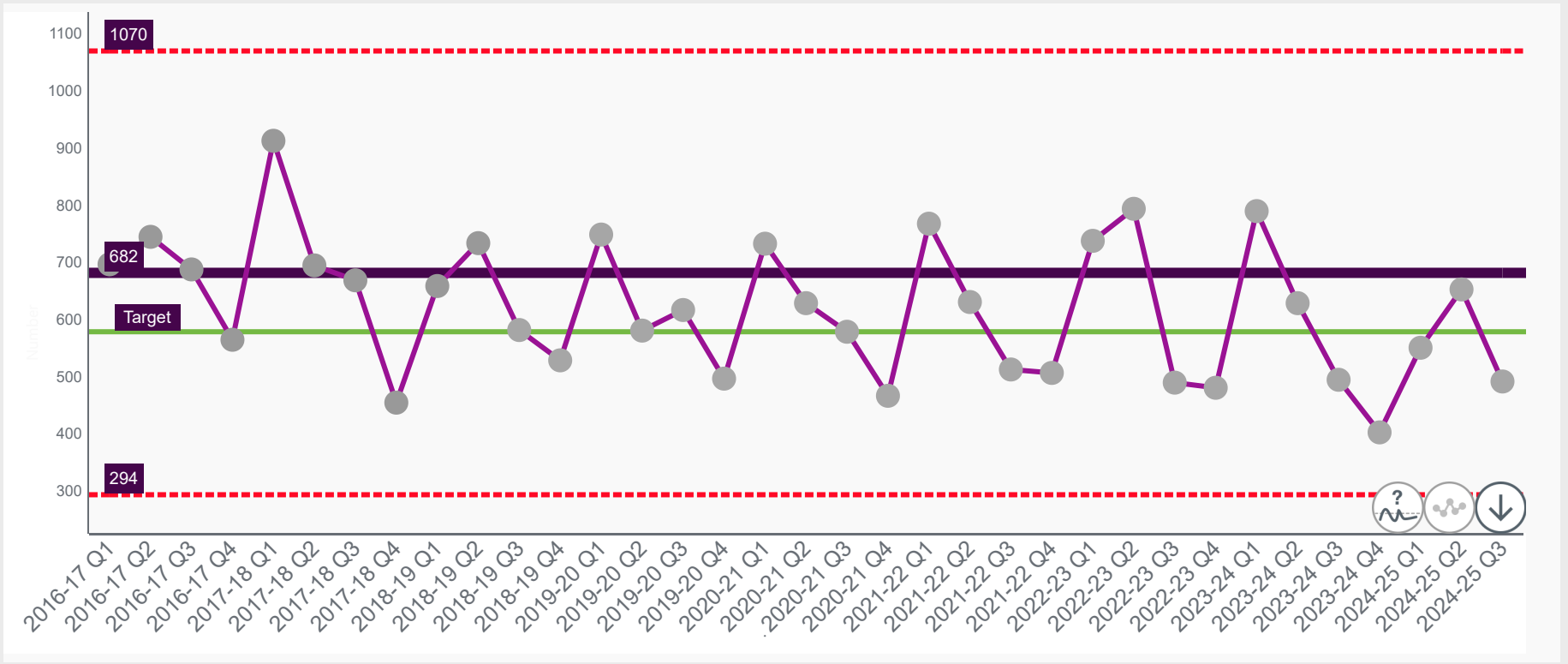
Maintaining Fire Safety enforcement schedules, continuing to educate Duty holders regarding responsibilities in fire safety. Continual monitoring at a local and national level, analysis will inform any remedial action if required.

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

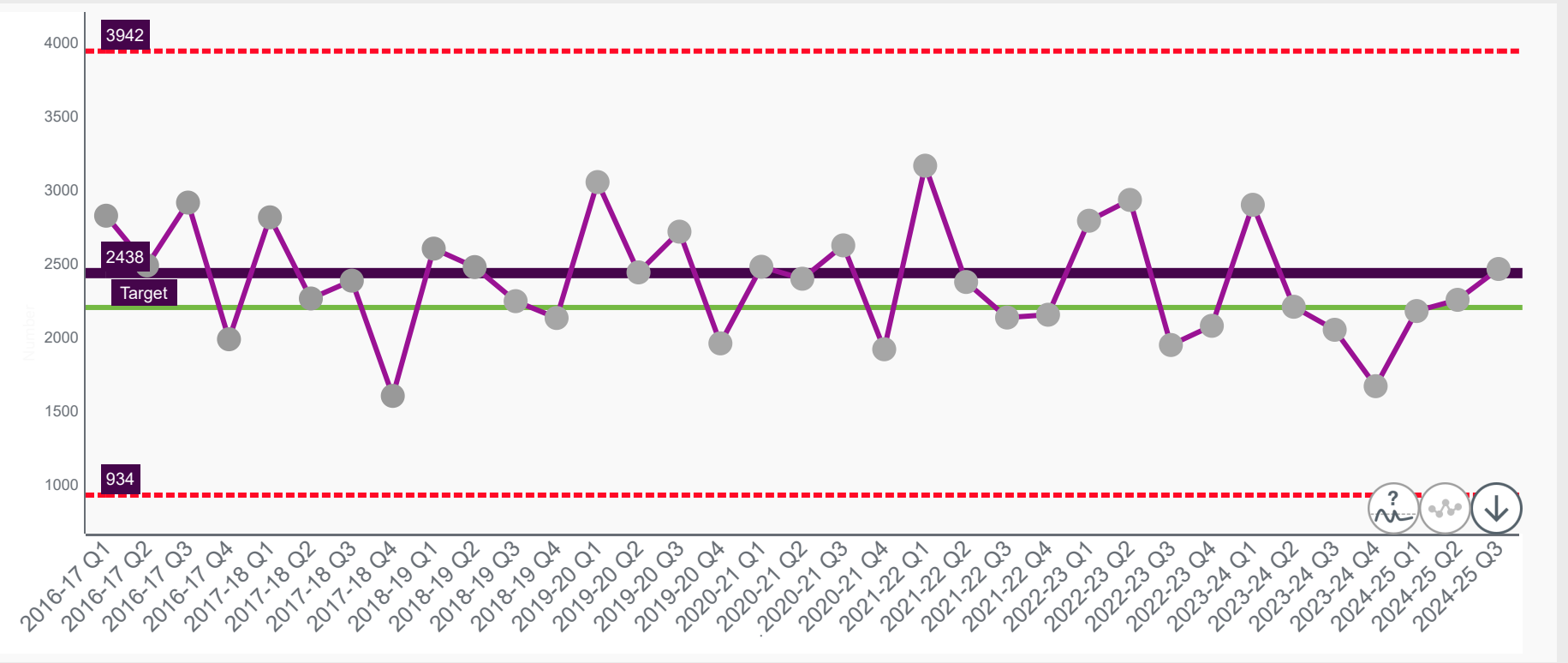
Continued prevention activities within both domestic and non domestic settings. Data should be used to identify and drive appropriate prevention activities.

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

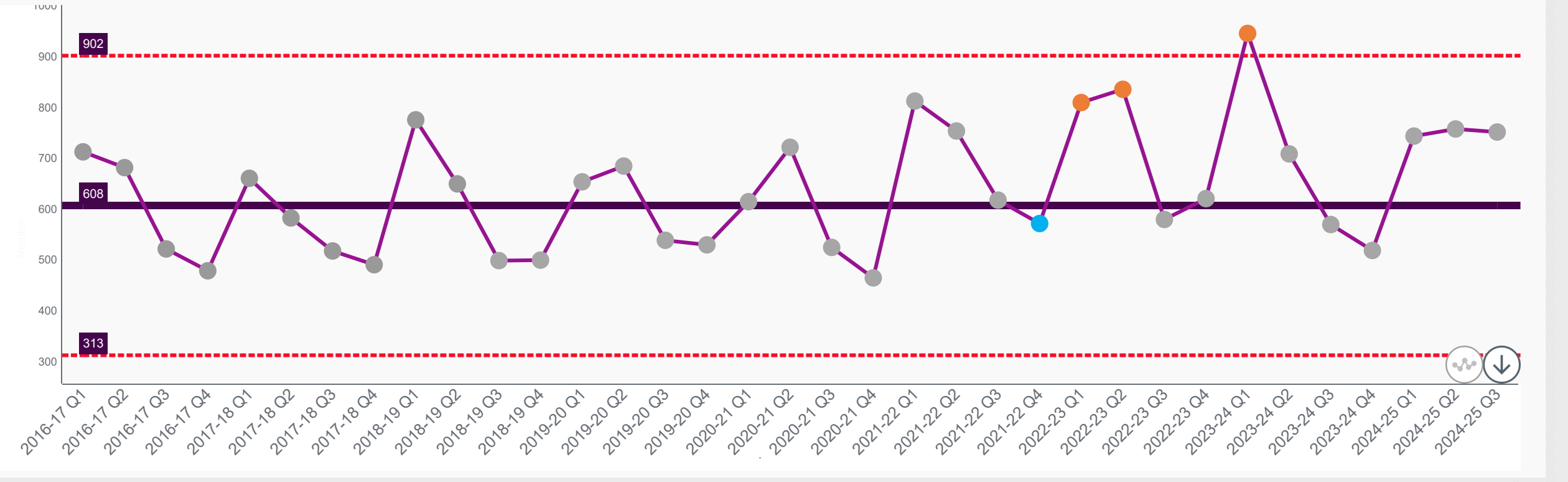
OWNER: Head of Service Delivery - East



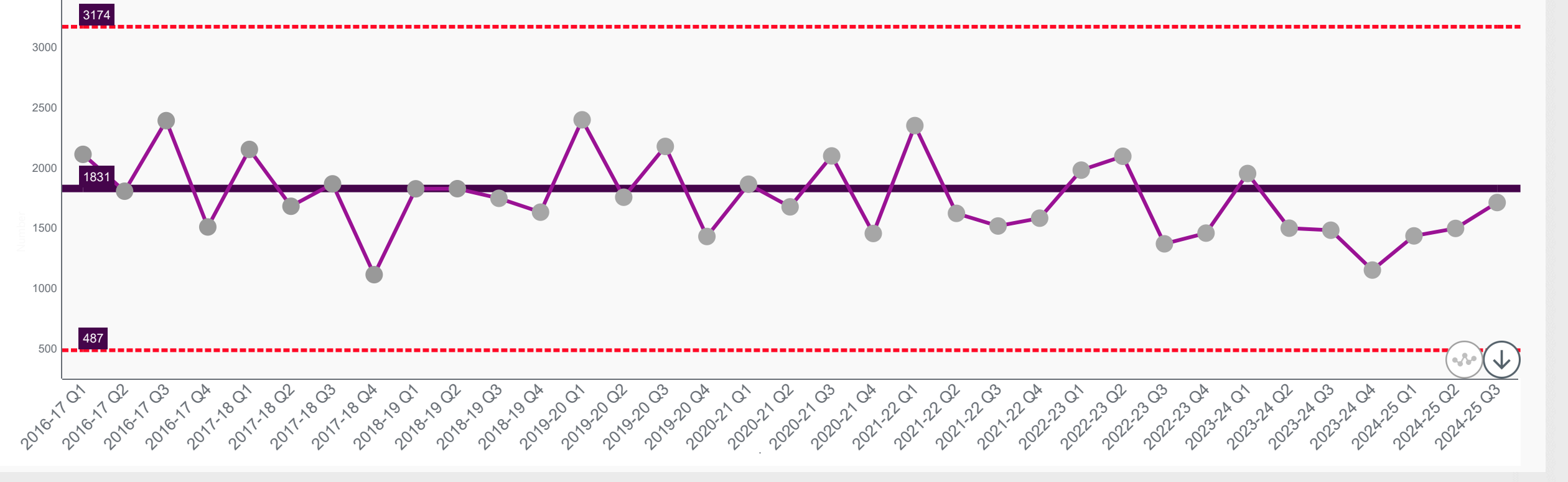
SUMMARY

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.

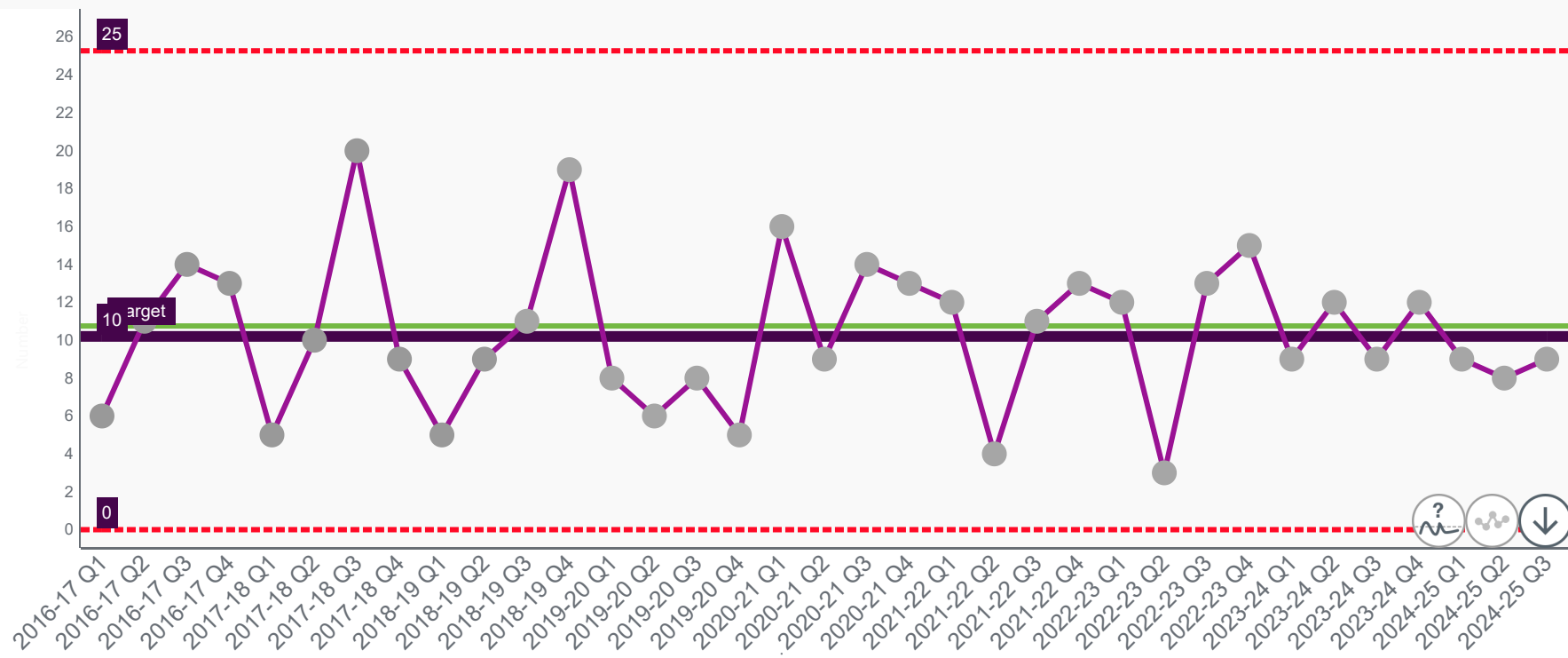


KPI 4 Fire Fatalities Reduce against previous year

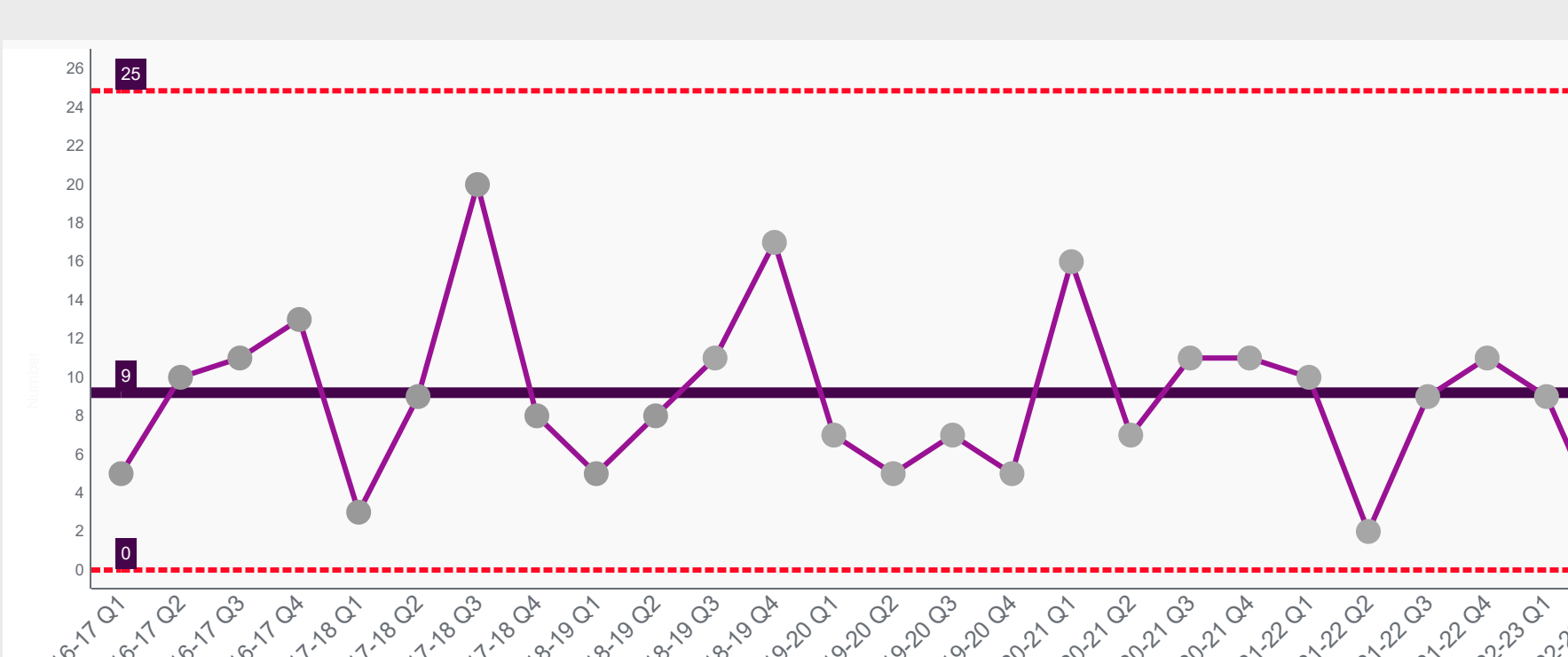
PURPOSE: SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this occurring is a key goal.

OWNER: Head of Service Delivery - East

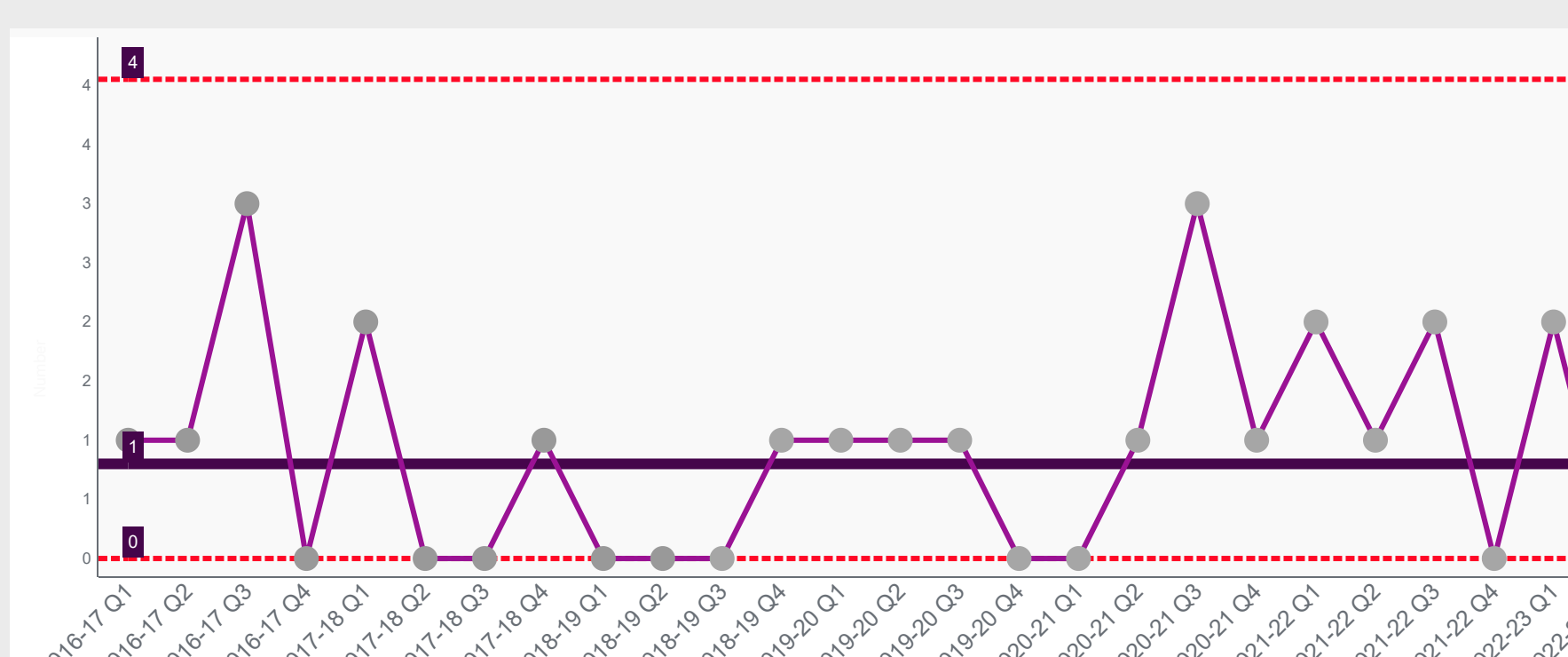
SUMMARY
Fire fatality numbers remain generally consistent with previous data, and show a slight increase from previous quarter. We continue to apply post incident multi agency case conferences to assess and identify causes and any common trends, which may inform future prevention measures.



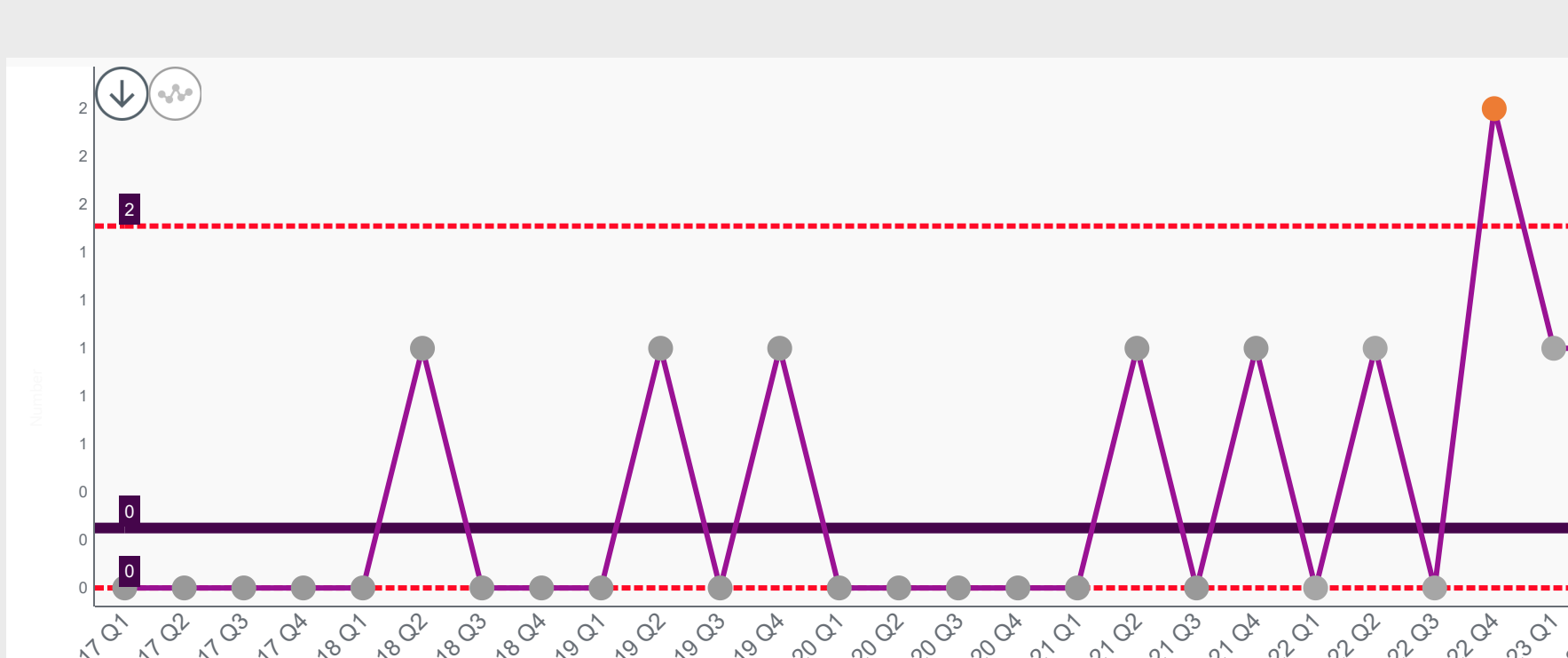
Building Fire Fatalities



Vehicle Fire Fatalities



Outdoor Fire Fatalities

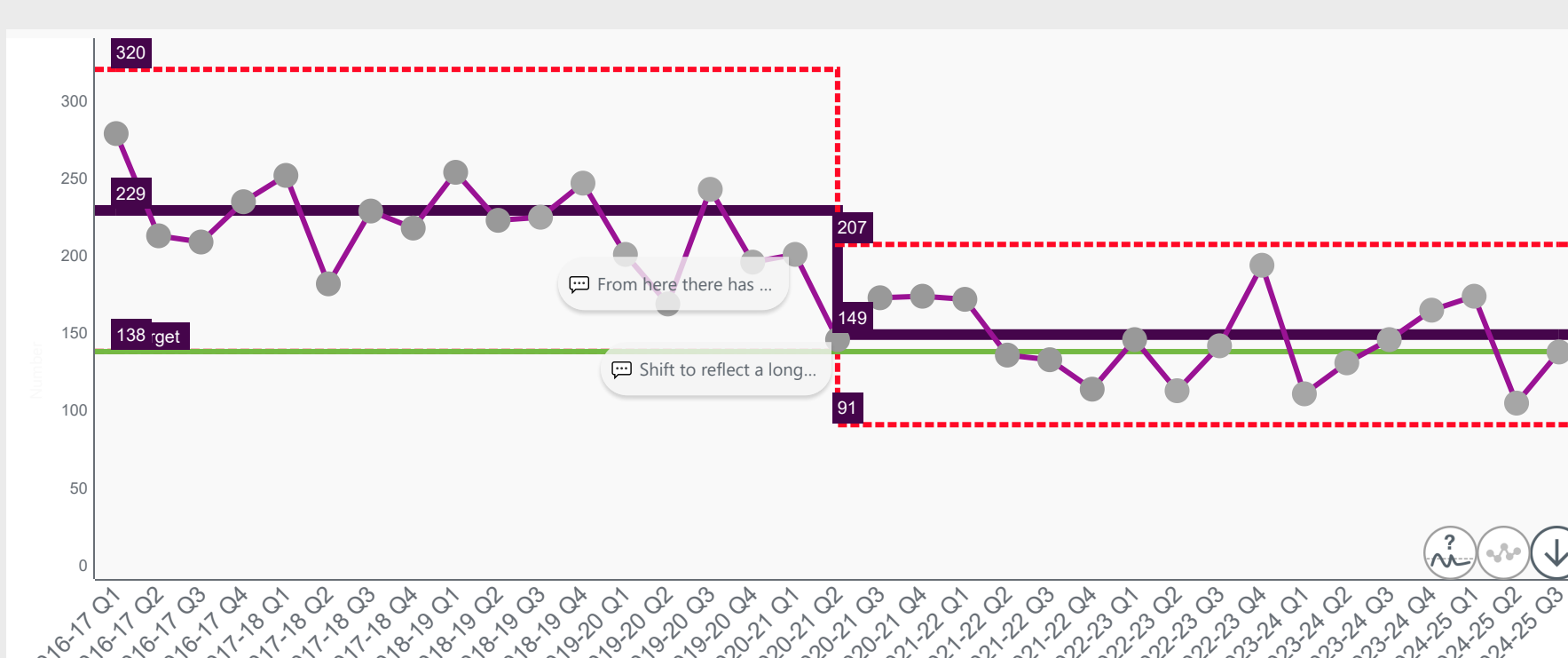


KPI 5 Fire Casualties Reduce against previous year

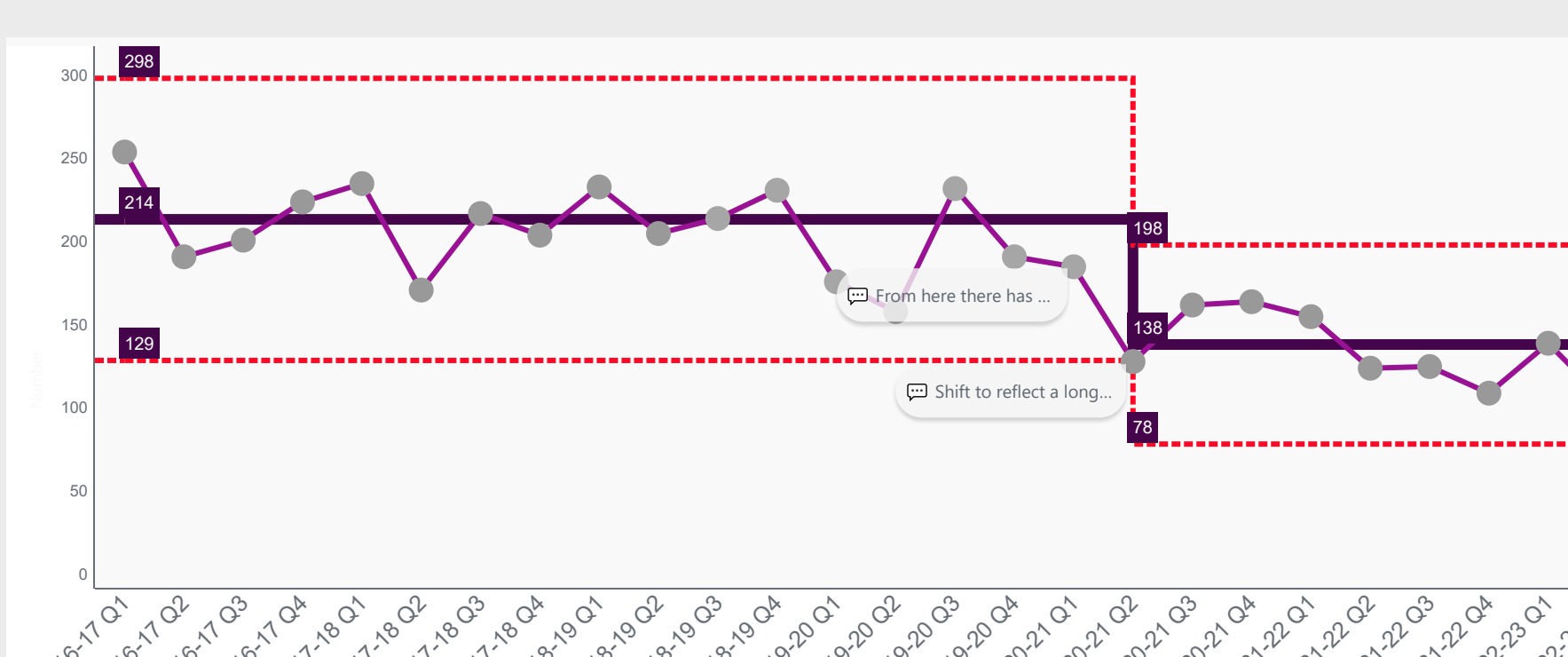
PURPOSE: SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities and sustained behaviour change in the home. This should reflect reduced victims of fire.

OWNER: Head of Service Delivery - East

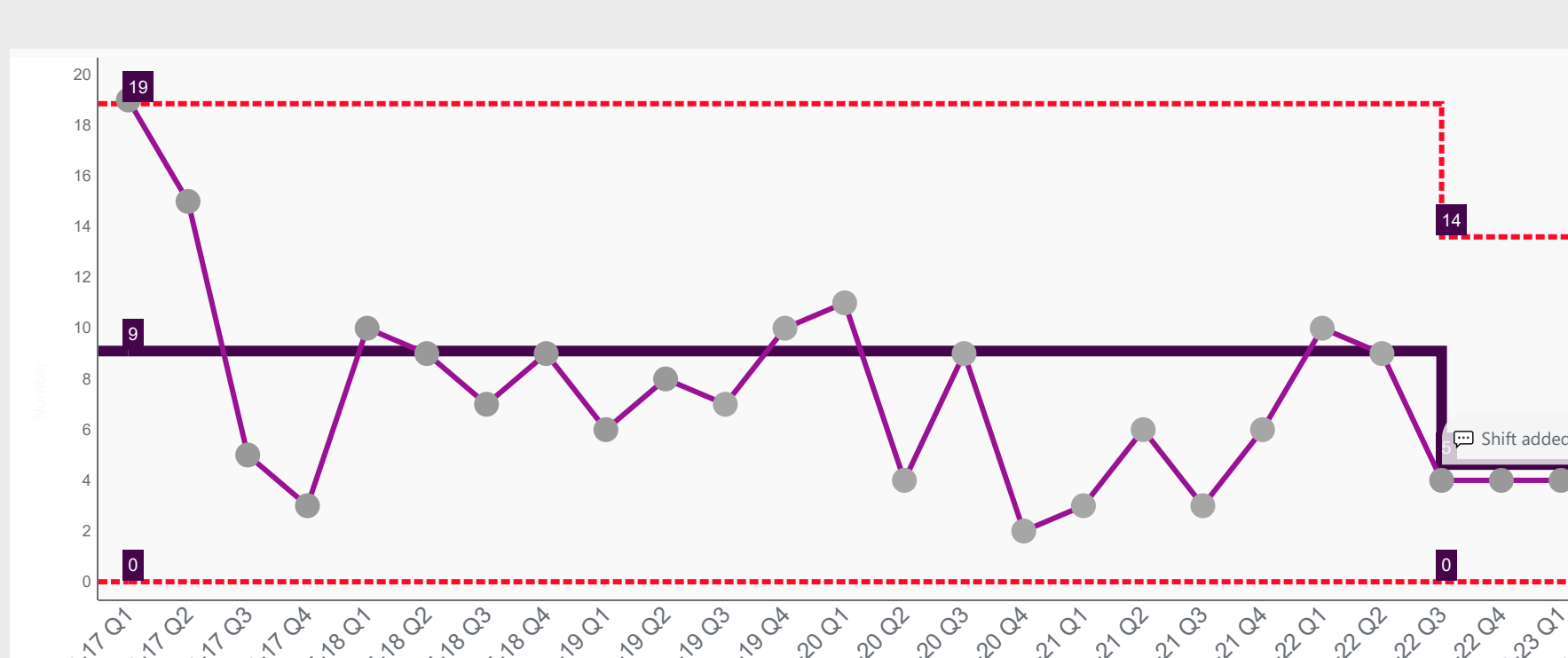
SUMMARY
Our main prevention activity will continue to be Home fire safety visits and community education. Serious fire casualties will include multi agency case study approach. This KPI is subject to seasonal trends.



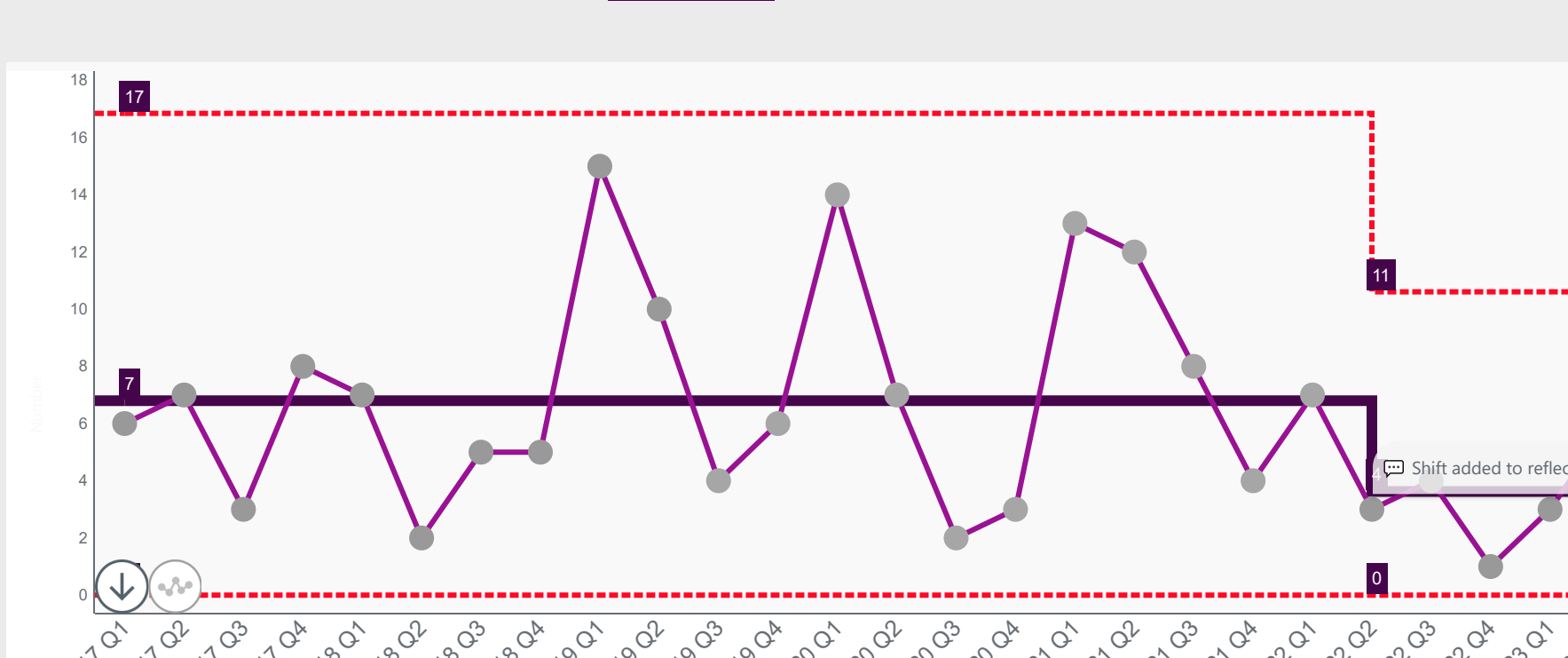
Building Fire Casualties



Vehicle Fire Casualties



Outdoor Fire Casualties



Prevention and Protection

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

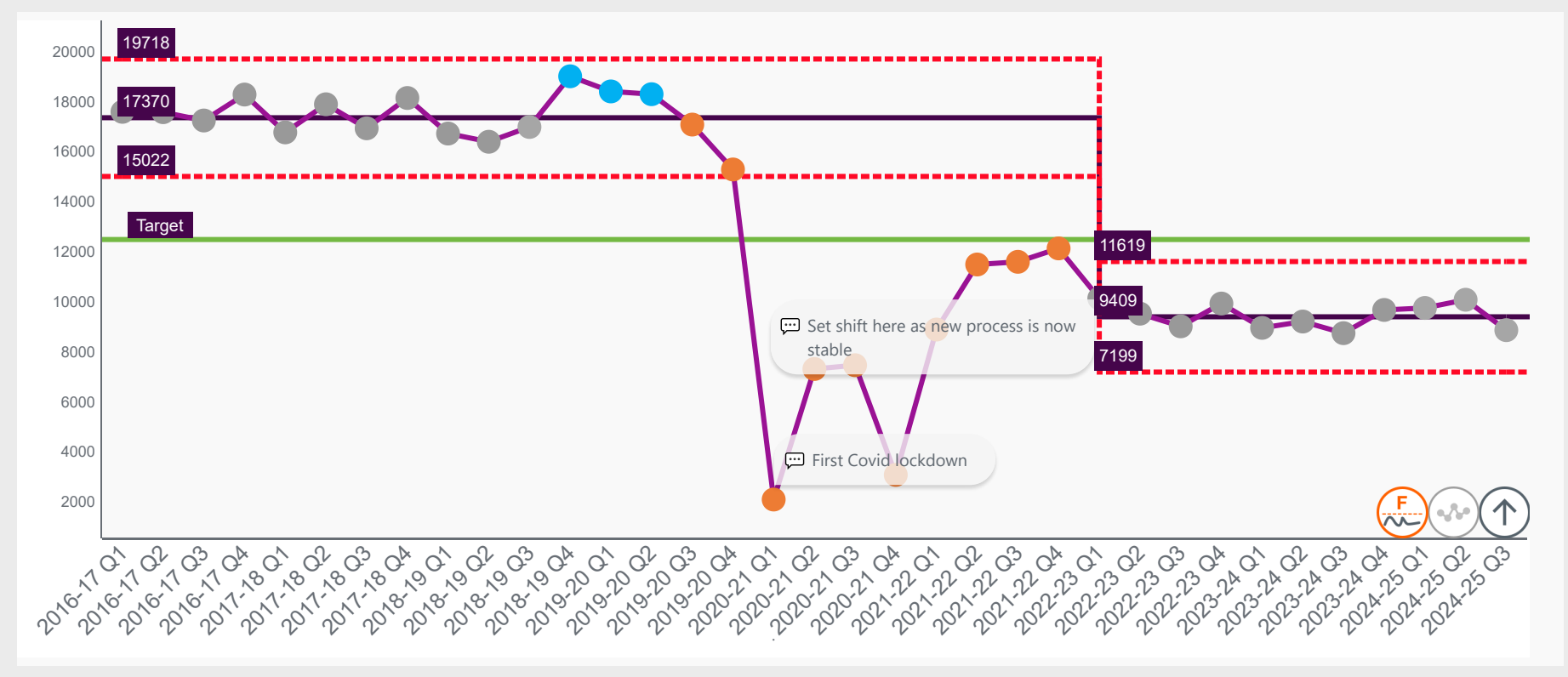


KPI 6 Number of Home Fire Safety Visits conducted

OWNER: Head of Prevention, Protection and Preparedness

50,000 (annually)

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



SUMMARY

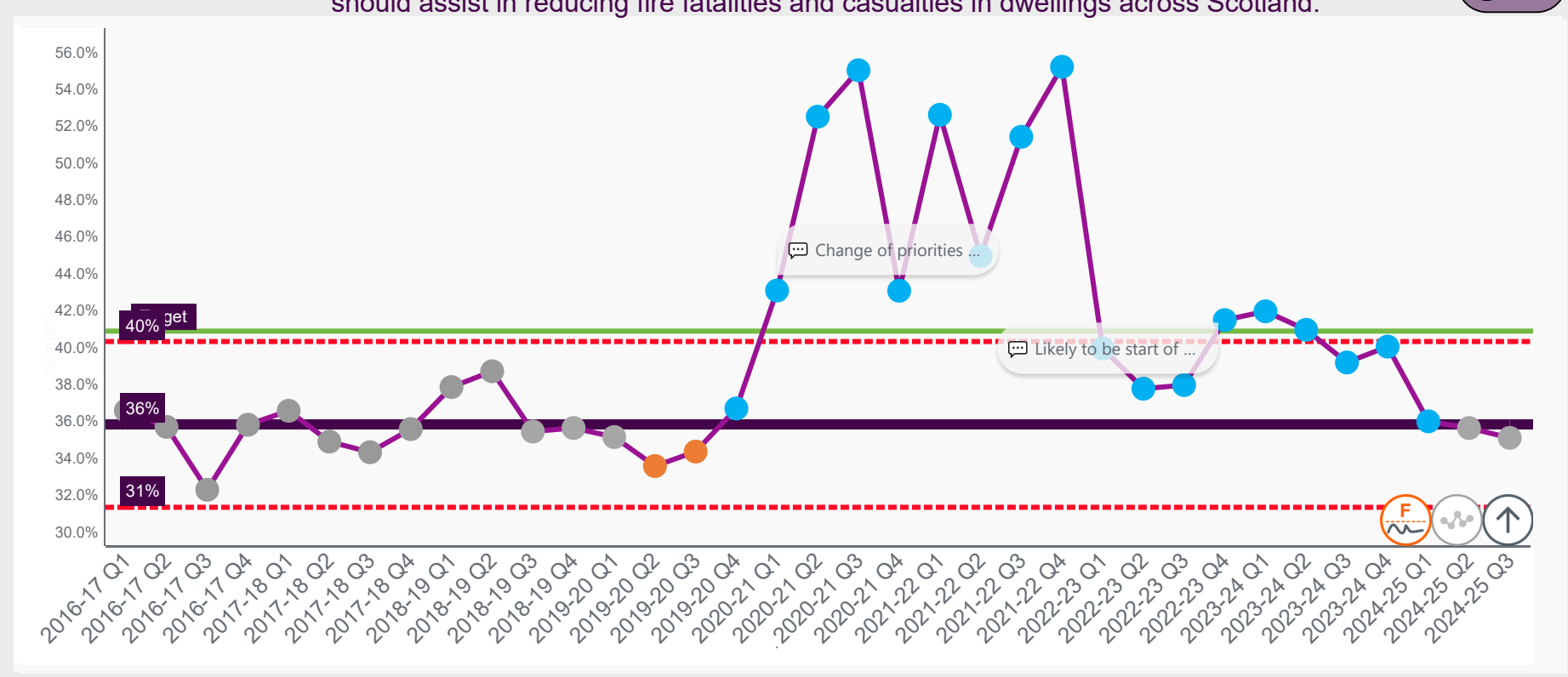
The slight decrease in visit numbers is expected due to Areas starting the transition from the existing HFSV policy to the revised HFSV which will be introduced in February 2025. The focus has been on actioning outstanding visits rather than the generation of new ones.

KPI 7 % High Risk of Home Fire Safety Visits

OWNER: Head of Prevention, Protection and Preparedness

Increase against previous year

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



SUMMARY

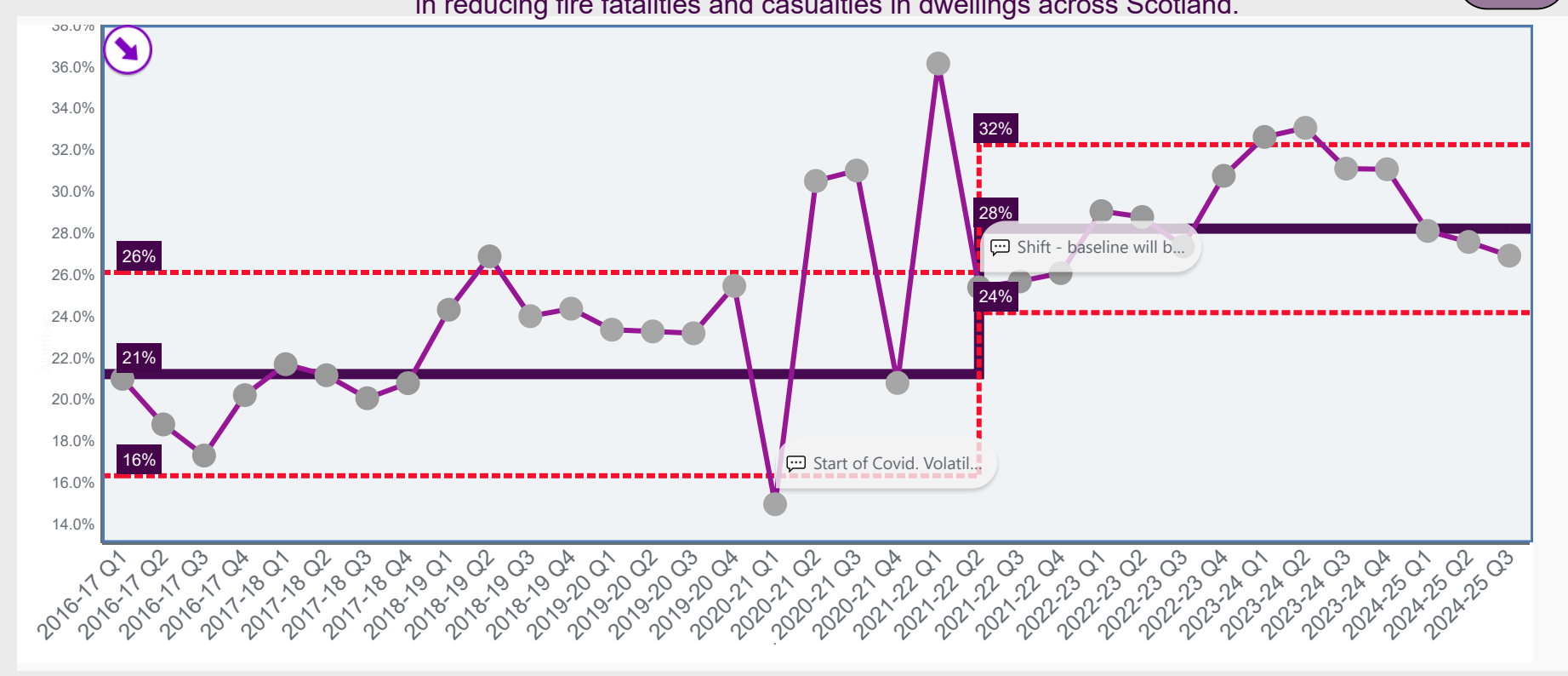
The proportion of High Risk is similar to previous quarters. Moving into Q4 the change in policy means a removal of High, Medium and Low classifications of visits with them all being targeted to individuals deemed a higher risk of fire.

KPI 8 % Partner Referral of Home Fire Safety Visits

OWNER: Head of Prevention, Protection and Preparedness

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

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



SUMMARY

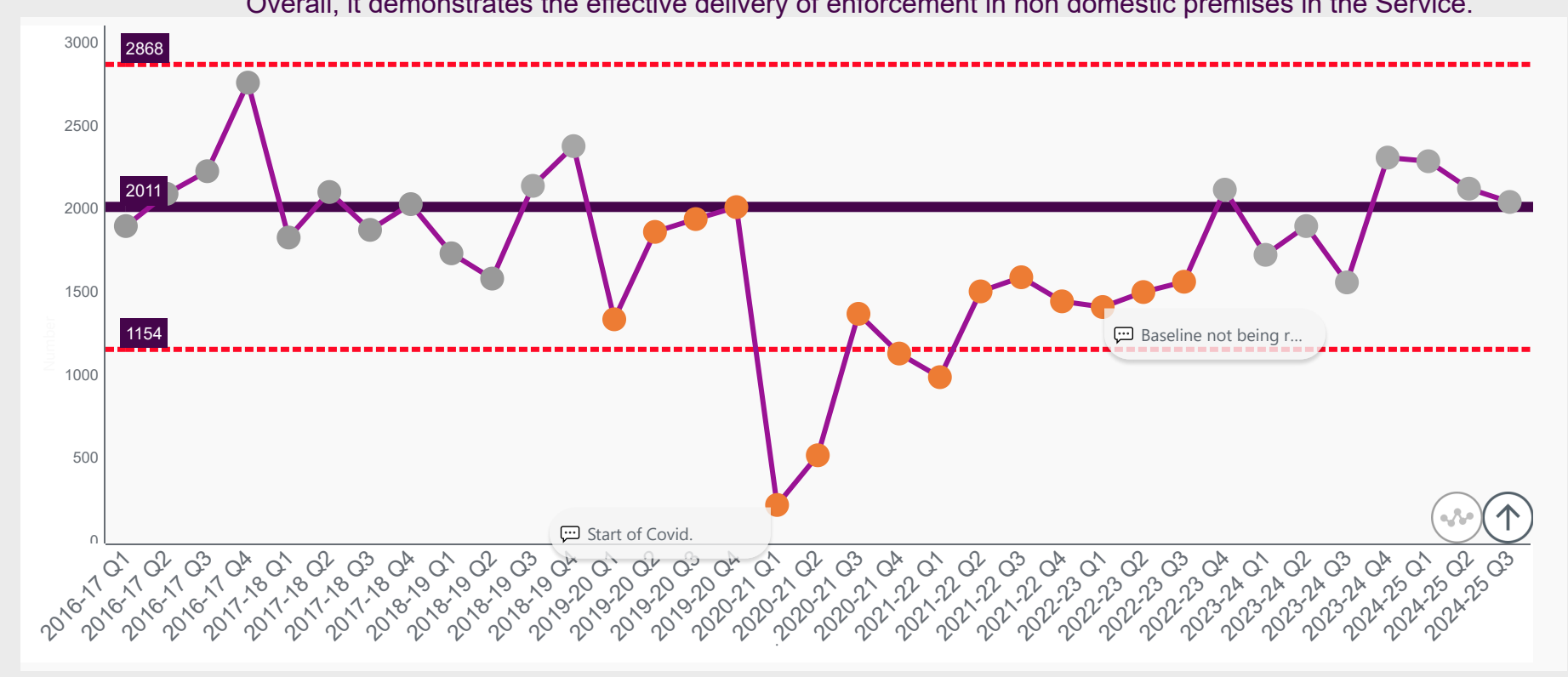
The slight decrease may in part be due to work to transition to the revised HFSV. When the revised HFSV is introduced all referring partners will be required to sign a new Data Sharing Framework. Extensive engagement has been undertaken but this lengthy processes may be reflected in Q4 performance.

KPI 9 Fire Safety Audits Completed

OWNER: Head of Prevention, Protection and Preparedness

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

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



SUMMARY

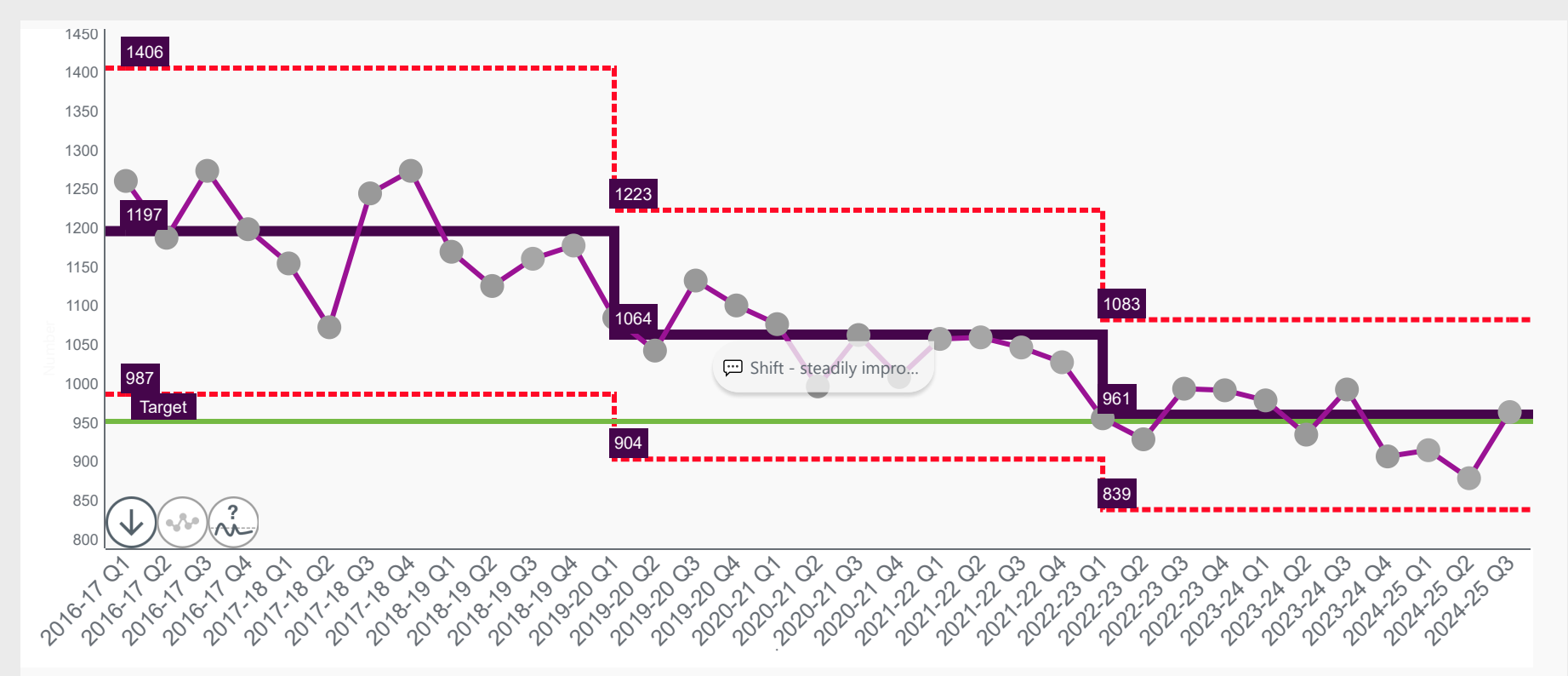
LSOs remain responsible for performance in their respective areas and the Directorate are seeking to address performance challenges by engaging with Scottish Government and partners around impacts resulting from increased licensing consultations in terms of Short Term Lets and BESS Systems.

KPI 10 Accidental Dwelling Fires

OWNER: Head of Service Delivery - East

Reduce against previous year

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



SUMMARY

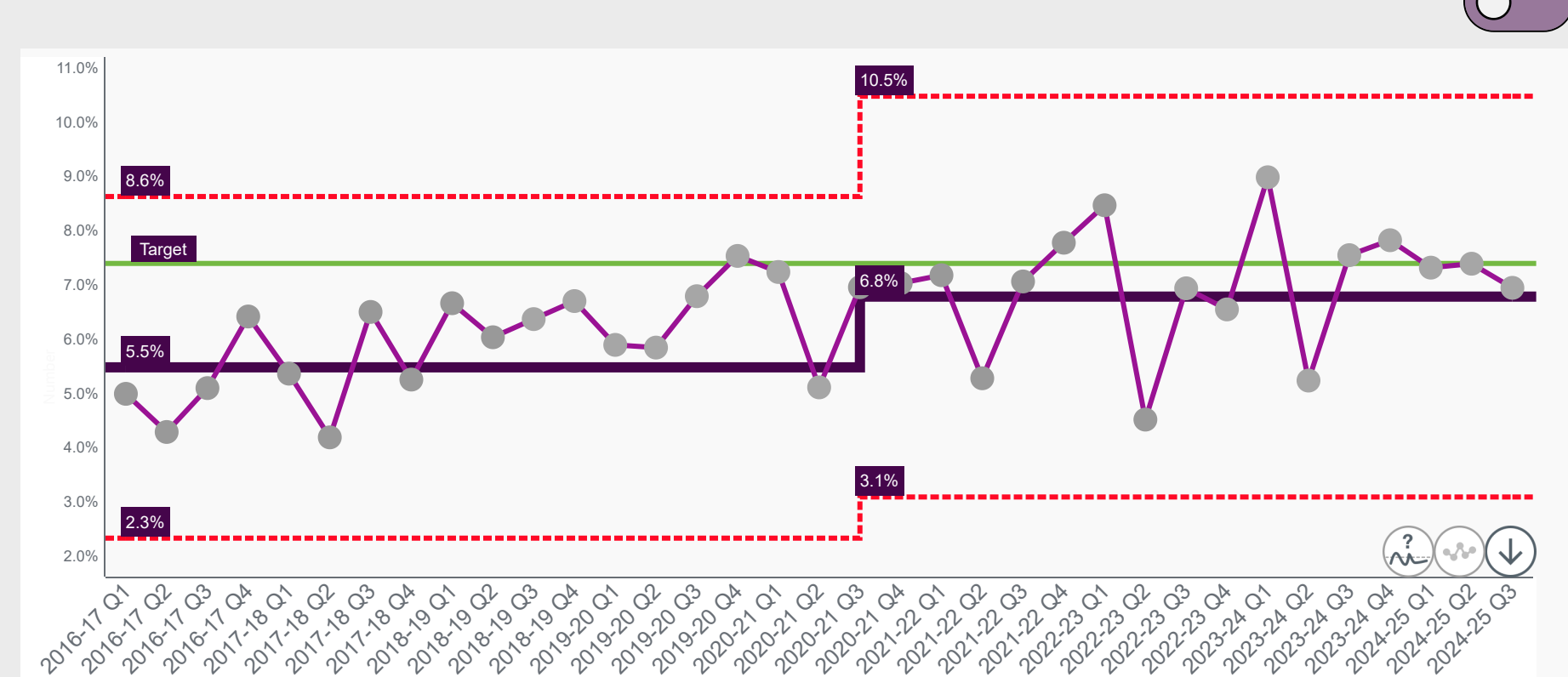
Continue to target those most at risk within the community through home fire safety visits and other prevention activities. This should be data led and enhanced by working with local community partners. This KPI is subject to seasonal trends.

KPI 11 % of accidental dwelling fires classed as High Severity

OWNER: Head of Service Delivery - East

Reduce against previous year

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



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

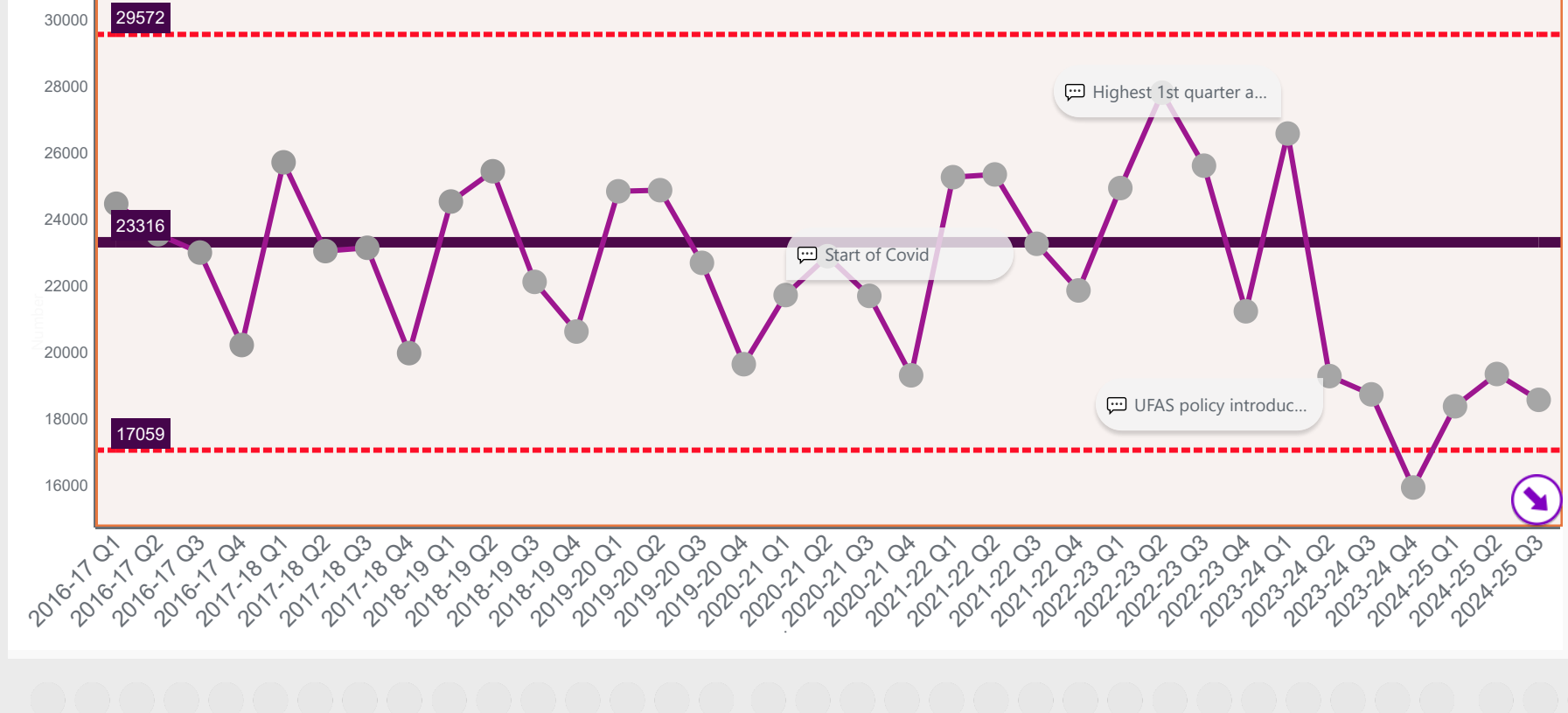
Communities are safer and more resilient as we respond effectively to changing risks.



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



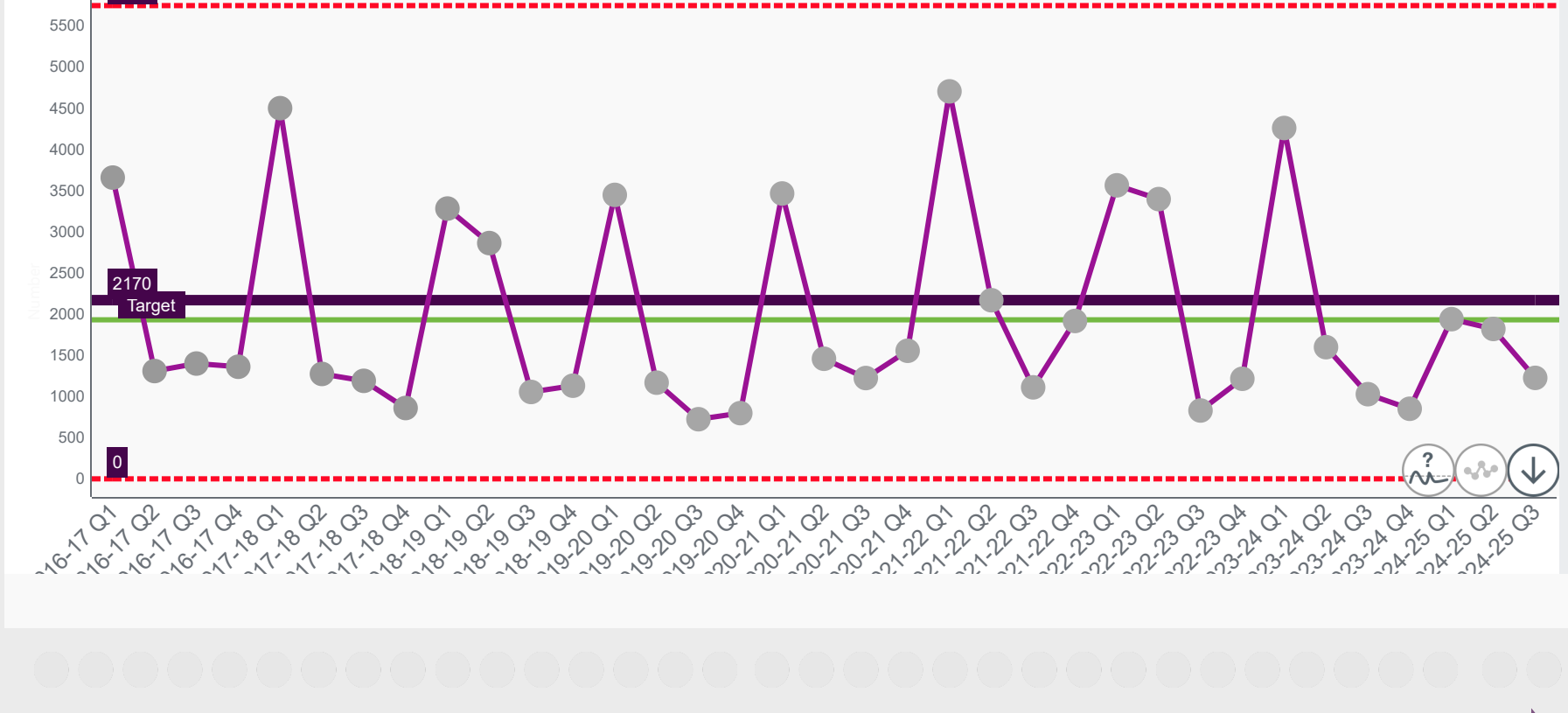
SUMMARY

Decrease 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



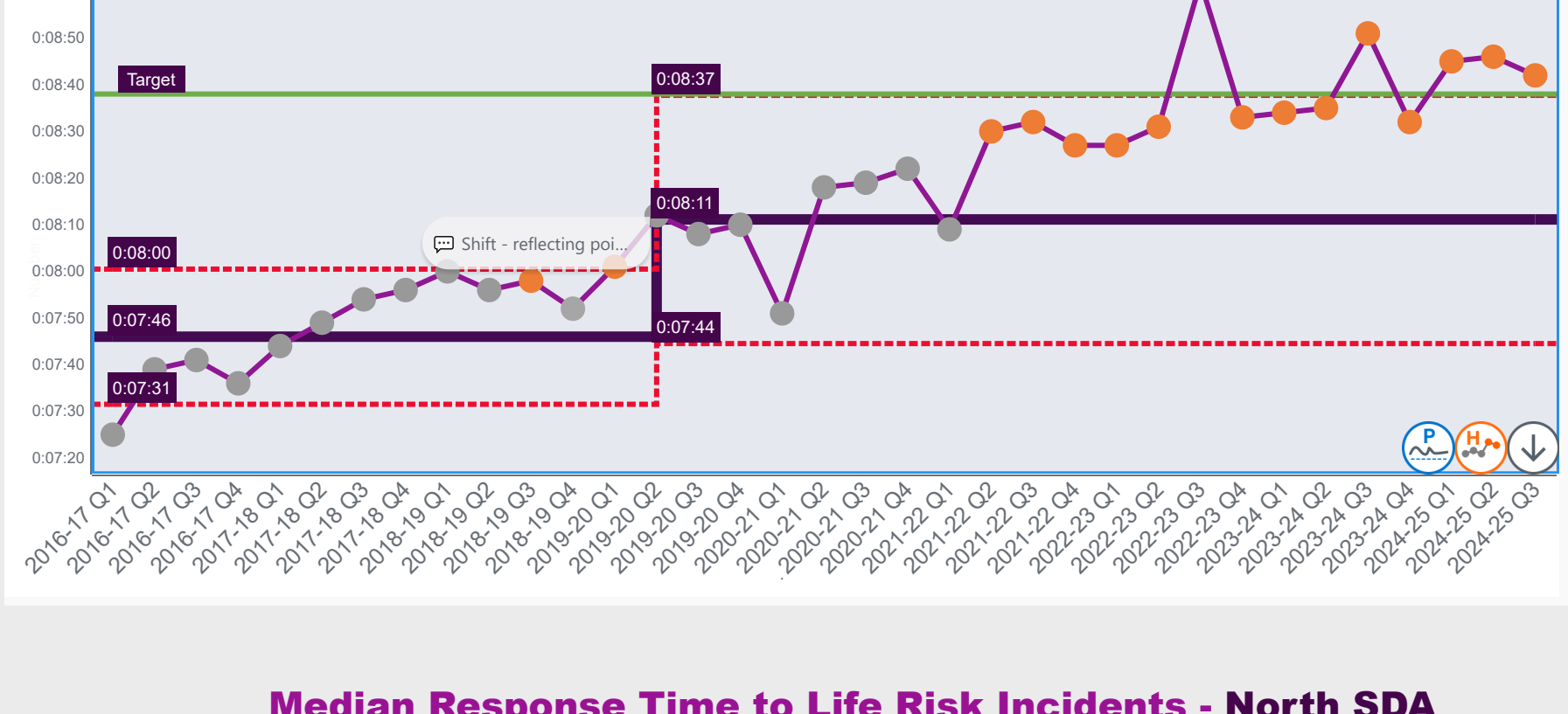
SUMMARY

Prevention activities should be led by data where available and enhanced through a partnership approach, where appropriate. This KPI is subject to seasonal trends.

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

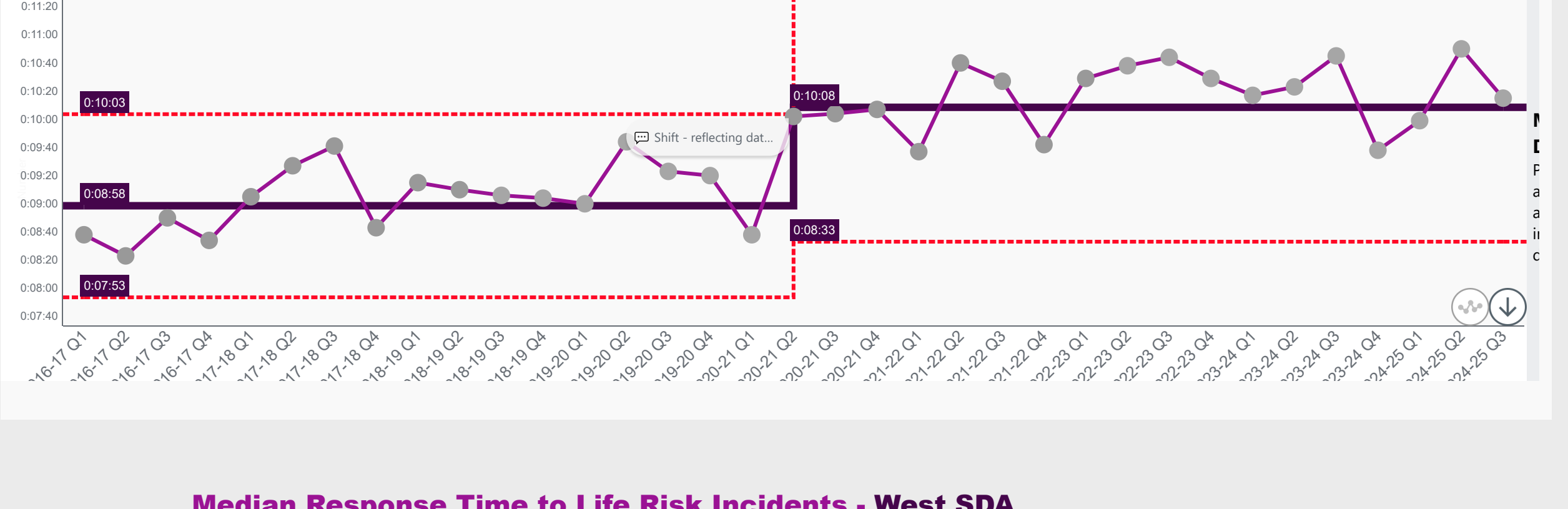
OWNER: Head of Service Delivery - East



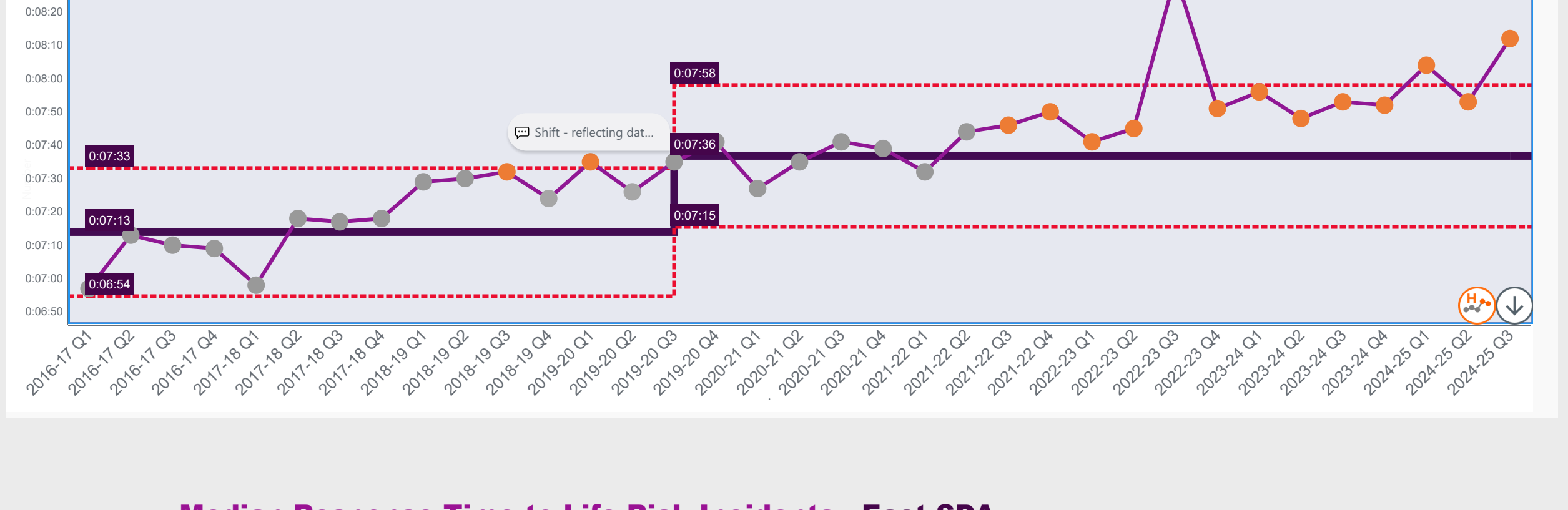
SUMMARY

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

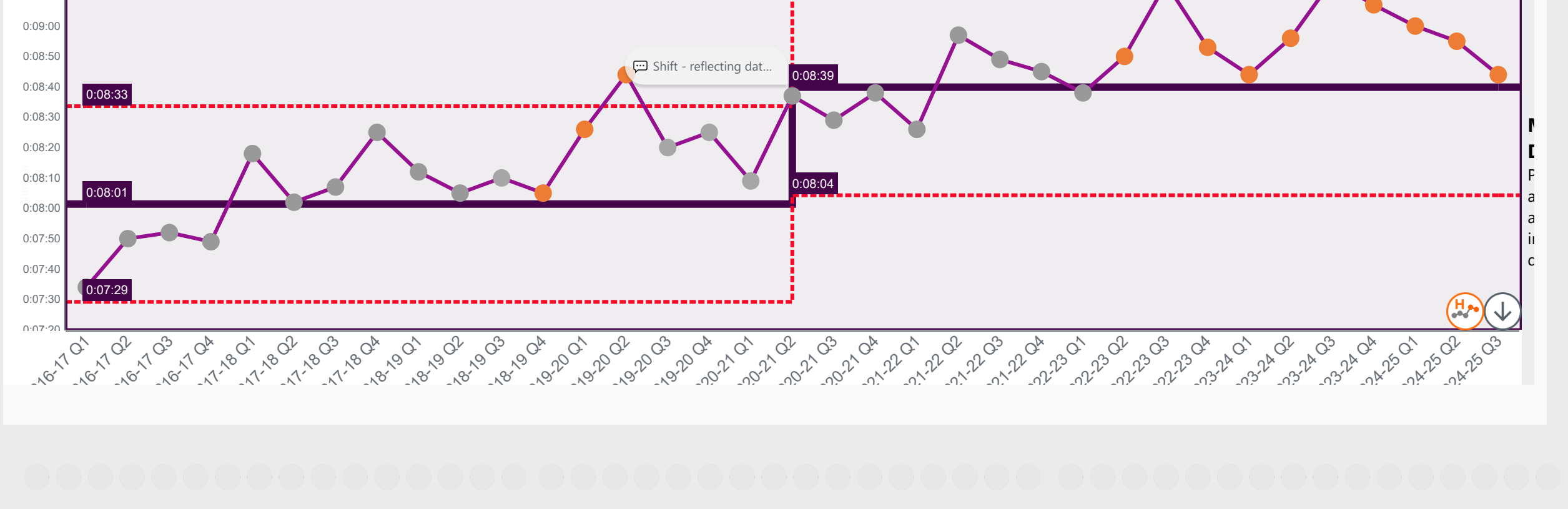
Median Response Time to Life Risk Incidents - North SDA



Median Response Time to Life Risk Incidents - West SDA



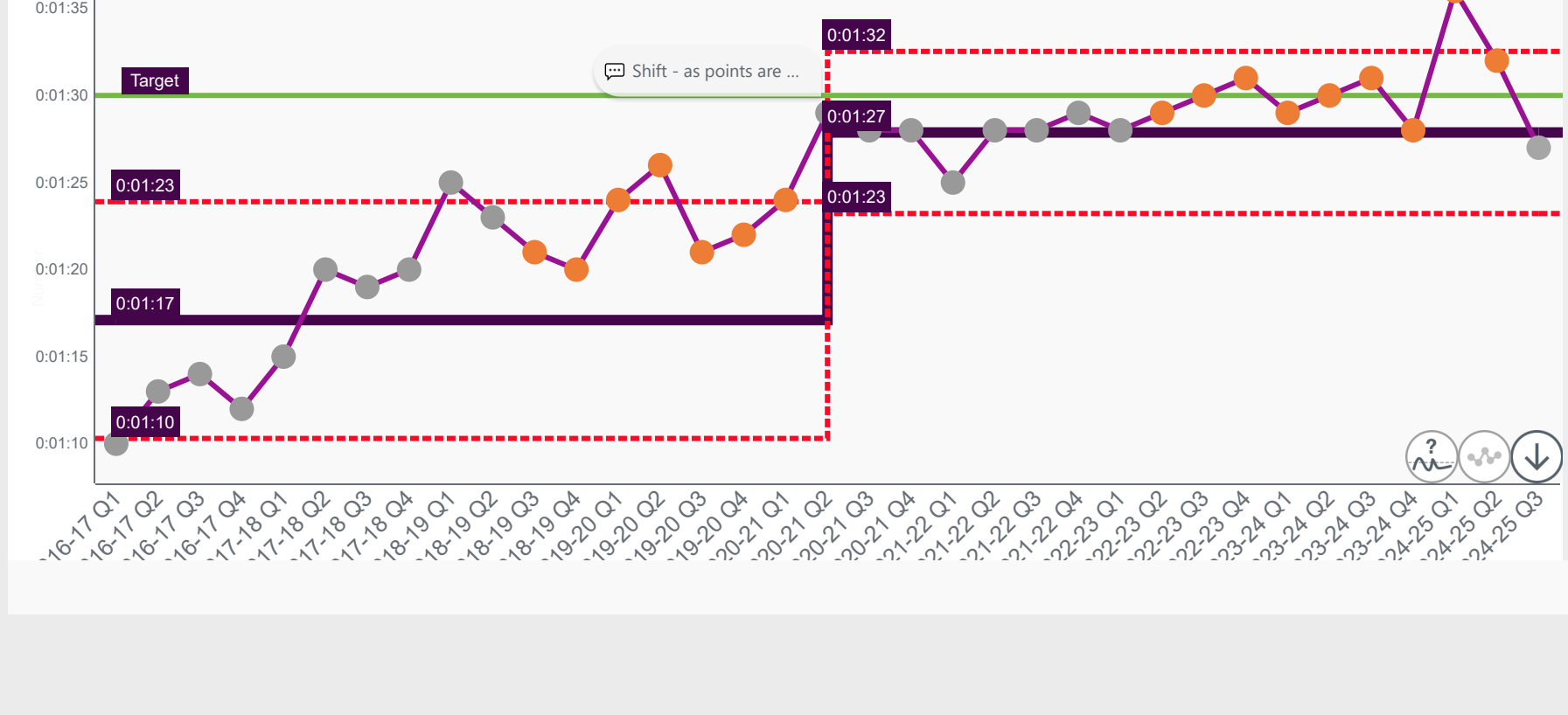
Median Response Time to Life Risk Incidents - East SDA



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

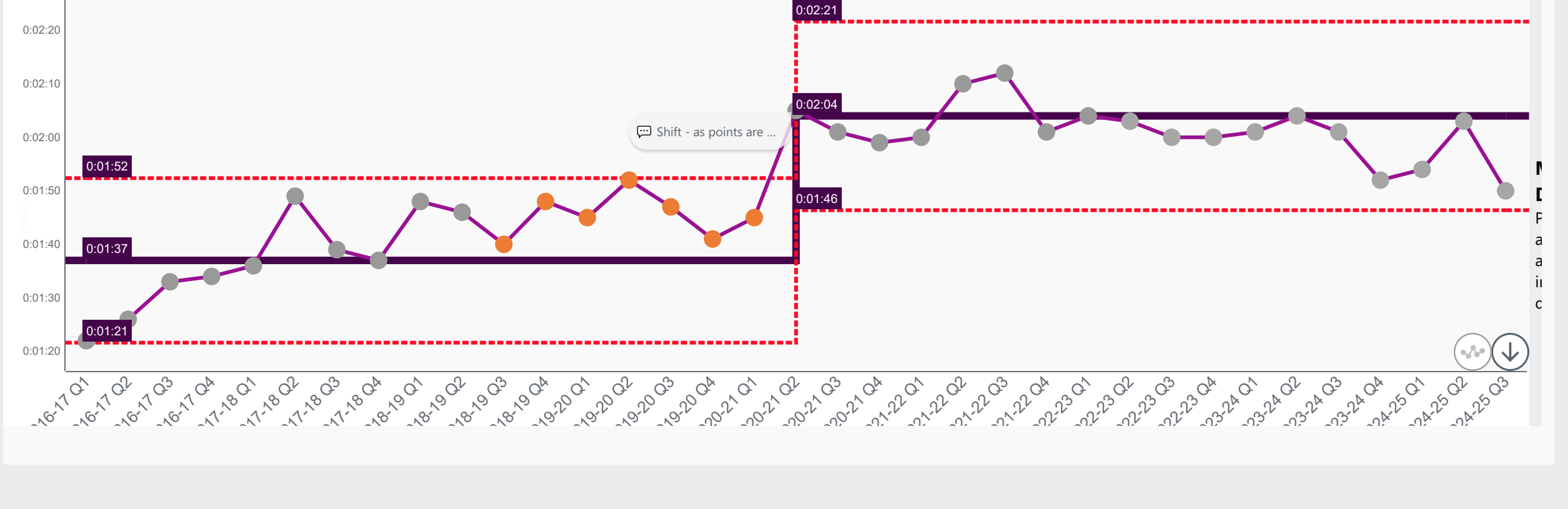
OWNER: Head of Service Delivery - East



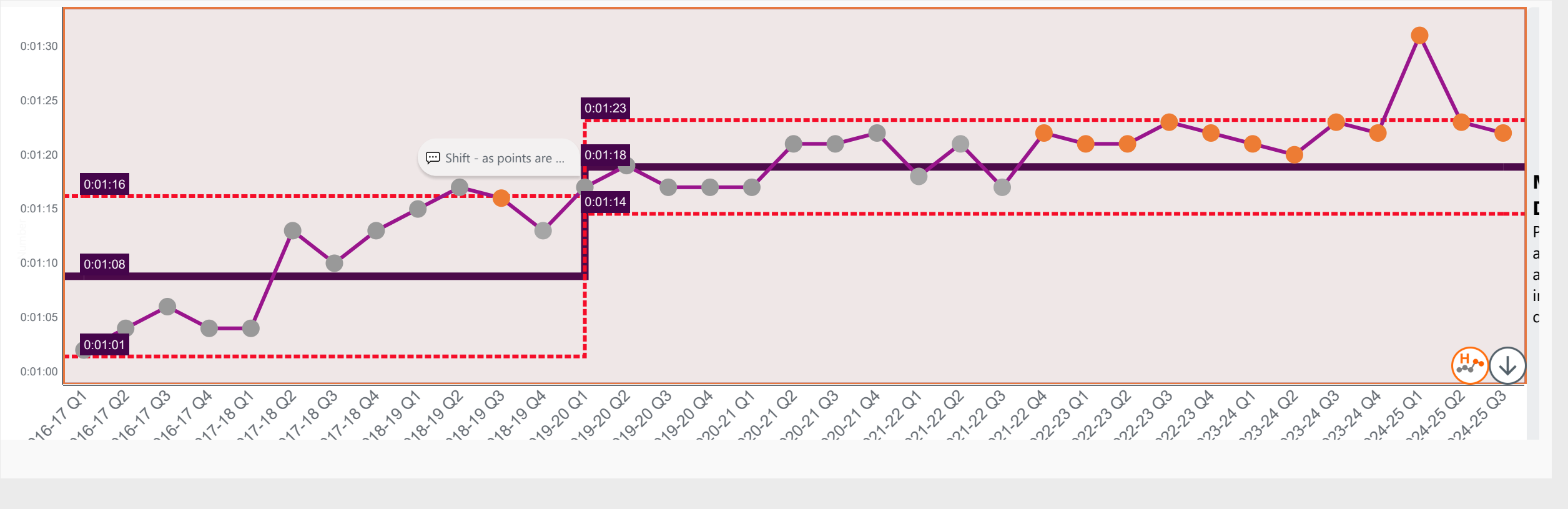
SUMMARY

Call handling time will continue to be influenced by technology, systems, information at time of call and staff profiles within Operational Control.

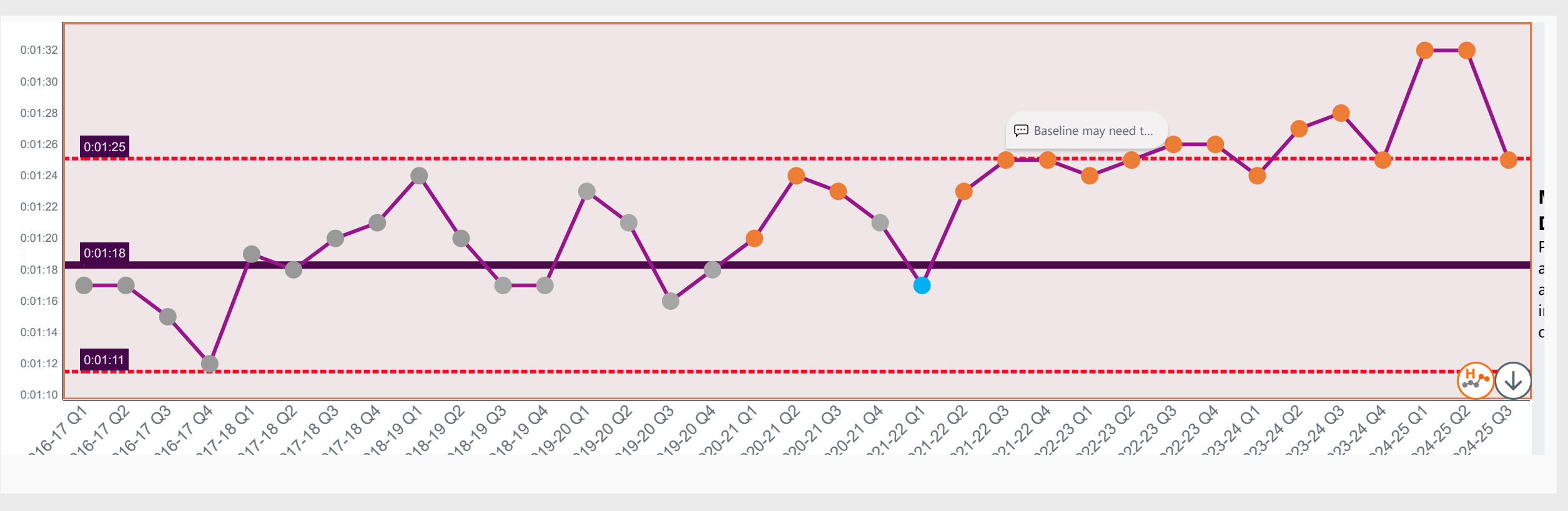
Median Call Handling Time for Life Risk Incidents - North SDA



Median Call Handling Time for Life Risk Incidents - West SDA



Median Call Handling Time for Life Risk Incidents - East SDA



Response

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

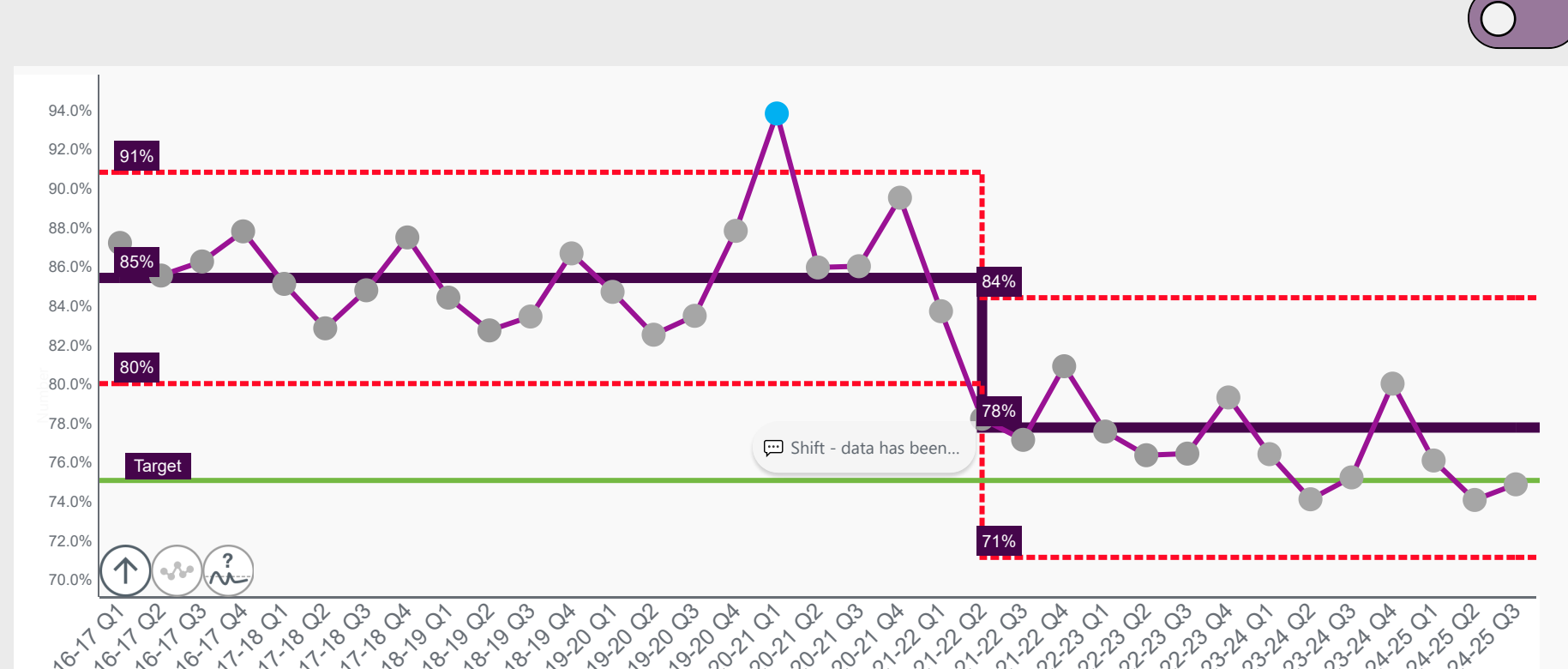


KPI 16 On-Call 1st Appliance Availability

Increase against previous year

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

OWNER: Head of Operations



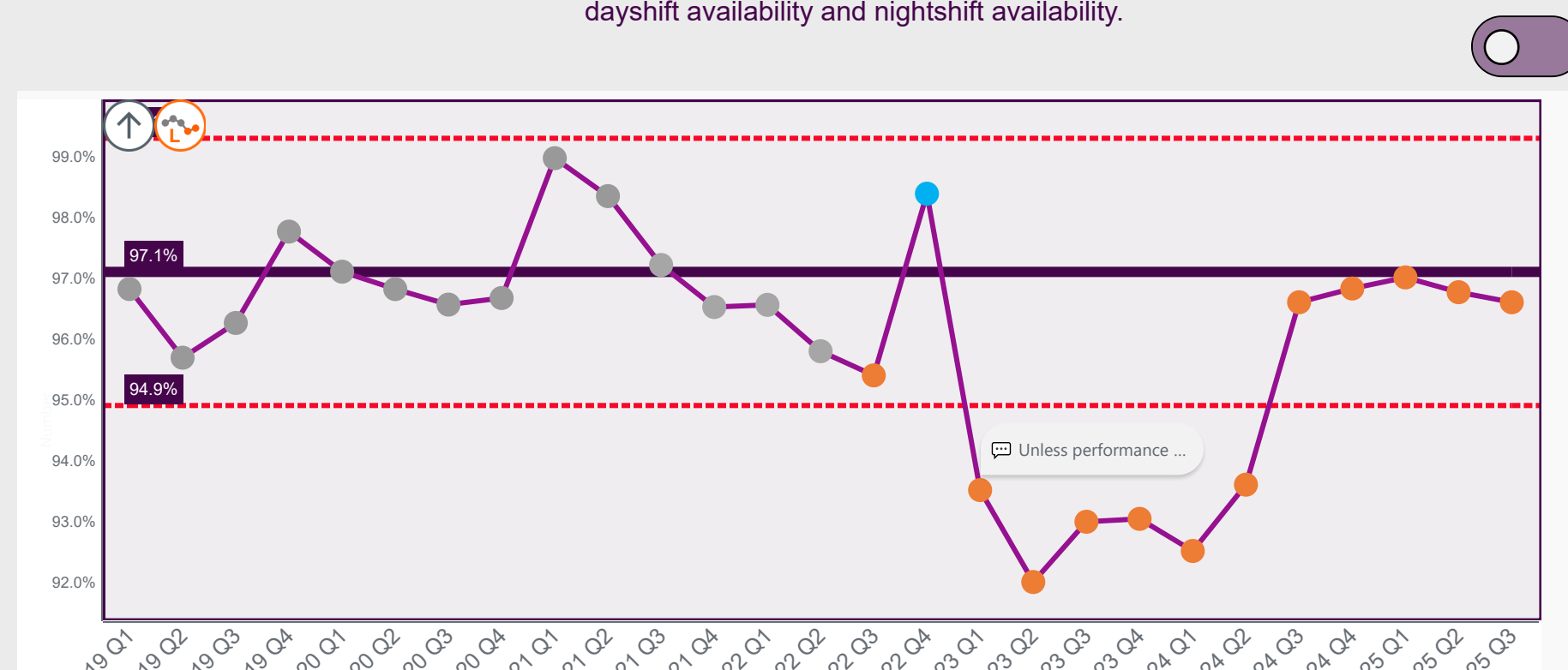
SUMMARY
On Call to WDS Migration project has seen 9 candidates commence a migration course on 20th January. A number of pilots ongoing including, local delivery of 2 week Task and Task Management course on modular basis, allowing increased flexibility in training delivery & On Call selection tests.

KPI 17 Wholetime Availability

% compliance against confidence levels

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

OWNER: Head of Operations



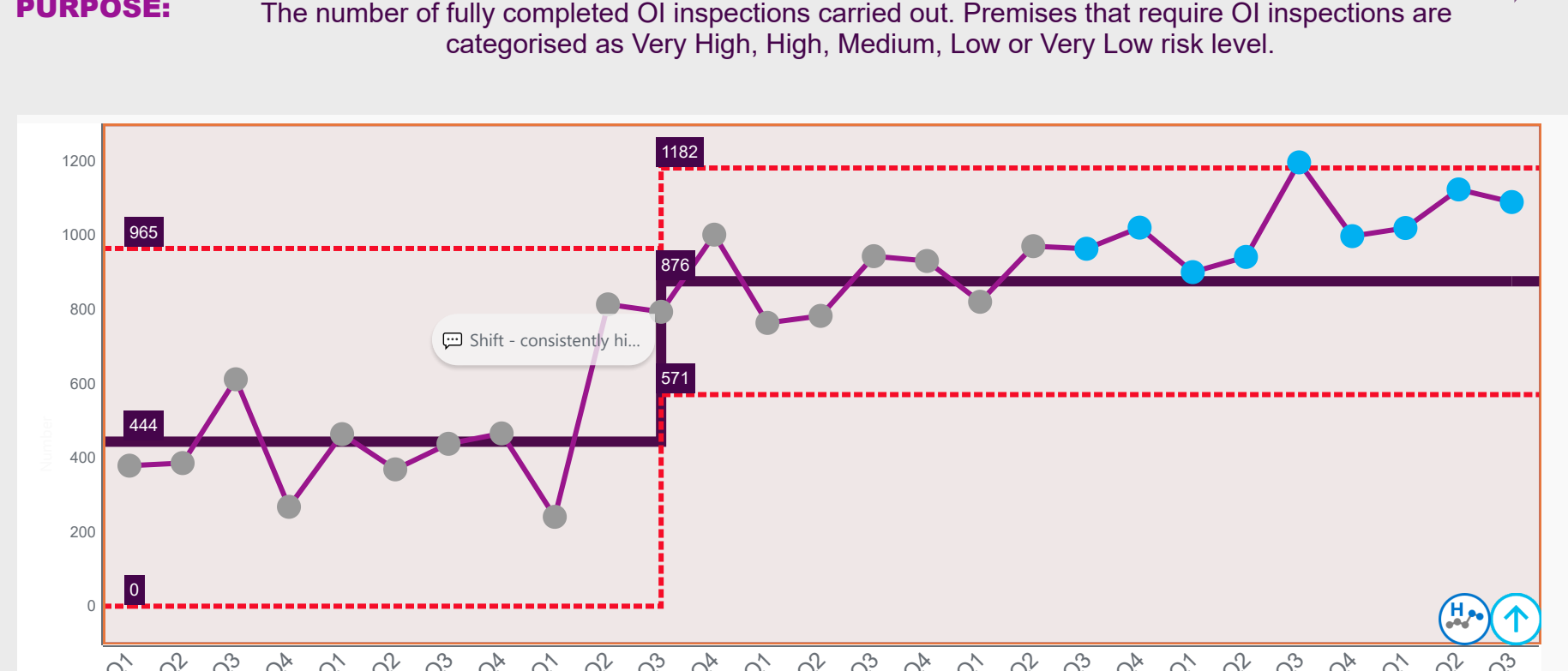
SUMMARY
No Performance Statement Available

KPI 18 Operational Intelligence Inspections

Track

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

OWNER: Head of Prevention, Protection and Preparedness



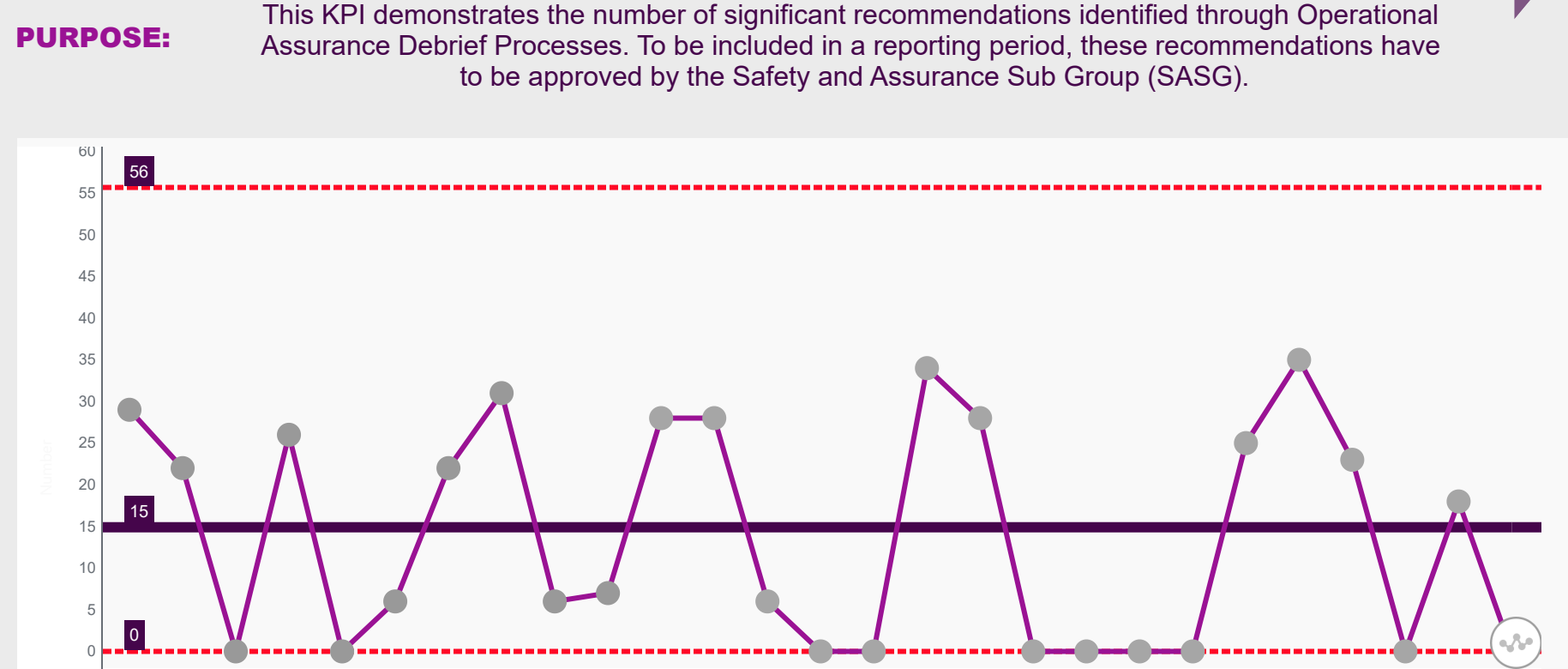
SUMMARY
During Q3 Operational Intelligence Inspections have continued at the expected pace.

KPI 19 Ops Assurance Audit Actions

Track

PURPOSE: This KPI demonstrates the number of significant recommendations identified through Operational Assurance Debrief Processes. To be included in a reporting period, these recommendations have to be approved by the Safety and Assurance Sub Group (SASG).

OWNER: Head of Safety and Assurance



SUMMARY
This KPI is Operationally led and is based on the number of significant incidents that have been debriefed and have had actions approved. To be included in a reporting period, these recommendations have to be approved by the Safety and Assurance Group (SASG) who meet every 8 weeks.

KPI 20 Hydrant Inspections

Track

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

OWNER: Head of Prevention, Protection and Preparedness



SUMMARY
During Q3 hydrant inspections have continued to be steady taking account of seasonal weather, Public Holidays (PH) and Annual Leave (AL).

KPI 21 Unwanted Fire Alarm Signal (UFAS) Incidents

Reduce against previous year

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

OWNER: Head of Service Delivery - East



SUMMARY
Slight decrease in UFAS and we will continue to engage with duty holders to highlight their responsibilities and continue to apply robust call challenging procedures within ops control.

KPI 30 Assist Other Agencies Incidents

Track

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

OWNER: Head of Service Delivery - East



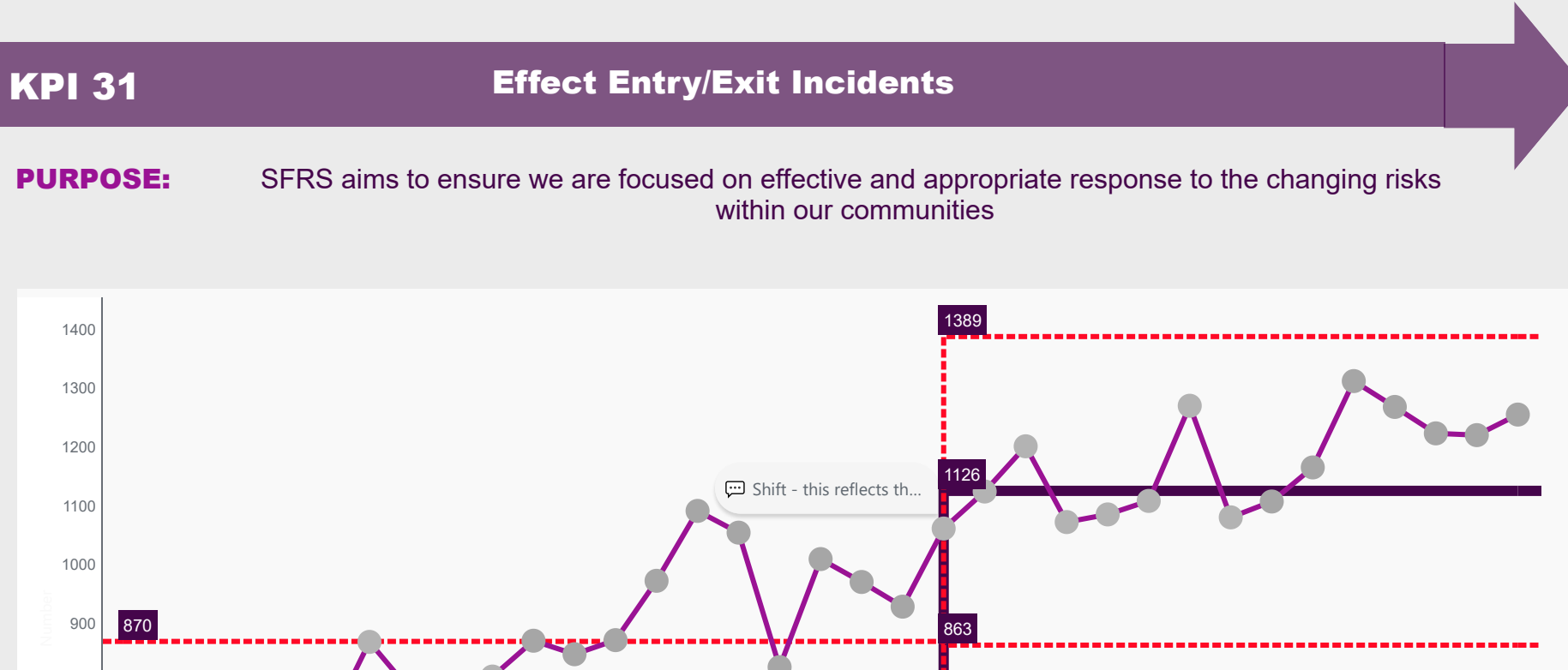
SUMMARY
Expect demand for this type of incident to continue, which reflects changes in community risk. This also highlights a continual increase in requests for partner agencies to access fire & rescue capabilities.

KPI 31 Effect Entry/Exit Incidents

Track

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

OWNER: Head of Service Delivery - East



SUMMARY
Expect continued trend line to continue, which reflects changes in community risk and operational demand. This also reflects a continual increase in requests from partner agencies to access fire & rescue capabilities.

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

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- 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.

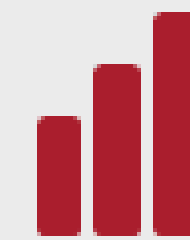
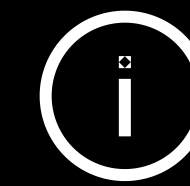
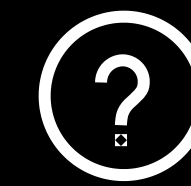
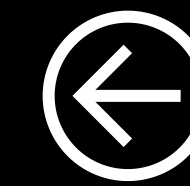
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Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	25 FEBRUARY 2025							
Report Title:	UNWANTED FIRE ALARM SIGNAL REPORT							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	To provide the Service Delivery Committee (SDC) with a report detailing the findings covering the initial 12-month period of implementation of the Unwanted Fire Alarm Signals (UFAS) response model - (Q2 2023-24 – Q1 2024-25).							
2	Background							
2.1	The Scottish Government Fire and Rescue Framework 2016 requested that Scottish Fire and Rescue Service (SFRS) reviewed its UFAS Strategy with the aim to reduce the amount of UFAS Incidents attended. Subsequently, through the SFRS Performance Management Framework, SFRS committed to reducing UFAS Incidents 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 ‘ <i>Time for Change</i> ’ 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 SFRS to commence UFAS reduction measures on 01 July 2023.							
3	Main Report/Detail							
3.1	Q2 2023-24 – Q1 2024-25 Performance Data							
3.1.1	Through analyses of UFAS performance data, over the initial 12-months, the impact of the new response Model can be summarised as follows: (Appendix A) <ul style="list-style-type: none"> • 54% reduction in UFAS incidents* • UFAS accounts for 18% of all incidents, down from 30%* • A total of 19,333 incidents non-attended * • A total of 12,950 incidents attended * • Average of 53 non-attended incidents per 24-hour period *Compared to previous five-year average for Q2-Q1 period, (also includes COVID pandemic).							
3.1.2	The main body of the report can be found in the attached document which also includes recommendations.							

4	Recommendation
4.1	The Service Delivery Committee are asked to scrutinise the Q2, 2023-24 – Q1, 2024-25 UFAS performance, and note the impact of this policy to date.
5	Key Strategic Implications
5.1	Risk
5.1.1	Risk will be managed through ongoing analyses of data.
5.2	Financial
5.2.1	Work is ongoing to establish directly attributed cost reductions.
5.3	Environmental & Sustainability
5.3.1	Work is ongoing to establish directly attributed environmental benefits.
5.4	Workforce
5.4.1	The implementation of SFRS' new response model has significantly reduced operational demand, resulting in a more agile workforce.
5.5	Health & Safety
5.5.1	The health and safety benefits will reflect over a longer reporting period and will be fully scoped during the review.
5.6	Health & Wellbeing
5.6.1	There were no issues identified though the delivery of the UFAS work plan.
5.7	Training
5.7.1	All training has now been concluded.
5.8	Timing
5.8.1	Five of the workstreams were completed prior to the implementation date. The sixth workstream (ARC Operating Agreements) is progressing with certification bodies and will be concluded through BaU work activity.
5.9	Performance
5.9.1	Appropriate performance measures (KPIs) and tagged incident data have been identified, and a process has been put in place to harvest data.
5.10	Communications & Engagement
5.10.1	A comprehensive communications and engagement plan was implemented and is now complete.
5.11	Legal
5.11.1	There were no legal issues though the delivery of the work plan. Any potential legal challenges identified through the options appraisal and consultation phases, were managed accordingly.
5.12	Information Governance
5.12.1	DPIA completed - No. A Data Protection Impact Assessment is not required as no personal information has been used within the creation of this report.
5.13	Equalities
5.13.1	EHRIA completed - Yes. A comprehensive EIA, assessing the impact of changes to SFRS' response to AFA activations was completed as part of the consultation process.

5.14	Service Delivery	
5.14.1	The key issues for Service Delivery were managed through a robust communication plan and training programme.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Jon Henderson, Director of Prevention, Protection and Preparedness.
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	Robust governance processes are in place, as UFAS is a high priority for the organisation.
8	Appendices/Further Reading	
8.1	Appendix A – UFAS 12-Month Review	
8.2	Further Reading: <ul style="list-style-type: none"> • iHub Link to - Time for Change Consultation Document • Internet Link to – Fire and Rescue Framework for Scotland 2016 • Power BI link to - UFAS Dashboard • Incident Recording System link to – Fire Statistics Definitions 	
Prepared by:	Steven Low, Group Commander Prevention, Protection and Preparedness.	
Sponsored by:	Kenny Barbour, Deputy Assistant Chief Officer, Head of Prevention, Protection and Preparedness.	
Presented by:	Jon Henderson, Assistant Chief Officer, Director of Prevention, Protection and Preparedness.	
Links to Strategy and Corporate Values		
SFRS Strategic Plan 2022-25: Objective 2: “Communities are safer and more resilient as we respond effectively to changing risks”. Objective 4: “We respond to the impacts of climate change in Scotland and reduce our carbon emissions”. Objective 5: “We are a progressive organisation, use our resources responsibly and provide best value for money to the public”.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>PPP DMT</i>	<i>16 January 2025</i>	<i>For Scrutiny</i>
<i>Service Delivery Board</i>	<i>11 February 2025</i>	<i>For Scrutiny</i>
<i>Service Delivery Committee</i>	<i>25 February 2025</i>	<i>For Scrutiny</i>

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APPENDIX A

Scottish Fire and Rescue Service

Unwanted Fire Alarm Signal Report 12- Month Review

December 2024

1. Introduction

The purpose of this report is to highlight the impact the implementation of the new Unwanted Fire Alarm Signals (UFAS) response model has had upon SFRS (Scottish Fire and Rescue Service) and businesses over the initial 12-month period and give an overview of the journey SFRS has travelled, to implement the initial phase of the project. The report refers to data produced from the Business Intelligence team and lists a number of considerations.

The new response model was implemented on 1 July 2023 following an extensive period of consultation and work carried out by SFRS staff. To manage workload, a project manager was assigned and six key workstreams identified:

1. Policy Review.
2. Performance Measures.
3. Communication & Engagement.
4. Training and Awareness.
5. Configure Mobilising System.
6. ARC Operating Agreements.

A project work plan was developed and monitored regularly to assess the impact of resource and capacity challenges against time and quality, with priorities and resources being realigned accordingly, ensuring the project remained on track for implementation on 1 July 2023.

1.1 Background

Prior to 2023, SFRS annually attended more than 28,000 incidents that turn out to be UFAS, accounting for 31% of all operational activity. UFAS has been a problem for the SFRS for some time and, despite attempts through policy changes and greater engagement with premises generating high numbers of UFAS, they had continued to increase. In response, a wholesale review of our approach to UFAS started in 2019 with conclusions and recommendations captured within The UFAS Stocktake Review report (available on SFRS [website](#)).

The Scottish Government Fire and Rescue Framework, 2016 requested that SFRS reviewed its UFAS Strategy with the aim to reduce the amount of UFAS Incidents attended. Subsequently, through the SFRS Performance Management Framework, SFRS committed to reducing UFAS Incidents by 15%.

SFRS does not have a legal responsibility to respond to an Automatic Fire Alarm (AFA) system actuation to establish if there is a fire, therefore no changes to legislation were required. It is the legal responsibility of duty holders to take appropriate action in the event of an AFA activation, including the safe evacuation of persons within, investigate the cause of the alarm and to notify us of any fire. This should be informed from an appropriate Fire Risk Assessment as required by Part 3 of the Fire (Scotland) Act 2005.

1.2 Options Appraisal and Consultation Process

Options Appraisal

Considering SFRS's own approach, alongside approaches already employed by other UK Fire and Rescue Services, 15 response options were initially identified. These were reviewed internally via workshops (October 2020) where they were assessed and scored to reduce the options from 15 to 5.

These five options were then tested at an independently facilitated Stakeholder Options Appraisal workshop (February 2021) where, again, the options were assessed and scored on the balance of benefits and risks with three options that provided the best balance of benefit v risk, whilst also delivering a significant reduction in UFAS numbers, taken to public consultation.

(Full Options Appraisal report is available on the SFRS [website](#))

Public Consultation

Public consultation on the three options ran for 12 weeks (19 July to 11 October) receiving 549 online responses and 19 written submissions.

At the end of the consultation, the responses were analysed, themed and discussed among project group with relevant suggestions and recommendations included in SFRS board approval paper.

66% of respondents chose Option A as their preferred response model.

SFRS Board Decision.

At its meeting on 16 December 2021, the SFRS Board agreed to implement Option A with additional exemptions and an extension to the implementation date. The additional exemption aligned hospital sleeping areas (wards, theatres etc) with residential care homes i.e. two appliance attendance regardless of time while the extended implementation date acknowledged the work that organisations with large property portfolios would require to undertake in preparation for the new response model.

1.3 New AFA Response Model

The new response model, as chosen by the SFRS Board can be summarised as follows:

No attendance to AFA activation in relevant premises (workplaces) unless backed up by a call confirming fire or signs or fire UNLESS premises contains a sleeping risk.

- 0700 to 1759hrs – 1 appliance attendance
- 1800 to 0659hrs – 2 appliance attendance

Exceptions to the above, are:

- Residential Care Home
- Residential Nursing/Care Home
- Children's Residential Home
- Retirement/Elderly Residential Home
- Sheltered Housing – not self-contained
- Other Residential Home

Hospitals

- Ward Areas
- Theatres
- Other Sleeping Risk Areas

Two appliance attendance, regardless of time of day

Implementation - The implementation of the new response model was to include two separate phases of the UFAS project:

- **Phase 1** - Implementation of the new response model to non-sleeping premises only. Upon receipt of calls generated by an AFA or a person, which will introduce a call challenge process and deliver against the expected benefits.
- **Phase 2** - Implementation of the new response model to further include premises that provide sleeping accommodation. Calls generated by an AFA system would be call challenged with further reductions to the Pre-Determined Attendance (PDA), dependant on the time-of-day Operations Control (OC) receive a call.

The recommended UFAS reduction model in Phase 2, requires an intelligent system to recognise the difference in time periods of exempt premises. The current mobilising system is unable to be configured to manage the change in PDA at the variable times, therefore, unable to deliver a change to SFRS response to exempt premises as required as part of the initial recommended UFAS reduction model.

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The initial date for the implementation for Phase 1 was 01 April 2023 however, the implementation was impacted by other SFRS change programmes. 01 July 2023 was the revised date for implementation, agreed by the SFRS Board in January 2023.

The additional lead in time (April-July) allowed for the existing mobilising system to be configured, additional staff training, and further time to engage with stakeholders. The UFAS Communications and Engagement Plan was subsequently amended to reflect this change.

1.4 Implementation and Communication

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 SFRS to commence UFAS reduction measures on 01 July 2023.

An extensive communication and engagement strategy was developed to support the change to our response model.

An extensive list of dutyholders list was drawn from SFRS systems and the Public Involvement and Consultation team worked with the Communication team to reach out to stakeholders, informing them of the change. Duty holders were supported by online engagement events.

Local Senior Officers and managers raised the change to our response model at external meetings, UFAS champions were appointed across the country and offered one-one support for duty holders. A new UFAS webpage was developed with guidance for duty holders, FAQs and a unique email address was created.

Internally, online engagement events led by the project manager were scheduled with staff, e-learning modules, SharePoint site with staff FAQs was developed.

1.5 Intended Benefits

The UFAS Project identified several potential benefits that would be brought about by the new response model:

Reduce unnecessary disruption to businesses

It is estimated that each false alarm causes an average of 27 minutes business interruption while staff evacuate, SFRS respond and investigate, and staff subsequently return to work. This is an average cost of £848 per false alarm.

While 27minutes is the average for disruption to businesses, those in more rural areas covered by on-call firefighters with longer response times will have longer disruption times. *
*The average times and costs were taken from incident and finance data between 2015/16-2019/20.

Improved availability of resources

SFRS will have resources available to respond to confirmed emergency incidents.

It was anticipated the new response model would release almost 9,000 hrs, allowing firefighters more time to focus on upskilling, training and prevention work

Reduction of blue light journeys, improving firefighter and community safety and reducing environmental impact

The change was estimated to reduce blue light journeys to AFA calls by 57% therefore reducing the associated road risk to both SFRS employees and the wider public, as well as reducing carbon emissions by an estimated 351 tonnes.

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Reduced disruption to primary employers of on-call firefighters

SFRS has over 3000 On-Call firefighters who respond to emergency incidents as secondary employment. Primary employers, benevolently, allow these firefighters to leave their primary workplace to support our response to these incidents. Reducing the impact of UFAS will have a positive impact on these employers.

2 Summary of UFAS Performance - Year One of Policy Implementation (01 July 2023 – 30 June 2024)

2.1 UFAS Performance, Year One

Key areas of performance of UFAS over the initial 12-month period can be summarised as follows:

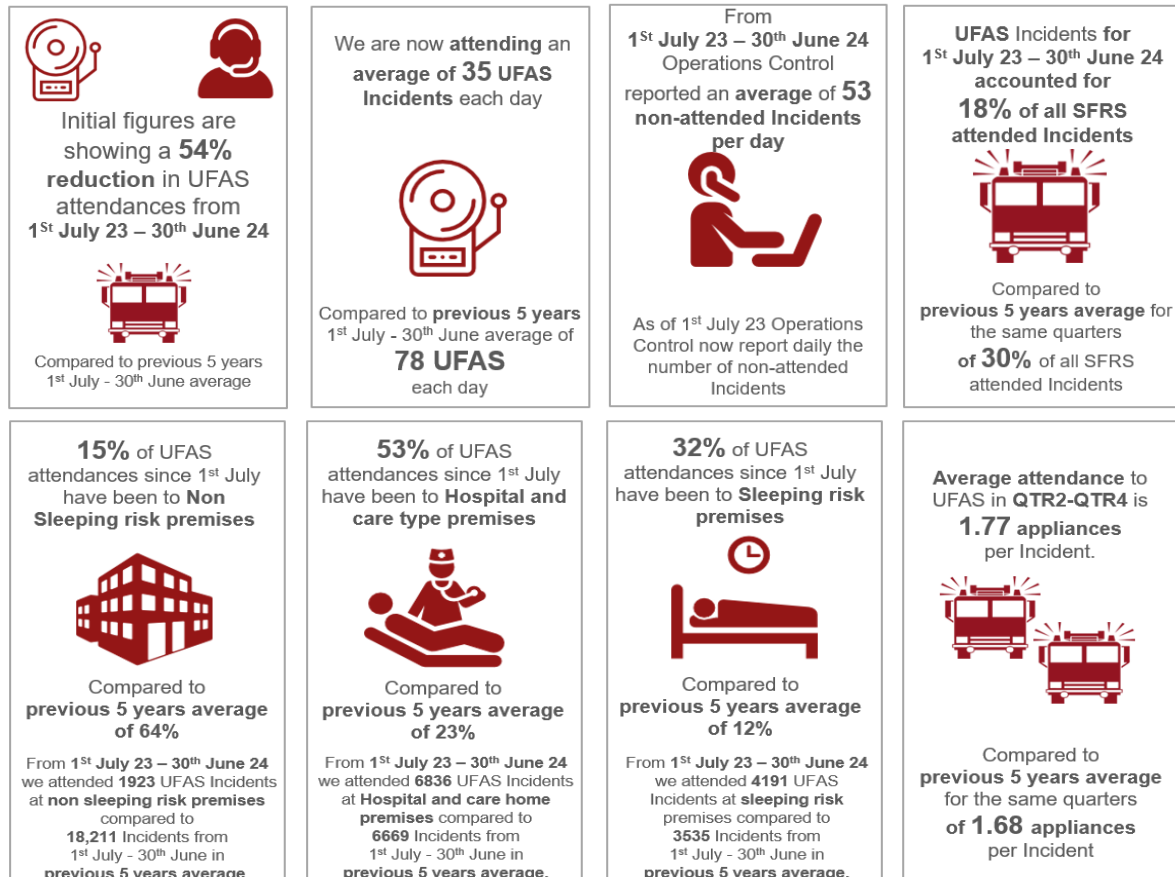


Figure 1: Summary of key areas of UFAS Performance, July 2023 – June 2024

The data contained within Figure 1 highlights that the implementation of the new response model has had a positive impact on the amount of UFAS incidents attended by SFRS, summarised below:

- 54% reduction in UFAS incidents attended by SFRS
- 57% reduction in On-Call appliances attending UFAS incidents
- Average of 53 non-attended incidents per 24-hour period
- A total of 19,333 incidents non-attended
- A total of 12,950 incidents attended
- 53% of UFAS Incidents can be attributed towards the care sector (hospitals, care/nursing homes)
- UFAS now accounts for 18% of all incidents, down from 30%.

2.2 UFAS Incident by Sector and Premises Category

It was identified during the planning phase most incidents attended by SFRS would be to premises which provide sleeping accommodation. The three main sectors where UFAS incidents occurred over the initial 12-month reporting period were as follows:

- Care Sector 52.79%
- Sleeping Premises (excluding care premises) 32.36%
- Non-Sleeping Premises 14.85%

2.2.1 Care Sector

Over the reporting period, UFAS incidents attended to premises which fall under the Care Sector account for 52.79%. This percentage has increased from 23%, compared to the previous five years. The percentage increase was predicted during the planning phase of the policy; (as other premise types saw a reduction, calls to the Care Sector would naturally rise in percentage of activity terms).

Within the “Care Sector” category residential homes (25.93%) and hospitals (17.51%) accounted for the highest number of incidents. Sheltered Housing ((not self-contained) 8.04%), and 1.31% of incidents attended can be categorised as other care premises.

	2023-24	% 2023-24
Care Risk	6,836	52.79%
Residential Home	3,358	25.93%
Hospitals and medical care	2,268	17.51%
Sheltered Housing - not self-contained	1,041	8.04%
Other Residential Home	169	1.31%

Figure 2: UFAS Incidents Attended by Premises Type (data represents the percentage of overall UFAS incidents attended)

2.2.2 Sleeping Premises (excluding care premises)

Premises which provide sleeping accommodation equate to 32.36% of all UFAS activity. Students’ halls of residences (13.88%), hotels (10.46%) and hostels (3.64%) are the top three premises attended within the “Sleeping Premises” category. A list of the top ten premises which SFRS attends within this category are listed in figure 3. UFAS Incidents within Sleeping premises remains static over the reporting period, further analyses of data will be required for each of the sectors to ascertain any trends.

	2023-24	% 2023-24
Sleeping Risk	4191	32.36%
Student Hall of Residence	1798	13.88%
Hotel/motel	1355	10.46%
Hostel (e.g. for homeless people)	472	3.64%
Nurses'/Doctors' accommodation	134	1.03%
Boarding House/B&B for homeless/asylum seekers	119	0.92%
Other holiday residence (cottage, flat, chalet)	112	0.86%
Boarding School accommodation	72	0.56%
Boarding House/B&B other	67	0.52%
Public admin, security and safety	30	0.23%
Youth hostel	27	0.21%

Figure 3: Top Ten Premises (sleeping accomodation)

2.2.3 Non-Sleeping Premises

Non-sleeping premises equate to 14.85% of all UFAS Incidents attended. Offices and Call Centres (2.90%), Education establishments (2.64%), and premises within the Retail sector (1.55%) are the top three premises attended. The remainder of premises listed in percentage terms remain low.

	2023-24	% 2023-24
Non-Sleeping Risk	1923	14.85%
Offices and call centres	376	2.90%
Education	343	2.65%
Retail	201	1.55%
Food and Drink	200	1.54%
Entertainment and culture	194	1.50%
Hospitals and medical care	161	1.24%
Industrial Manufacturing	90	0.69%
Sporting venues	78	0.60%
Public admin, security and safety	66	0.51%
Warehouses and bulk storage	57	0.44%

Figure 4: Top Ten Premises (non-sleeping accomodation)

2.3 Type of UFAS Incidents

The type of UFAS incidents can be categorised into the follow three categories: Due to Apparatus, Good Intent, and Malicious calls which attract, 91%, 5% and 4% respectively (figure 5). Data contained within Figure 6 highlights the categories of incidents that SFRS attends have remained constant over the reporting period.

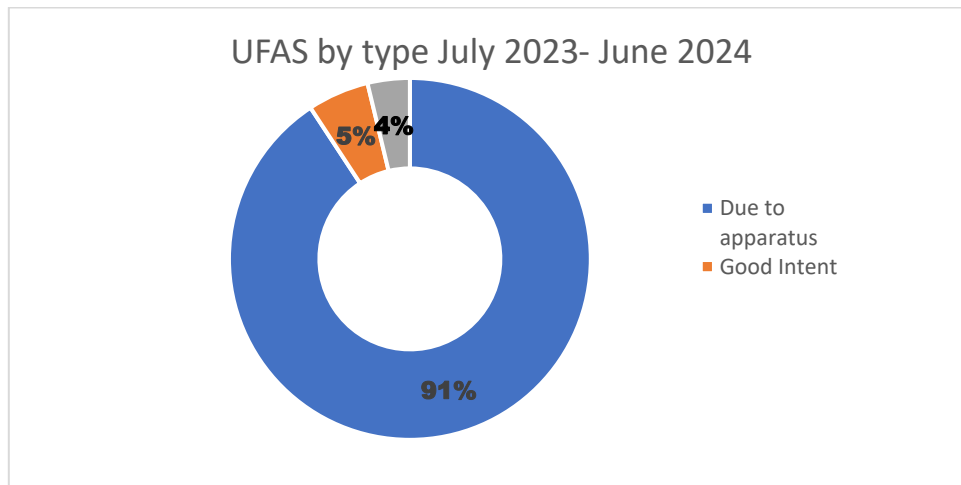


Figure 5:UFAS Incidents by type

Year/Type	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	5 year average	5 Yr Av %	2023-24 %
Due to apparatus	26260	25056	23181	27291	29179	11751	26193	92%	91%
Good Intent	1062	1040	1033	1211	1237	711	1117	4%	5%
Malicious	1209	905	867	1299	1246	488	1105	4%	4%
Total	28531	27001	25081	29801	31662	12950	28415	100%	100%

Figure 6: UFAS Incidents by Type (cause)

2.3.1 Sub Causes of Apparatus Data

Incidents which fall under the ‘Apparatus’ category highlight that cooking fumes (20.5%), faulty systems (18.5%), and fire alarm systems that have been accidentally activated (e.g. activation of a Break Glass Call Point) (14.7%) are the top three cause of activations. - 7.9% are “unknown” (incidents that are unable to be categorised into any of the above, due to limited information inputted into the IRS system). The top ten common causes of UFAS Incidents. All except one category of accidents (faults) are caused by human error.

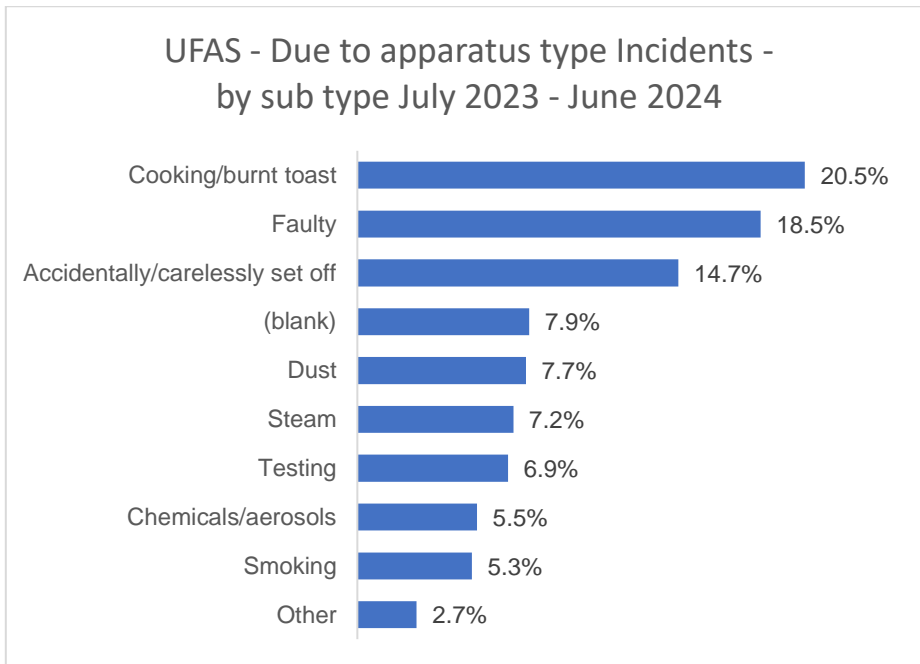


Figure 7: Sub Causes of Apparatus

2.4 Number of Fire Appliances Attending Incidents

2.4.1 The number of fire appliances that attend each UFAS incident increased from 1.68 – 1.77 over a five-year reporting period. The slight rise in the average number, directly correlates with the Covid Pandemic period, which saw appliance reduction measures being implemented. A blanket one appliance attendance was dispatched to all UFAS Incidents during this period.

2.4.2 Following the implementation of the UFAS policy there has been an increase in the number of appliances attending each incident; premises, now attract a two pump Pre-Determined Attendance (PDA). In addition to the standard PDA, where a known false alarm occurs in premises which provide sleeping accommodation, a single appliance will be sent to investigate the cause of the alarm. Additionally, mobilisation of resources to premises that have Site Specific Information, and Prisons / Airports within the West SDA have also impacted the average number of appliances attending incidents. A breakdown of appliance numbers over the five-year reporting period:

July-June	Q2	Q3	Q4	Q1	Total
2018-19	15267	13934	12592	12768	54561
2019-20	16853	14470	11838	7857	51018
2020-21	10806	10290	8905	9079	39080
2021-22	12382	12442	10694	10566	46084
2022-23	12513	13342	11147	10849	47851
2023-24	6772	6078	5150	4853	22853

5 Year Average	Diff	reduction
47719	24866	52%

Figure 8: Actual number of appliances attending UFAS incidents

July-June	Q2	Q3	Q4	Q1	Total	
2018-19	1.95	1.89	1.9	1.9	1.91	
2019-20	1.93	1.91	1.89	1.78	1.89	
2020-21	1.54	1.54	1.58	1.58	1.56	
2021-22	1.55	1.56	1.54	1.55	1.55	Average 5 year
2022-23	1.51	1.51	1.5	1.53	1.51	1.682
2023-24	1.85	1.77	1.77	1.66	1.77	

Figure 9: Average number of appliances attending UFAS incidents

2.5 On-Call Activity Impact

2.5.1 Minimising disruption to our On-Call staff was one of the potential benefits of the new UFAS policy. A comparison of incident data of the previous five-year reporting period to the first 12-months of the new policy, nationally, there has been a reduction of **57%** of On-Call appliances attending UFAS incidents.

2.5.2 The impact of the UFAS policy upon the On-Call sector varies significantly from station to station. Stations that historically responded to a higher concentration of non-sleeping premises have been impacted the most. For example, Aberlour fire station responded to an average of 129 Incidents per year (average over previous 5-year period) which occurred mostly in distilleries. In the first 12-months of the new policy this number has dropped to 38 Incidents, a notable reduction in activity. Similar impact can be reflected over a number of stations.

2.5.4 The reduction in the number of On-Call appliances attending UFAS incidents must not be looked at in isolation and correlated solely with the implementation of the UFAS policy. There are other influential factors such as appliance availability, and appliances already committed to incidents / standbys in another areas. Other change projects, such as the temporary withdrawal of appliances may also have impacted availability of resources to respond to Incidents.

Number of On-Call Appliances attending UFAS Incidents

Row Labels	Q2	Q3	Q4	Q1	Grand Total
2018-19	2722	2308	2156	2162	9348
2019-20	3037	2378	1875	1622	8912
2020-21	2173	1793	1623	1611	7200
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%

Figure 10: Actual number of On-Call appliances attending UFAS incidents

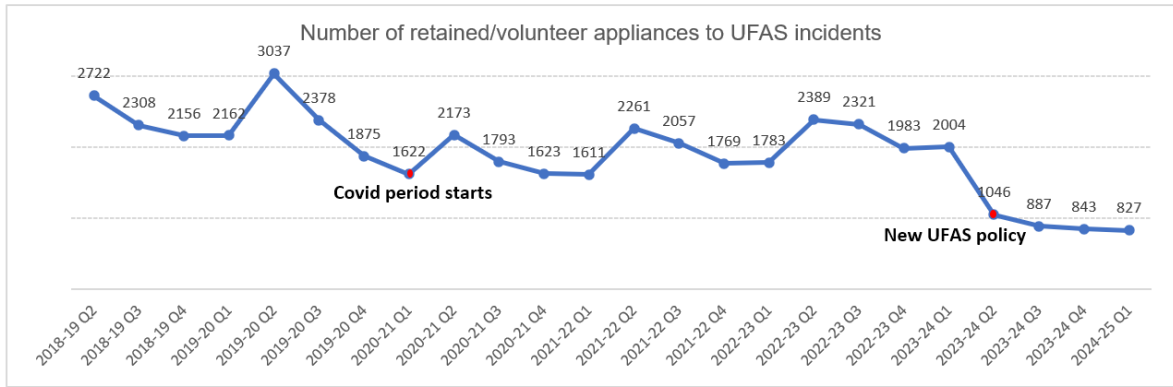


Figure 11: Actual number of On-Call appliances attending UFAS incidents

2.6 On-Call Prevention activity

2.6.1 Implementation of the UFAS policy has created capacity for staff to reinvest time into Community Safety Engagement (CSE) activity. Data suggests that over a two-year period (Q2-Q1 2022-2023 / Q2-Q1 2023-2024) On-Call pay claims for CSE events and Operational Intelligence visits have increased, 8% (£431,463) and 11% (£466,472) respectively. Due to the way data is recorded for pay purposes it can only be assumed that the increased costs may be associated with the change in policy, freeing up time for staff to carry out additional CSE activity and wider Prevention work. Work is ongoing to improve the way financial data is recorded.

2.6.2 Increased costs associated with On-Call pay claims have been absorbed within existing budgets without recourse to seek additional funding.

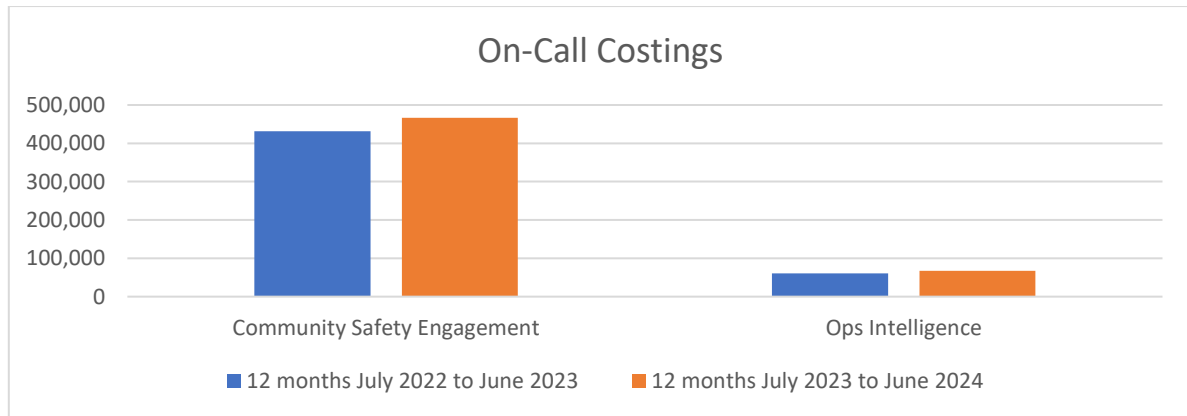


Figure 12: On-Call Prevention Costings

2.7 Impact of UFAS activity on Operations Control

2.7.1 Following the implementation of Phase 1 of the UFAS policy, the number of calls received and processed by Operations Control (OC) has remained high. Over the 12-month period, the total number of calls relating to AFAs processed which resulted in the dispatch of appliances was 12,950. In addition, the number of calls processed which resulted in a non-attendance was 19,333, resulting in a total 32,279 calls received by OC. The chart below highlights an increasing trend in calls relating to UFAS over the previous five-year reporting period.

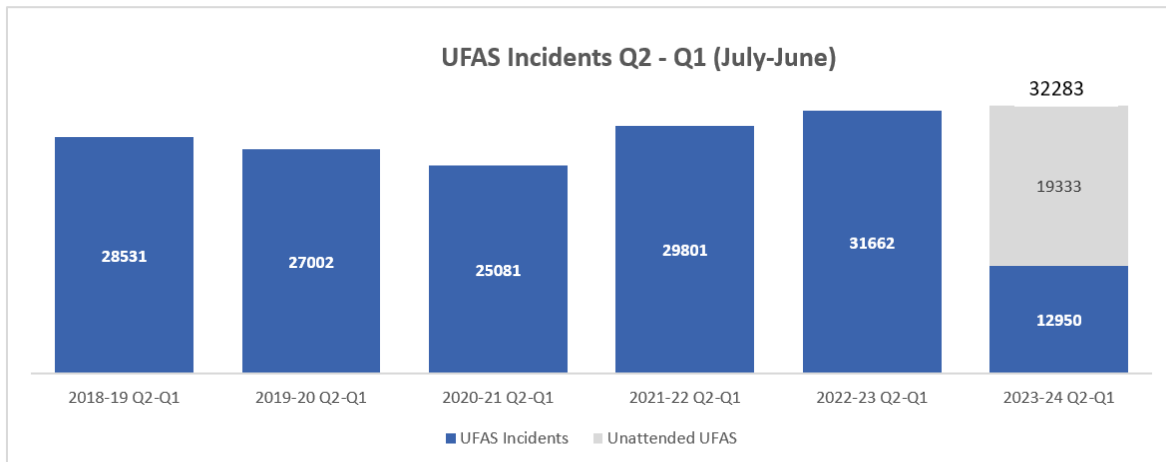


Figure 13: UFAS calls received and processed by Operations Control

- 2.7.2** The source of calls received and processed by OC to UFAS incidents are predominantly from Alarm Receiving Centres (ARCs). If the premises is a non-sleeping premises and no investigation has taken place OC staff request the ARC contact the Responsible Person/Keyholder. If there is a sign of fire they are requested to contact the Fire Service, this often results in several calls being received for the activation of a Fire Alarm System for one premises, as the Responsible Person/Keyholder may call to report the alarm and some of the ARCs call to advise they have contacted a Responsible Person/Keyholder.
- 2.7.3** Information received by OC from ARCs relating to premises is often very limited / inaccurate, resulting in increased time processing UFAS calls. To increase the efficiency of the call management process, SFRS are collaborating with the certification bodies of ARCs and Fire Alarm Installers on the production of a guidance document that will detail the type and accuracy of information ARCs are required to pass onto OC.
- 2.7.4** A process to increase engagement with ARCs and Fire Alarm Installers is currently being drafted by OC managers. A detailed action plan has also been formulated to manage the progress of workstreams.
- 2.8 Technological Signs of Fire**
- 2.8.1** Prior to the implementation of the UFAS Policy, the UFAS Board agreed to include “Technological Signs of Fire” as a positive indicator of a fire type incident. - Where OC are informed of any fire detection technology that has activated (other than a single smoke detector), OC treat this as a positive indicator of fire and mobilise a building fire PDA.
- 2.8.2** On occasions, OC staff have been unable to identify terminology used by the caller indicating, for example, that a “multi-criteria detector” has activated, within a non-sleeping premises and resulted in non-attendance by SFRS.
- 2.8.3** SFRS are aware that ARCs have informed OC that an AFA has activated, and that a - “Technological Sign of Fire” has been identified as the source of call, ensuring a SFRS response. Subsequently, it has been identified that the premise did not have the technology available, causing appliances to be dispatched placing an unnecessary demand on resources.
- 2.9 Operational Assurance of UFAS Reduction Policy**
- 2.9.1** Following the introduction of the ‘call challenge’ process a procedure has been established to identify occasions where SFRS have initially not attended but subsequently attended a confirmed fire incident, which has occurred within the vicinity (100 metres of premises) and within a specific timeframe (12 hours). The purpose of the process is to ensure appropriate application of the UFAS reduction policy by OC personnel.

2.9.2 During the reporting period, there have been **68** incidents involving fire (or signs of) that SFRS have attended where the above criteria has been applied, equating to **0.35%** of the initial non-attended UFAS incidents. (19,333)

2.9.3 Premise Type of Confirmed Fires

The type of premises where SFRS have attended a confirmed fire varies across multiple occupancies. Premises that fall under the ‘education’ category (schools, colleges and nurseries) are the most common type of premises attended. (29.41%) The main cause of ‘fires’ within schools has been identified as faults within equipment and fuel supplies.

2.9.4 Across all premises types, the top five causes of fires can be identified: faults within equipment (25%), faulty fuel supplies (19.11%), heat sources and combustibles brought together (deliberate (16.17%), overheating of appliances (10.29%) and combustible articles close to heat source (4.41%). Overall, **61.76 %** (42 incidents) of all known fires can be attributed to faulty equipment / fuel supplies.

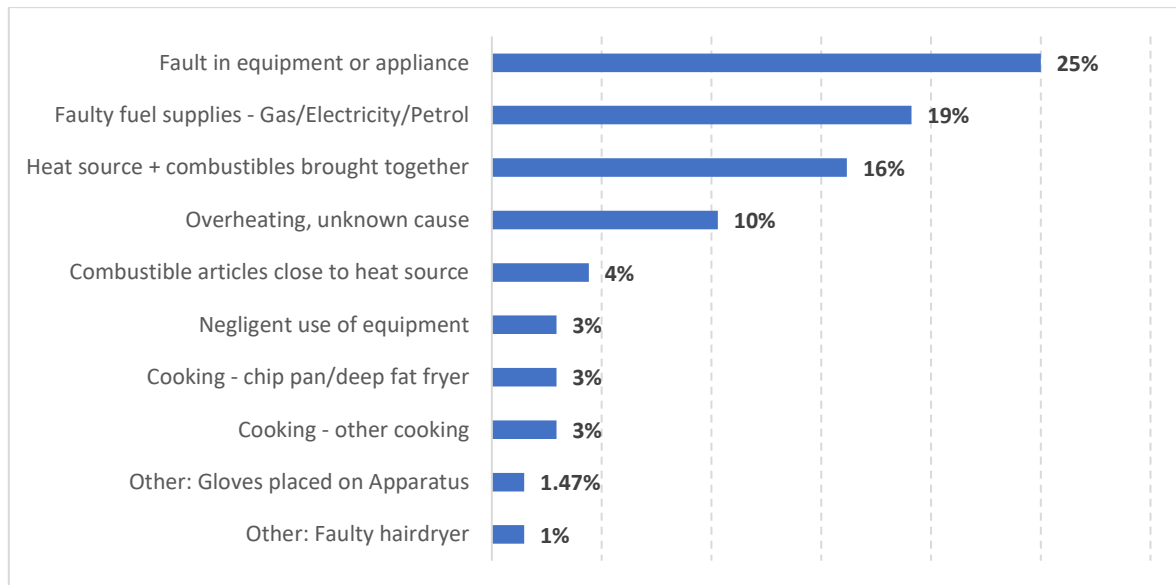


Figure 14: Confirmed Fires – Top 10 Causes

2.9.5 Review of Fire Damage & Time

Listed below is a summary of the 68 Incidents identified:

- 34 premises where no damage was reported (50%)
- 31 premises where fire damage was contained and limited to the room of origin, including item ignited first (45.58%)
- 2 premises where fire damage affected more than two floors
 - (car showroom, cause – faulty equipment)
 - (sports centre, cause – deliberate. (external fire spread to building))
- 1 premises where fire damage impacted the whole building (single storey Industrial unit containing woodchips, cause – overheating - unknown)

Data suggests that **42 (61.76%)** incidents were caused by faulty equipment / fuel supplies.

Damage	0-5 minutes	5-10 minutes	10-30 minutes	30+ minutes	Grand Total
Not applicable	17	5	4	7	33
Limited to item 1st ignited	7	3	5	8	23
Limited to room of origin	3	2	2	1	8
Affecting more than 2 floors (not whole building)	1			1	2
Whole building	1				1
(blank)	1				1
Grand Total	30	10	12	16	68

Figure 15: Fire damage and time

Most incidents attended by SFRS were within ten minutes of the original call received by OC and damage was limited up to the room of origin.

Incident noted in red – Car showroom caused by faulty equipment – significant delay
Blank record – Light fitting within workshop

3.1 Non-Domestic Fires Trend

3.1.1 Analyses of the data relating to the number of fires in non-domestic premises over a 36-month period highlights a reduction in fires attended (19%) from the period the UFAS policy went live and the following fifteen months.

3.1.2 A further breakdown of the data has noted that there has been a reduction of 25% of incidents where no firefighting action has been undertaken and a further 16% reduction of incidents where firefighting actions were carried out by SFRS.

3.1.3 The reduction of incidents where no firefighting action has been carried out by SFRS potentially indicates that the reduction, may be due to the investigation element of the UFAS policy carried out by Duty Holders who dealt with the incident, where pre policy, SFRS may have attended and dealt with small incidents.

Data should continue to be closely monitored to identify any further trends. There is a potential risk that small fires, for example, overheated light fittings, may be occurring and unreported to SFRS.

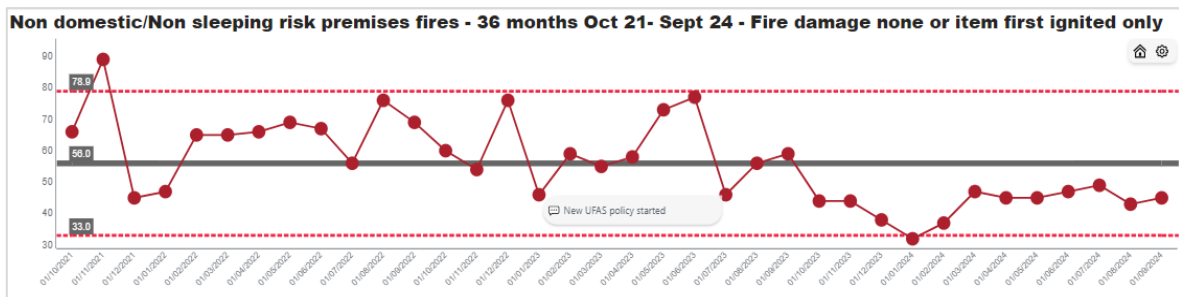


Figure16: Non-Domestic Fires

3.2 Time of Day

3.2.1 Data suggests there is a gradual increase of UFAS Incidents (all premises types) from 6am and peaks at 10am.

3.2.2 Care premises which account for the majority of UFAS premises types follow a similar trend. Other premises types (sleeping and non-sleeping) incidents are consistent during the day, with sleeping premises peaking between 6-8pm.

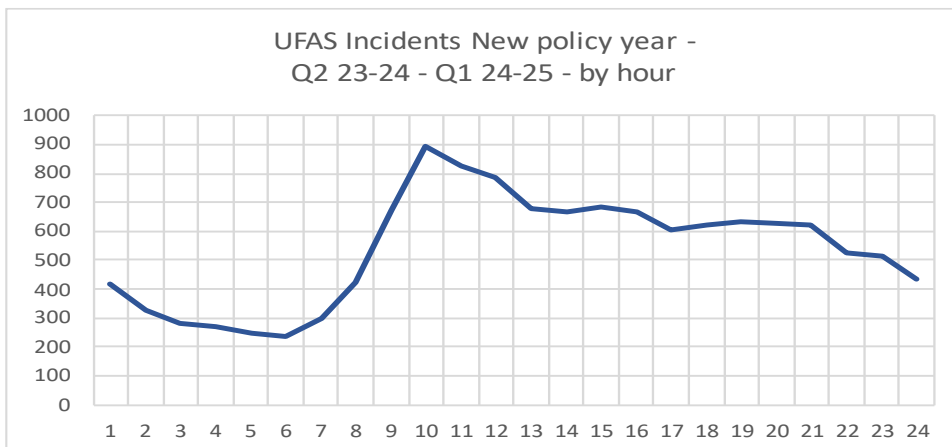


Figure 17: Care Premises Incidents / time

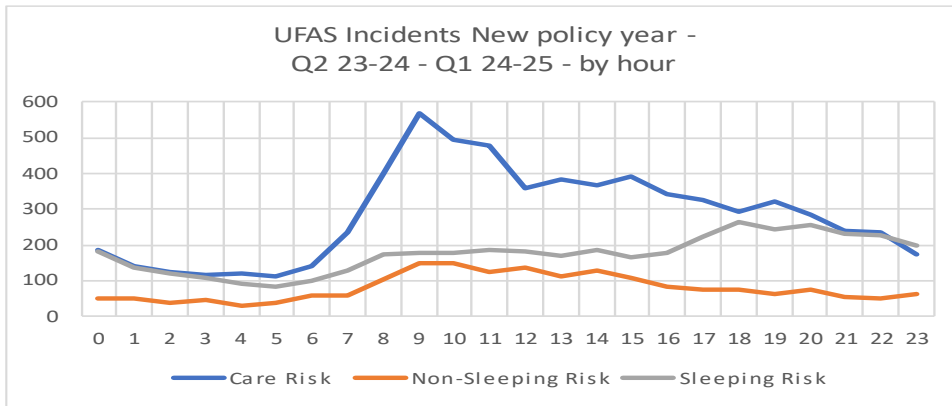


Figure 18: All premises Incidents / time

3.3 Vehicle Accidents

3.3.1 An anticipated benefit of implementing change in UFAS policy was reducing road risk to our firefighters and other road users. Data suggests over a two-year reporting period vehicle accidents whilst responding to emergency incidents have reduced by 30%. Due to the way SFRS record Health & Safety data we are unable to directly correlate the reduction in vehicle accidents with the change in policy however, with the reduction in vehicles responding to UFAS incidents the likelihood of accidents occurring will naturally reduce.

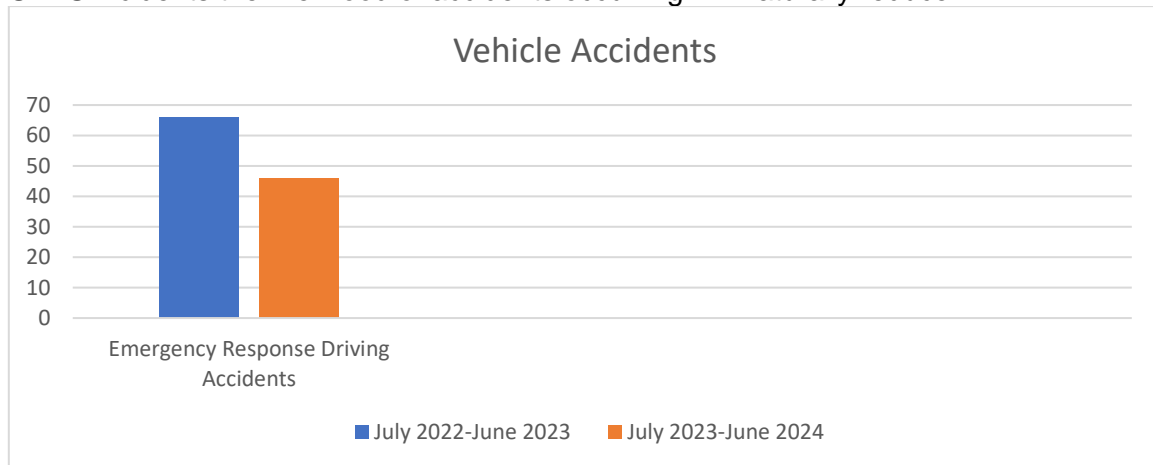


Figure 19: Emergency Response - Driving Accidents

3.4 Competency Based Training

3.4.1 Comparing data relating to the percentage of staff that have completed core skill modules of the Training for Operational Competency (TfOC) framework, from the 12- months period prior to the implementation of the UFAS policy to the first year of implementation (July 2022- June 2023 and July 2023- June 2024), has shown a slight increase for wholtime (WT) personnel (88-90%), for On-Call (retained) a marginal decrease (73-72%).

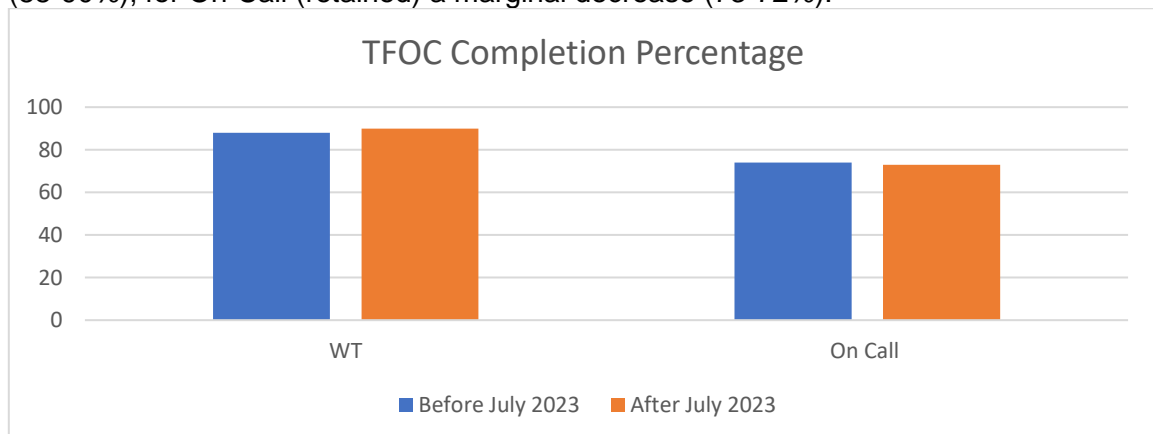


Figure 20: Percentage of TfOC modules completed

Benefits – Anticipated and Realised

The anticipated benefits of the UFAS response model noted in 1.5 have been realised however, it has proven to be challenging to evidence through data and identify direct savings against each of the intended benefits. For example, savings associated with the reduction in blue light journeys, (fuel and On-Call turnout fees), are categorised under the higher level “operational Incidents” category, likewise, health and safety data relating to vehicle accidents and personal injuries.

Although SFRS are unable to directly prove that some of the benefits demonstrated in this report are associated with the change in policy, the likelihood of this correlation is high. The significant reduction in incidents attended will naturally contribute towards efficiency savings.

Future Considerations

The recommendations listed have been drawn together following a detailed analyses of the data covering the initial 12-month period. It is recommended that DMT consider the following:

1. Communications Strategy

Although UFAS Incidents attended have reduced significantly, UFAS still continues to place demand upon SFRS resources. The development of a communication strategy (inform and education) should be considered to reduce UFAS incidents further: increase awareness of SFRS policy change, educating dutyholders on how to prevent false alarms, and raise awareness of duty holders’ responsibilities that fall under the scope of the Fire (Scotland) Act 2005. Communications should contain detailed information on the following:

- Fire Risk Assessments and duty holder responsibilities
- Maintenance of AFA Systems
- Maintenance of electrical equipment (preventing fires)
- Mitigation measures to prevent accidental activations of AFA systems (break glass call points)
- Causes of UFAS Incidents and preventative measures (sector specific)

Direct engagement with dutyholders at a local level by UFAS champions and a focus for operational staff at incidents should continue to form part of the performance management framework. LSOs should ensure each area has a robust scrutiny process in place and actions to engage with repeat offenders.

Engagement with NHS Scotland at a national level should commence, highlighting the impact of UFAS Incidents to the SFRS and business disruption for NHS premises.

2. Known Fires

Faulty electrical items are the most common causes of fires (61.76%) that have been recorded at UFAS Incidents. Raising awareness on the importance of regular maintenance of electrical equipment should form part of the communication strategy. Engagement with partner agencies such as Electrical Safety First should be a consideration, ensuring consistency with safety messaging.

3. Non-Domestic Building Fires

Although data has suggested that non-domestic building fires have reduced. There is a consideration as to whether fires which pre-policy, SFRS attended due to an AFA activation, may now be unreported to SFRS. The communication strategy should also consider the importance of reporting all fires (or signs of) to SFRS.

4. Operation Control

Operational Assurance Process (OA)

OC should continue to report on all confirmed fire incidents. The OA process that currently exists should be reviewed regularly to ensure application of the UFAS procedure has been followed with an appropriate governance route established for reporting purposes.

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A wider SFRS review on the type of “tagged UFAS Incidents” should be undertaken to ensure that any future performance reporting requirements are identified. For example, if there was a requirement to track savings within the On Call sector, the way managers record pay claims would require to be amended. - Currently, On Call activity at incidents is recorded under the “operational” banner and not separated into incident types. Similarly, it can only be presumed that the reduction in attendance at UFAS Incidents has resulted in a reduction in vehicle accidents and personal injuries, both are recorded as operational incidents and not specific incident types.

Due to the commitment required from the Business Intelligence team and OC staff to regularly draw down data of tagged incidents, a review of the current list of “tagged incidents” should be undertaken. A recommendation would be to continue reporting on the current list of “tagged UFAS Incidents” until March 2025, allowing a full fiscal year worth of reporting in its current format. Thereafter, a defined set of tags should be reported on.

5. Continual Professional Development (CPD)

For OC staff increase their knowledge of the various types and emerging technologies of fire detection equipment, CPD for OC staff should be further developed. The existing UFAS LCMS e-learning module should be enhanced to include various types of fire detection technology. The additional information would ensure consistency on the application of the UFAS procedure.

Implementation of CPD supports the SFRS UFAS policy where the UFAS working group agreed a “Building Fire” PDA is mobilised where a “Technological Sign of Fire” has been identified as the source of the call.

6. Improved Engagement with ARCs

Currently, engagement with ARCs is limited to the point of the initial call. Often the information provided to OC is very limited, inaccurate and often ambiguous, (including identifying the technological signs of fire). To improve the information received by ARCs a guidance document has been produced in association the National Security Inspectorate and the Security Alarm Inspection Board (certification bodies for ARCs and alarm installers) which is soon to be issued.

Further opportunities should be explored to improve the overall efficiency of the call management process and increase communications / collaboration between SFRS and ARCs. Options available; bespoke email address for ARCs to communicate with OC UFAS champions, specific FAQ page for ARCs available on SFRS website, an initial online engagement event with Arcs for SFRS to raise awareness of the issues noted, supported by ongoing quarterly meetings.

7. Inconsistencies – Pre-Determined Attendances (PDA)

To ensure consistency in approach in the application of the UFAS procedure by OC staff and the subsequent PDA assigned to premises. - A review should be undertaken collectively by the PPP Directorate and Operations Function on the application of Site-Specific Information (SSI) and associated risk to premises and the wider public, and whether SSI should override any existing processes.

Due to legacy arrangements, Prisons within the West SDA and Airports have specific incident types, excluding AFA activations and other premises that have risks such as SSI, for example, cladded premises which have an increased PDA. These should be considered during any review.

8. Fire Detection Technology

Due to SFRS accepting that advances in technology are less susceptible to false alarms and treat a “Technological Sign of Fire” as a building fire and mobilise an appropriate PDA, it is known a number of organisations have invested in upgrading their fire alarm systems to ensure SFRS send a response. It is unknown how many premises have invested in the upgrading of fire alarm systems however, it is anticipated that business will continue to invest in fire detection technology which may, over a longer period increase the amount of non-domestic premises attended. See further efficiency savings.

9. Further Efficiency Savings

Consideration should be given to reducing the number of appliances attending non-sleeping premises. On average, two appliances are mobilised to each incident. Based on data collated within the first 12-month period, reducing the PDA to a single appliance can reduce the amount of vehicle journeys by 1923 and reduce our carbon footprint further by approximately 19 tons per year. The reduction may also have a positive impact on vehicle accidents and personal Injuries. If this were to be a consideration a full risk assessment process should be undertaken to eliminate any possible risks to SFRS.

Any significant changes to the UFAS procedure that would impact OC staff should be delayed until implementation [phase 2] of the new mobilising system (circa October 2026), as this would require additional training for OC staff and divert staff away from training on the new system.

10. Data Collection

It should be noted that incident data contained within this report is limited to the initial 12-month period following implementation of the UFAS policy. To allow SFRS to realise the full benefits of the policy change, and identify any possible future trends, data will have to be collated over a longer period (recommend a minimum of three years).

A further recommendation would be to review data annually which will inform any potential policy changes in the future.

During the design phase of a project where any potential benefits have been recognised, a process of being able to collate data aligned to the benefits and associated savings should be identified.

11. NFCC

NFCC have formed a UFAS working Group and meets regularly, there is a wide representation of UK Fire and Rescue Services (FRSs) and Industry experts which attend who share best practice, areas of concern, and trends of the numerous Unwanted Fire Alarm Signal policies that are available across UK FRSs. SFRS is represented at the meetings and should continue to attend to collate information and best practice which may influence future variations of SFRS UFAS policy.

12. Cost Recovery

Other Fire and Rescue Services throughout the U.K. have implemented a Cost Recovery model. SFRS should explore the feasibility of any potential options, including reviewing legislation.

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	25 FEBRUARY 2025						
Report Title:	SFRS COMPLAINTS ANNUAL REPORT 2023/24						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To provide the Service Delivery Committee (SDC) with the Complaints Annual Report 2023/24 for scrutiny.						
2	Background						
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.						
3	Main Report/Detail						
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:						
	Period	Total No Complaints Received	Change from previous year				
	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%
Total	157	100%

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>Resolved</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>Not upheld</td> <td>48</td> <td>68</td> <td>90</td> <td>102</td> <td>81</td> <td>67</td> </tr> <tr> <td>Partially upheld</td> <td>10</td> <td>12</td> <td>14</td> <td>8</td> <td>15</td> <td>3</td> </tr> <tr> <td>Upheld</td> <td>22</td> <td>25</td> <td>45</td> <td>69</td> <td>29</td> <td>31</td> </tr> <tr> <td>Internal Procedures</td> <td>19</td> <td>13</td> <td>16</td> <td>9</td> <td>15</td> <td>N/A</td> </tr> <tr> <td>No response</td> <td>10</td> <td>7</td> <td>0</td> <td>3</td> <td>8</td> <td>11</td> </tr> <tr> <td>Withdrawn</td> <td>0</td> <td>1</td> <td>2</td> <td>1</td> <td>0</td> <td>2</td> </tr> <tr> <td>Awaiting outcome</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>1</td> </tr> <tr> <td>Claim</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>Total</td> <td>109</td> <td>126</td> <td>167</td> <td>193</td> <td>151</td> <td>157</td> </tr> </tbody> </table>	Outcome	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Resolved	N/A	N/A	N/A	N/A	N/A	41	Not upheld	48	68	90	102	81	67	Partially upheld	10	12	14	8	15	3	Upheld	22	25	45	69	29	31	Internal Procedures	19	13	16	9	15	N/A	No response	10	7	0	3	8	11	Withdrawn	0	1	2	1	0	2	Awaiting outcome	0	0	0	0	0	1	Claim	N/A	N/A	N/A	1	3	1	Total	109	126	167	193	151	157
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Upheld	22	25	45	69	29	31																																																																								
Internal Procedures	19	13	16	9	15	N/A																																																																								
No response	10	7	0	3	8	11																																																																								
Withdrawn	0	1	2	1	0	2																																																																								
Awaiting outcome	0	0	0	0	0	1																																																																								
Claim	N/A	N/A	N/A	1	3	1																																																																								
Total	109	126	167	193	151	157																																																																								
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>Key themes of Complaints</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
Total	27

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
Total	83	70	66	21	240

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
Total	83	70	66	21	240

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
Total	83	70	66	21	240

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
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
Total	83	70	66	21	240

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 1157 253">Number</th> <th data-bbox="1157 185 1460 253">Increase/Decrease</th> </tr> </thead> <tbody> <tr> <td data-bbox="279 253 606 398" rowspan="3">London Fire Brigade</td> <td data-bbox="606 253 858 297">2023-24</td> <td data-bbox="858 253 1157 297">115</td> <td data-bbox="1157 253 1460 297">+8</td> </tr> <tr> <td data-bbox="606 297 858 342">2022-23</td> <td data-bbox="858 297 1157 342">107</td> <td data-bbox="1157 297 1460 342">+9</td> </tr> <tr> <td data-bbox="606 342 858 398">2021-22</td> <td data-bbox="858 342 1157 398">98</td> <td data-bbox="1157 342 1460 398"></td> </tr> <tr> <td data-bbox="279 398 606 533" rowspan="4">Police Scotland</td> <td data-bbox="606 398 858 443">2023-24</td> <td data-bbox="858 398 1157 443">7,099</td> <td data-bbox="1157 398 1460 443">+478</td> </tr> <tr> <td data-bbox="606 443 858 488">2022-23</td> <td data-bbox="858 443 1157 488">6,621</td> <td data-bbox="1157 443 1460 488">-58</td> </tr> <tr> <td data-bbox="606 488 858 533">2021-22</td> <td data-bbox="858 488 1157 533">6,679</td> <td data-bbox="1157 488 1460 533">-304</td> </tr> <tr> <td data-bbox="606 533 858 589">2020-21</td> <td data-bbox="858 533 1157 589">6,983</td> <td data-bbox="1157 533 1460 589"></td> </tr> <tr> <td data-bbox="279 589 606 672" rowspan="4">Glasgow City Council</td> <td data-bbox="606 589 858 633">2023-24</td> <td data-bbox="858 589 1157 633">Not published</td> <td data-bbox="1157 589 1460 633"></td> </tr> <tr> <td data-bbox="606 633 858 678">2022-23</td> <td data-bbox="858 633 1157 678">5,854</td> <td data-bbox="1157 633 1460 678">-899</td> </tr> <tr> <td data-bbox="606 678 858 723">2021-22</td> <td data-bbox="858 678 1157 723">6,753</td> <td data-bbox="1157 678 1460 723">+665</td> </tr> <tr> <td data-bbox="606 723 858 672">2020-21</td> <td data-bbox="858 723 1157 672">6,097</td> <td data-bbox="1157 723 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	7,099	+478	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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	2020-21	6,097																																							
3.40	<p>Recording 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 continuing to work 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>																																								
4	Recommendation																																								
4.1	The Service Delivery Committee are asked to scrutinise the contents of this report.																																								
5	Key Strategic Implications																																								
5.1	Risk																																								
5.1.1	There are no risk implications within this report.																																								
5.2	Financial																																								
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5.3	Environmental & Sustainability																																								
5.3.1	There are no environmental implications within this report.																																								

5.4	Workforce	
5.4.1	here are no workforce implications within this report.	
5.5	Health & Safety	
5.5.1	There are no health and safety implications within this report.	
5.6	Health & Wellbeing	
5.6.1	There are no H&W implications within this report	
5.7	Training	
5.7.1	There are no training implications within this report	
5.8	Timing	
5.8.1	There are no timing implications within this report	
5.9	Performance	
5.9.1	There are no performance implications within this report.	
5.10	Communications & Engagement	
5.10.1	There are no C&E implications within this report.	
5.11	Legal	
5.11.1	There are no legal implications within this report.	
5.12	Information Governance	
5.12.1	No – not required	
5.13	Equalities	
5.13.1	No – not required.	
5.14	Service Delivery	
5.14.1	There are no service delivery implications within this report.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial /Reasonable/Limited/Insufficient
7.3	Rationale:	Complaints managed in accordance with national guidance determined by SPSO. Low number of complaints received compared to other organisations. Improvements in local resolution.
8	Appendices/Further Reading	
8.1	Appendix A – Complaints 2022-23 Overview Dashboard	
8.2	Appendix 2 – Complaints 2022-23 Sub Categories Dashboard	
Prepared by:		Carol Wade, Information Governance Manager/Data Protection Officer
Sponsored by:		Marysia Waters, Head of Communications and Engagement
Presented by:		Carol Wade, Information Governance Manager/Data Protection Officer

Links to Strategy and Corporate Values		
<p>The Complaints process supports Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public. We will achieve this by:</p> <p>Improving the use of data and business intelligence to support decision making.</p> <p>Proactively engaging with and providing more accessible information on what we do for the public and our stakeholders.</p>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<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>
<i>Service Delivery Committee</i>	<i>25 February 2025</i>	<i>For Scrutiny</i>

Select Year

2023-24

Select Qtr

All

Select SDA

All

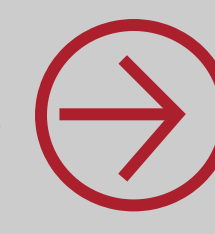
Select Category

All

Select Outcome

All

Clear filters



APPENDIX A

157

Total Complaints

0

Outstanding complaints

2

Complaints via Chief

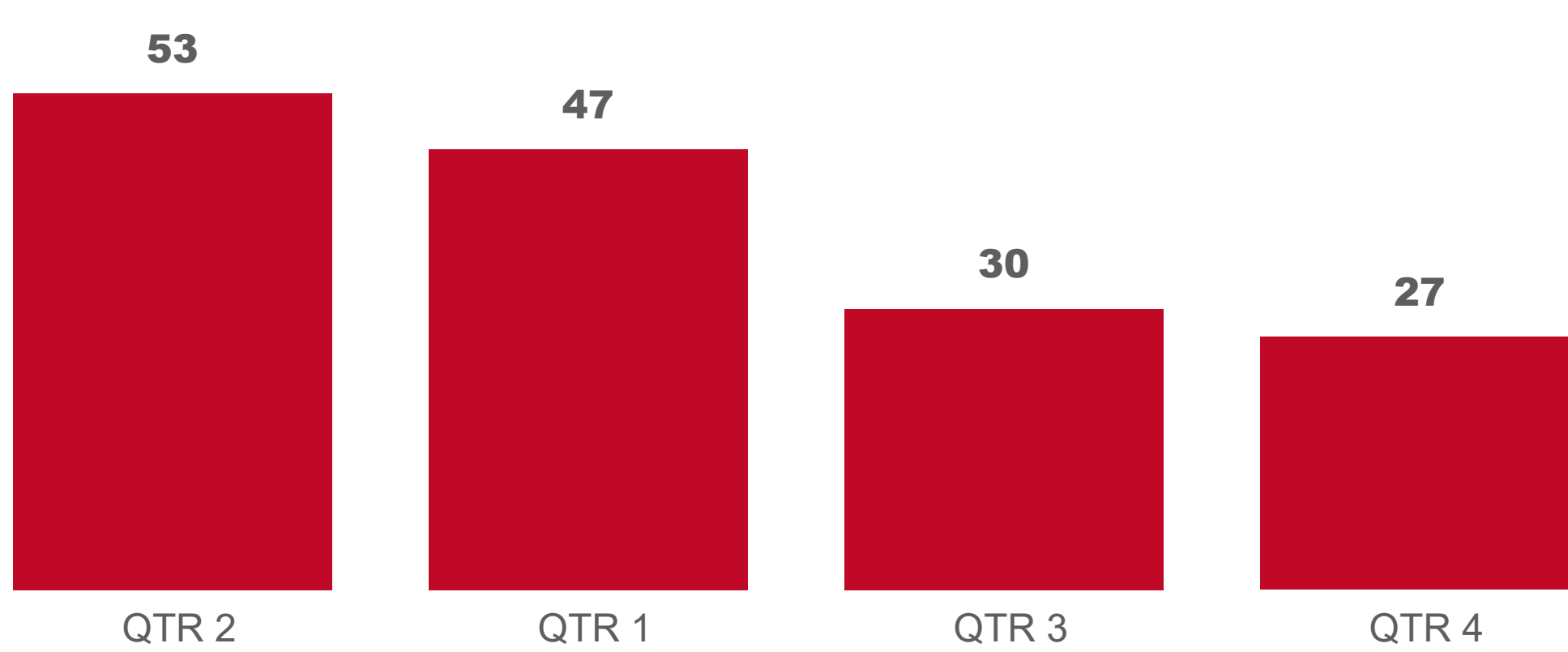
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Count of Internal Procedures

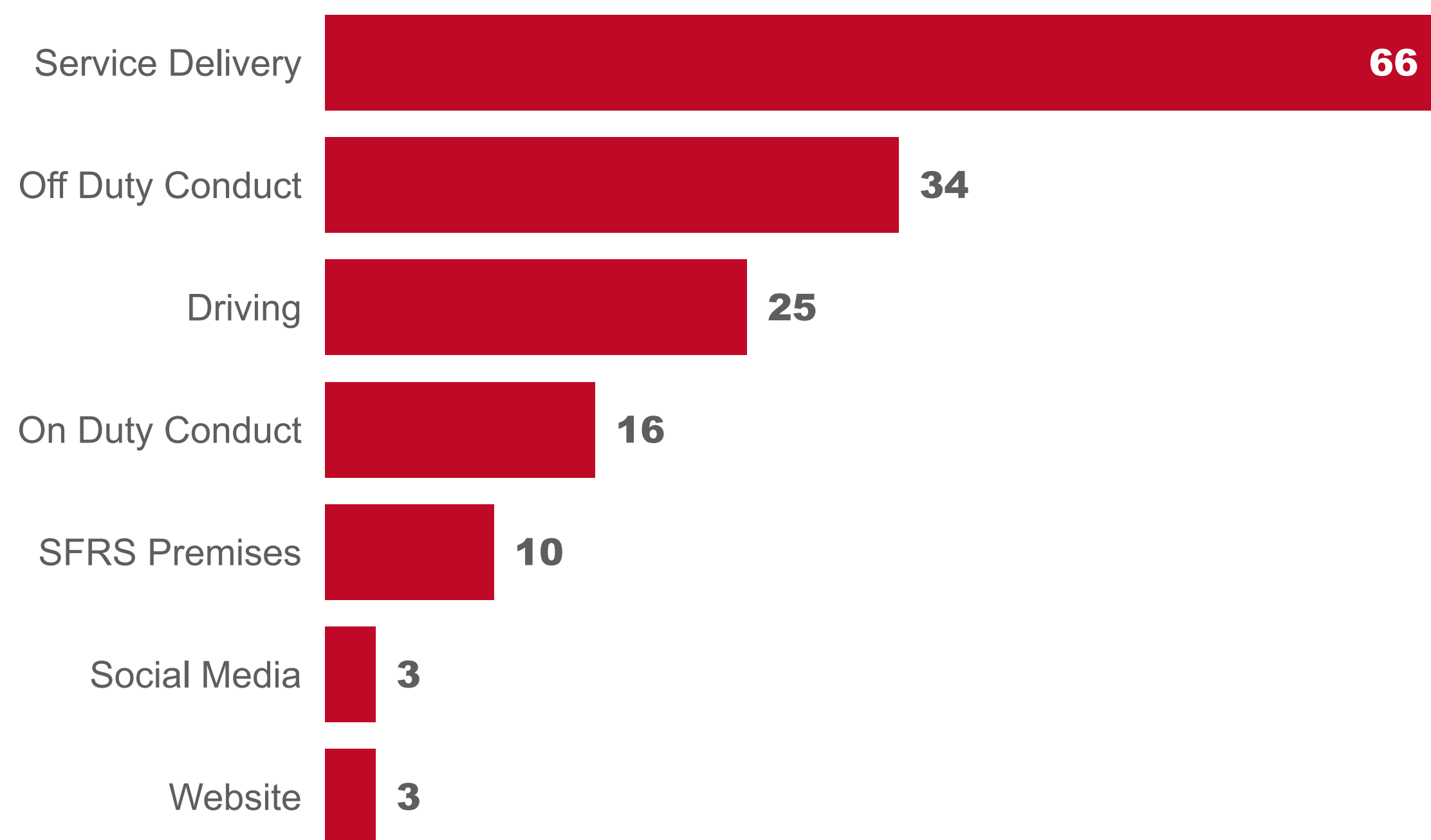
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SPSO Complaints

Complaints by quarter



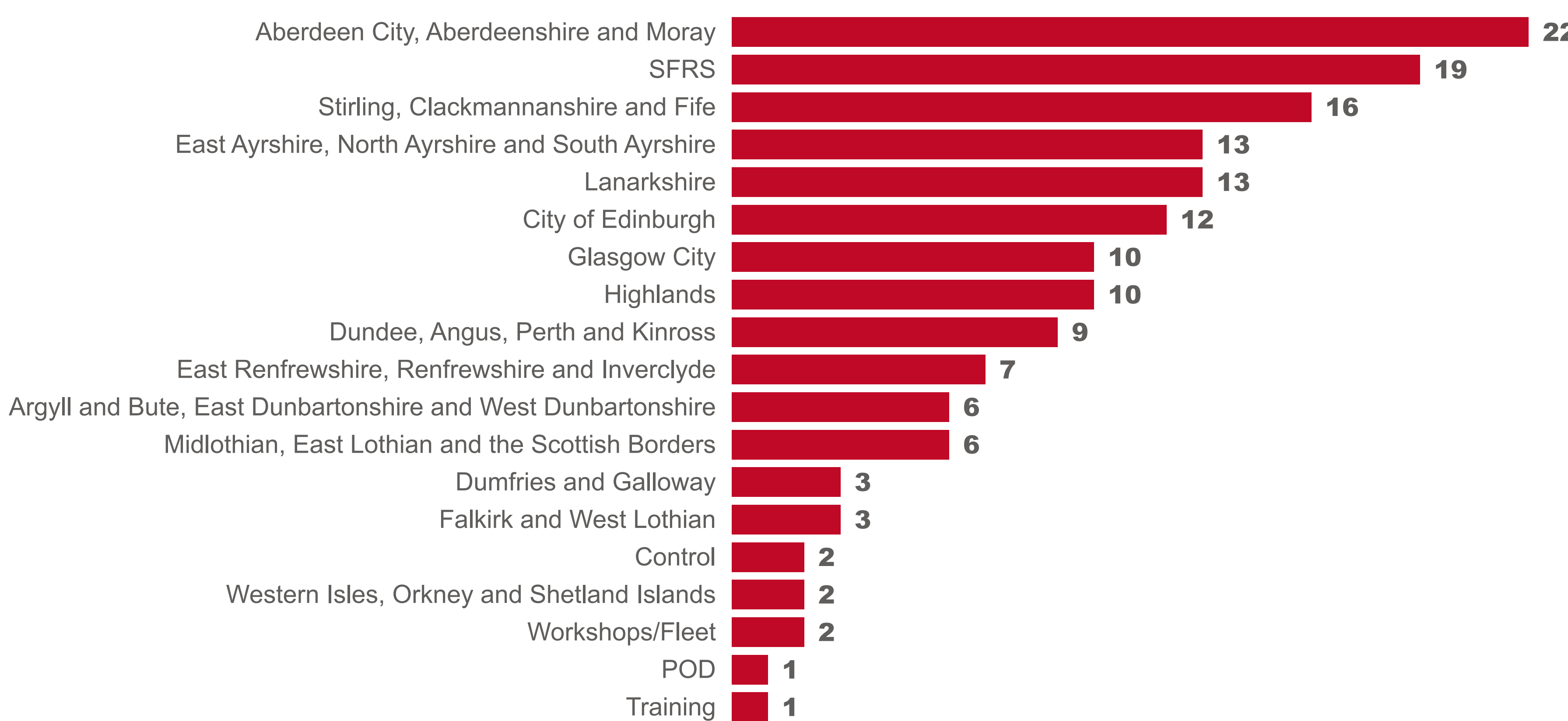
Complaints by category



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
Total	157

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
Total	27

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
Total	157

Complaints made by

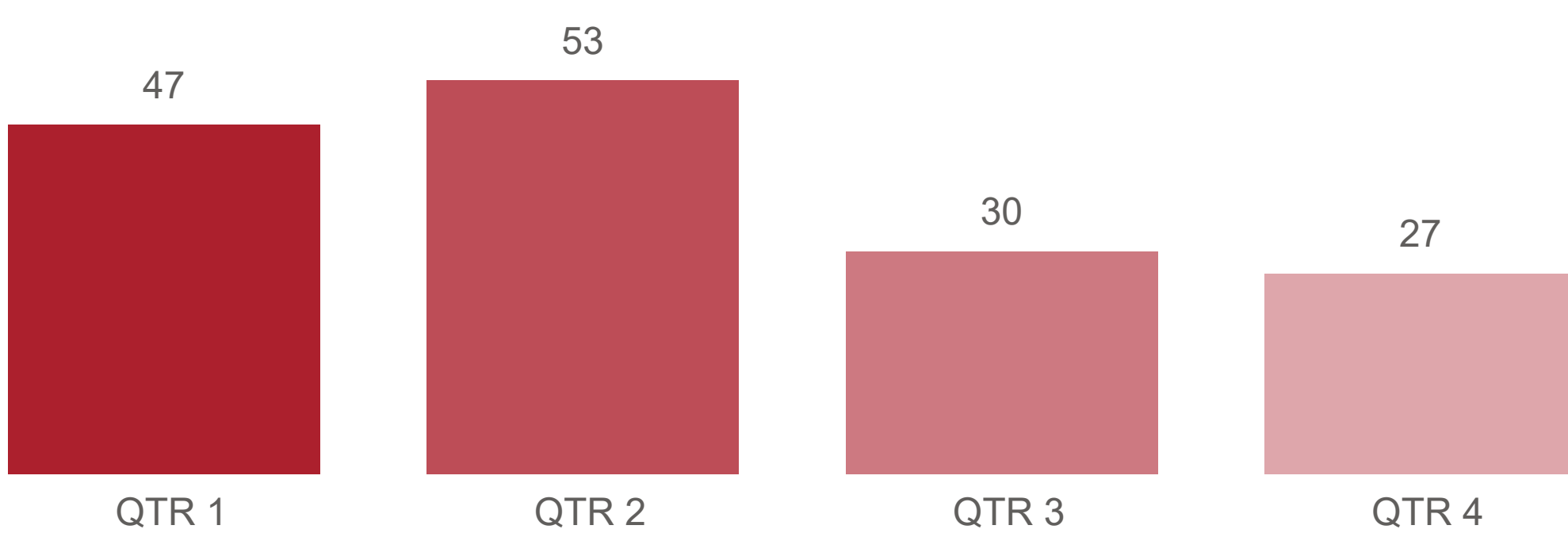
Complainant	Number
Member of the Public	143
Business premise	10
Local Councillor	1
NHS	1
Scottish Ambulance Service	1
Support Worker	1
Total	157

KPI data

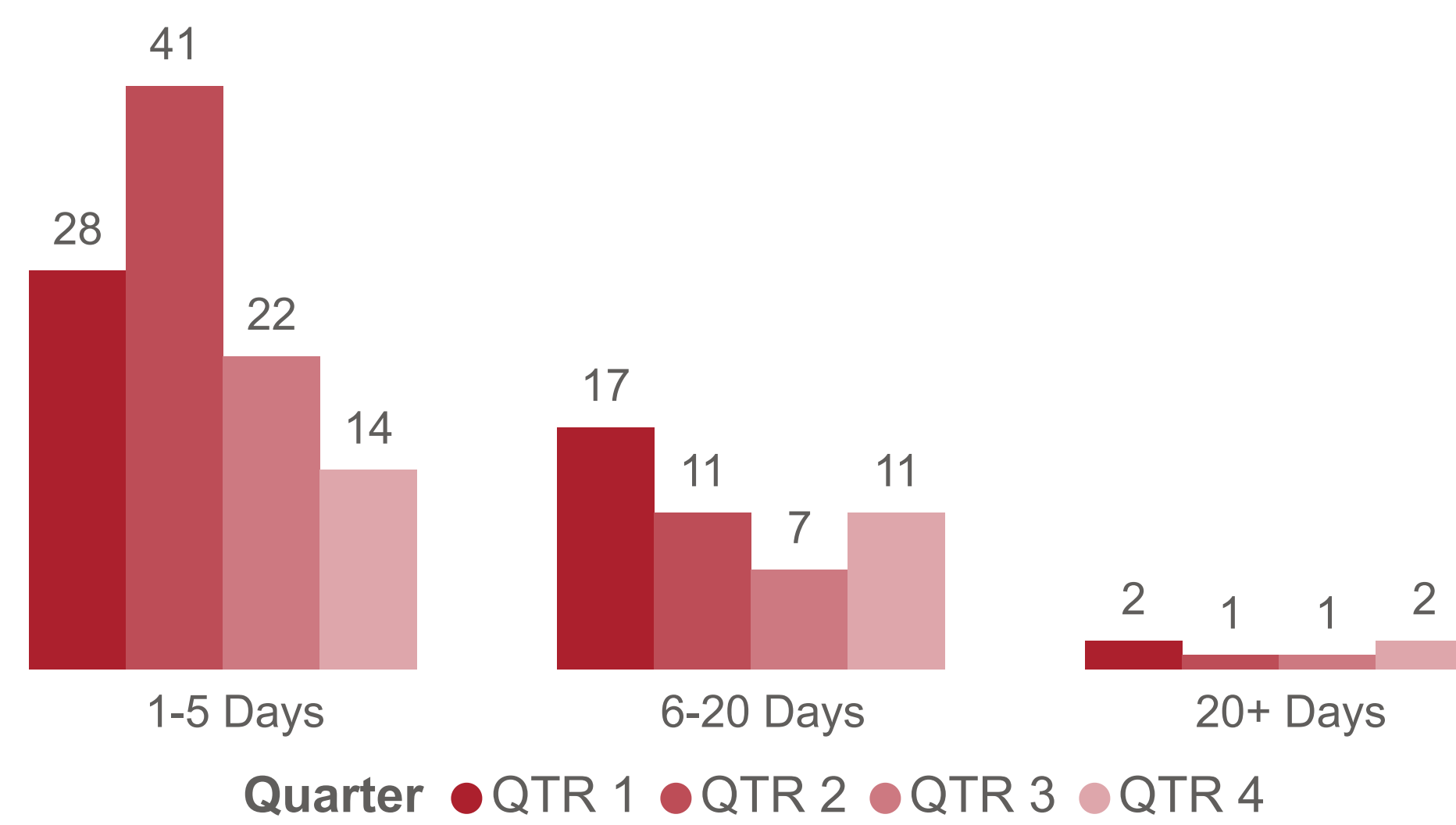
Complaints awaiting a response

0

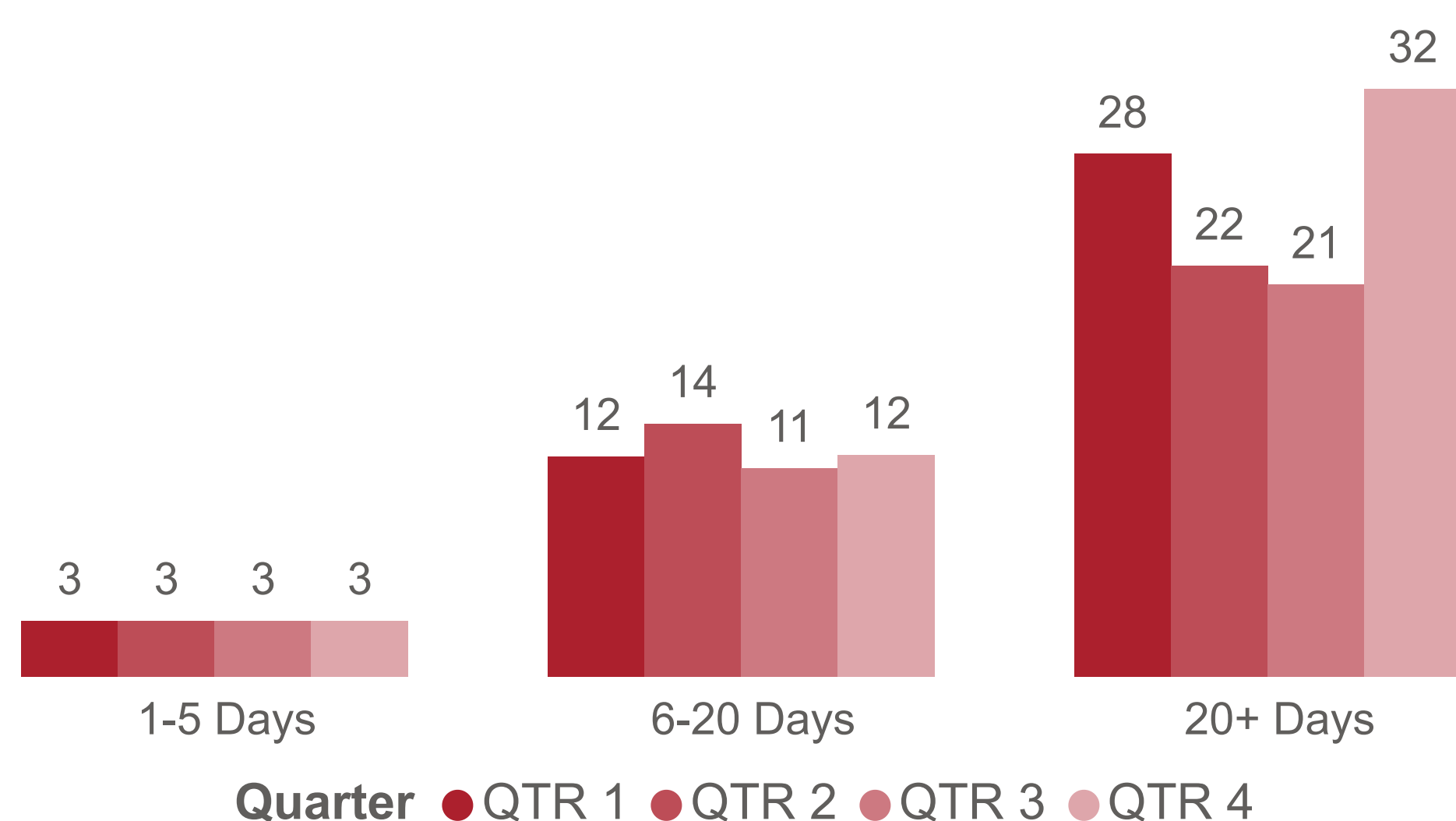
Total complaints by quarter



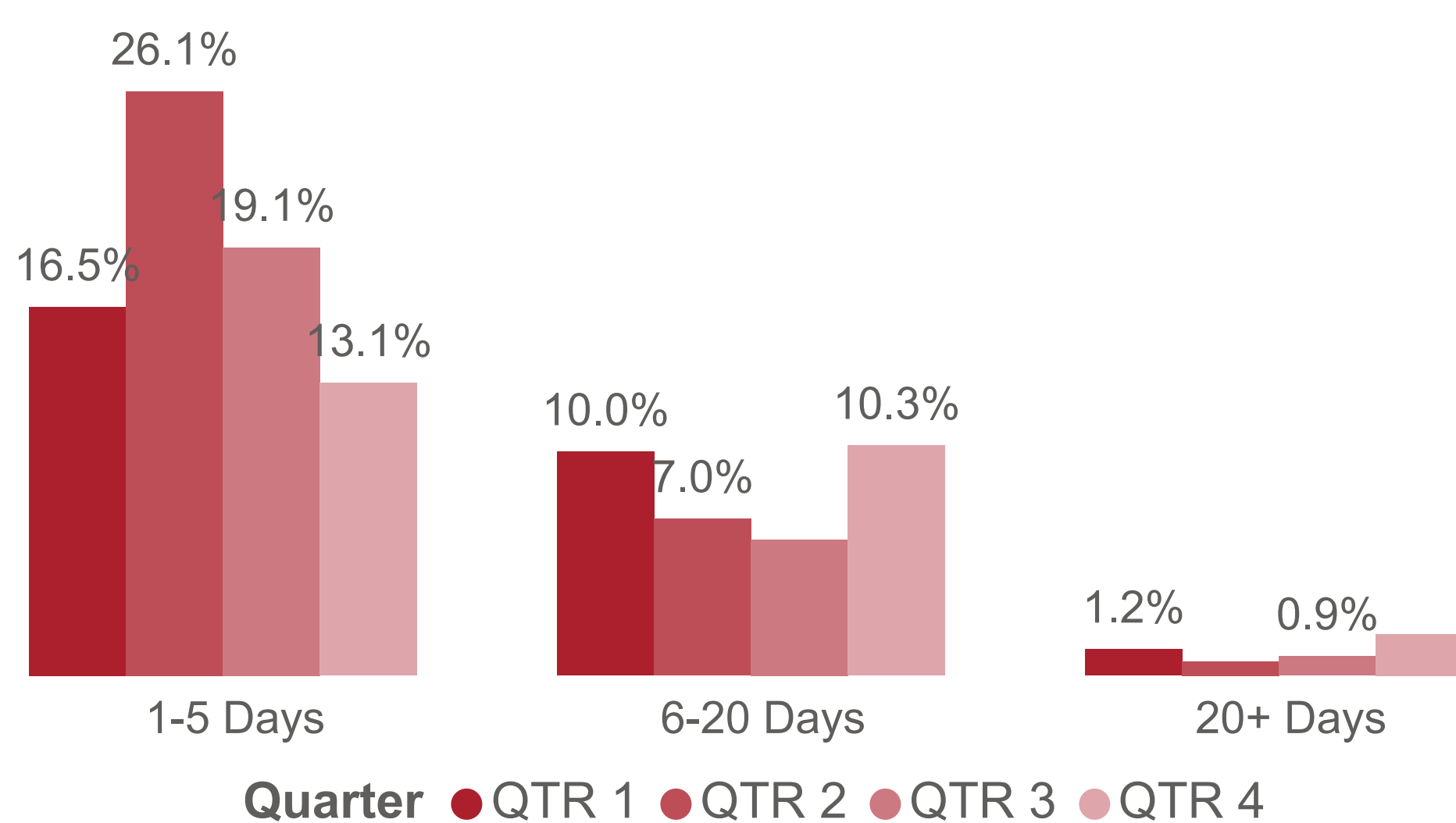
Complaints by response and quarter



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
Total	157

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/09-25

Agenda Item: 11

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	25 FEBRUARY 2025						
Report Title:	SFRS COMPLIMENTS ANNUAL REPORT 2023/24						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To provide the Service Delivery Committee with a summary of the Compliments Annual Report 2023/24 for scrutiny.						
2	Background						
2.1	At the Scottish Fire and Rescue Service (SFRS) we are committed to continually improving the service we provide to our communities and recognise that to achieve this goal we must listen and respond to the views of the public.						
2.2	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.						
3	Main Report/Detail						
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 SFRS.CCandE@firescotland.gov.uk 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.

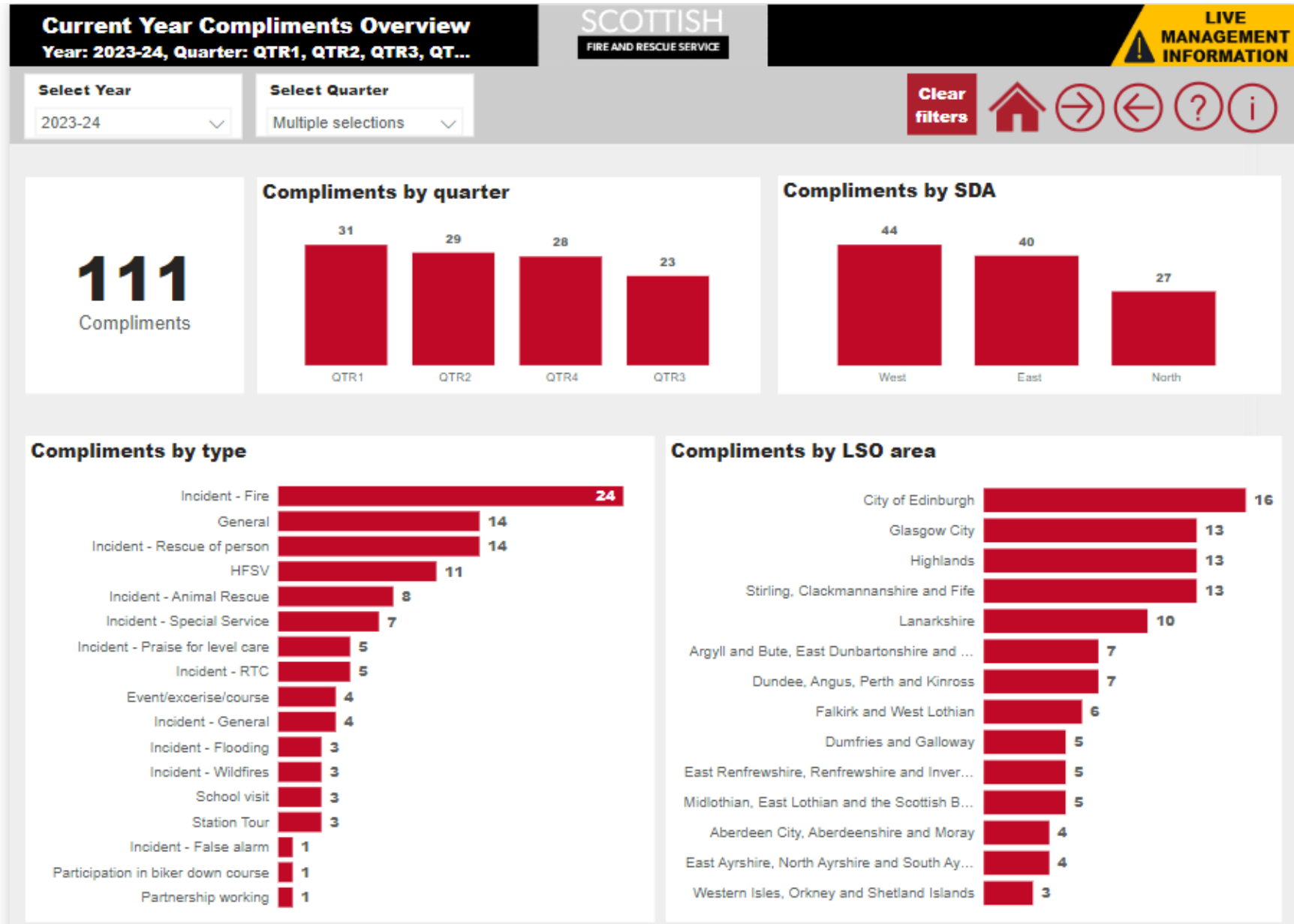
3.13 **Recording**
 We continue to use Sharepoint (Lists) to collate compliments which allows us to use Power BI to interrogate the data and provide a more detailed analysis which is more user friendly and meaningful.

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.

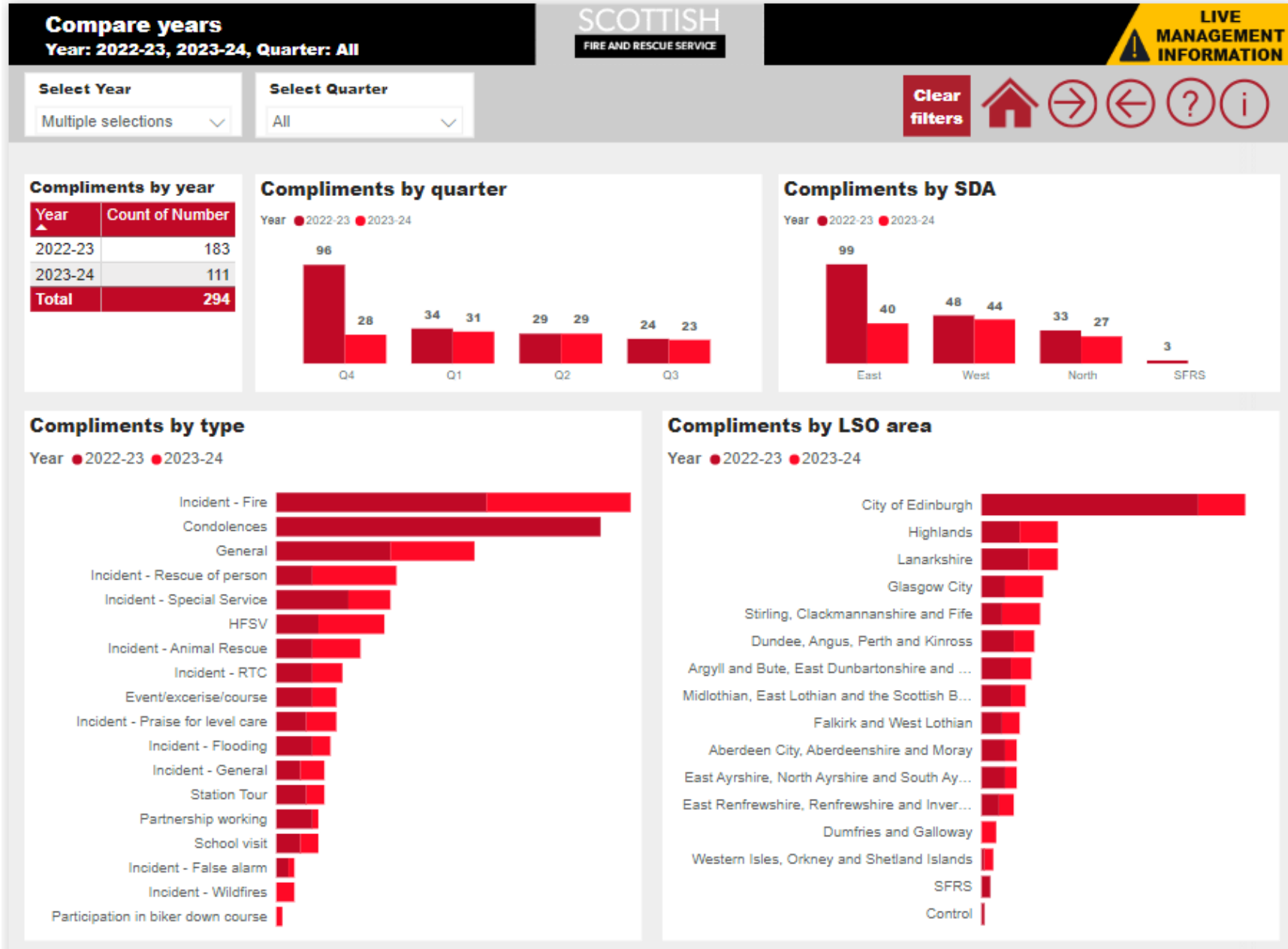
3.15	Also, with more use of SFRS Facebook accounts and Twitter, there are many compliments we are not aware of and therefore not included in the statistics either. Whilst Corporate Communications monitor the SFRS account, feedback on many of the local accounts is not captured and collated.
3.16	Communications 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.
4	Recommendation
4.1	The Service Delivery Committee are asked to scrutinise the contents of this report and the methods of collating/analysing data and making improvements, based on the SFRS Compliments Handling Policy and Procedure.
5	Key Strategic Implications
5.1	Risk
5.1.1	There are no risk implications within this report.
5.2	Financial
5.2.1	There are no financial implications within this report.
5.3	Environmental & Sustainability
5.3.1	There are no environmental implications within this report.
5.4	Workforce
5.4.1	There are no workforce implications within this report.
5.5	Health & Safety
5.5.1	There are no health and safety implications within this report.
5.6	Health & Wellbeing
5.6.1	There are no H&W implications within this report.
5.7	Training
5.7.1	There are no training implications within this report.
5.8	Timing
5.8.1	This report is for scrutiny following publication of our annual statistics in line with the requirements of the SPSO.
5.9	Performance
5.9.1	There are no performance implications within this report.
5.10	Communications & Engagement
5.10.1	There are no C&E implications within this report.
5.11	Legal
5.11.1	There are no legal implications within this report.

5.12	Information Governance	
5.12.1	DPIA completed /No. DPIA Not required	
5.13	Equalities	
5.13.1	EHRIA completed No.EHIA not required	
5.14	Service Delivery	
5.14.1	There are no service delivery implications within this report.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	Compliments recorded in line with good practice and provides a snapshot of feedback.
8	Appendices/Further Reading	
8.1	Appendix A – Statistics	
8.2	Appendix B – Examples of Compliments	
Prepared by:	Carol Wade, Information Governance Manager/Data Protection Officer	
Sponsored by:	Marysia Waters, Head of Communications and Engagement	
Presented by:	Carol Wade, Information Governance Manager/Data Protection Officer	
Links to Strategy and Corporate Values		
<p>The Compliments process supports Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public. We will achieve this by:</p> <p>Improving the use of data and business intelligence to support decision making.</p> <p>Proactively engaging with and providing more accessible information on what we do for the public and our stakeholders.</p>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Information Governance Group</i>	<i>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 2024</i>	<i>For Information Only</i>
<i>Service Delivery Committee</i>	<i>25 February 2025</i>	<i>For Scrutiny</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.



Report No: C/SDC/06-25

Agenda Item: 12

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	25 FEBRUARY 2025							
Report Title:	DRAFT PREVENTION STRATEGY							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The purpose of this paper is to provide an overview of the draft Prevention Strategy for 2025-2028, for information and comment.							
2	Background							
2.1	Following the integration of Preparedness into the Prevention and Protection Directorate there was a requirement to produce a new Directorate Strategy incorporating all 3 Functions of the newly formed Directorate.							
3	Main Report/Detail							
3.1	To support delivery of the Scottish Fire and Rescue Strategic Plan and Future Vision the Prevention strategy has been produced to enable delivery of Prevention activity to enhance the safety of our communities through Preparedness, Community Safety and Engagement and Protection activities.							
3.2	A first draft of the Prevention Strategy 2025 – 2028 has been attached to this paper for review and feedback.							
4	Recommendation							
4.1	Board members are asked to consider the content of the draft strategy and provide feedback.							
5	Key Strategic Implications							
5.1	Risk							
5.1.1	There is an organisational risk by not producing a Prevention Strategy to enable appropriate direction to support delivery of the key service priority of Prevention.							
5.2	Financial							
5.2.1	There are no financial implications of the draft strategy.							
5.3	Environmental & Sustainability							
5.3.1	The Strategy covers key elements of how the organisation will support environmental change from a preventative element.							

5.4 5.4.1	Workforce This Strategy provides key support and direction to enable our workforce to enhance the safety within all our communities across the country. This strategy will be supported by underpinning Preparedness, Community Safety Engagement and Protection Frameworks.
5.5 5.5.1	Health & Safety There are no identified health and safety implications around the draft strategy.
5.6 5.6.1	Health & Wellbeing Health and Wellbeing have been considered and form one of the core elements of the vision of the draft strategy.
5.7 5.7.1	Training Training is fundamentally key to the delivery of the strategy and a commitment to upskill personnel to ensure as a service we can deliver the appropriate activities to the requisite standard to enhance the safety of our communities.
5.8 5.8.1	Timing Implementation of this strategy has been identified as 1 April 2025.
5.9 5.9.1	Performance Performance and Evaluation will be at the heart of delivery of the Strategy. A revised Framework and enhanced reporting mechanisms will enable the service to better report on the enhancements made to our communities and how we have implemented identified learning from internal and external outcomes.
5.10 5.10.1	Communications & Engagement Communication and Engagement are another key component of the strategy. A robust communication strategy will be produced to support both implementation and delivery of the strategy.
5.11 5.11.1	Legal All legislative requirements have been considered as part of the production of the draft strategy.
5.12 5.12.1	Information Governance DPIA completed No. This has not been completed at this point of the draft.
5.13 5.13.1	Equalities EHRIA completed No. This has not been completed at this point of the draft.
5.14 5.14.1	Service Delivery The Prevention Strategy will provide direction and guidance, supported by underpinning Frameworks to enable local delivery to our communities across the country by Service Delivery teams.
6	Core Brief
6.1	Not applicable
7	Assurance (SFRS Board/Committee Meetings ONLY)
7.1	Director: Jon Henderson, Director of Prevention, Protection and Preparedness
7.2	Level of Assurance: (Mark as appropriate) Substantial/Reasonable/Limited/Insufficient
7.3	Rationale: A Strategy provides direction, when relevant and up to date.

8	Appendices/Further Reading	
8.1	Appendix A: Draft Prevention Strategy 2025 - 2028	
Prepared by:	Kenny Barbour, Deputy Assistant Chief Officer, Head of Prevention, Protection and Preparedness	
Sponsored by:	Jon Henderson, Assistant Chief Officer, Director of Prevention, Protection and Preparedness	
Presented by:	Jon Henderson, Assistant Chief Officer, Director of Prevention, Protection and Preparedness	
Links to Strategy and Corporate Values		
This report supports the SFRS Strategic Plan Outcomes of <i>Prevention</i> . It also supports all the Service's Values of <i>Safety, Teamwork, Respect</i> and <i>Innovation</i> .		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Service Delivery Board</i>	<i>12 February 2025</i>	<i>For Scrutiny</i>
<i>Strategic Leadership Team</i>	<i>18 February 2025</i>	<i>For Scrutiny</i>
<i>Service Delivery Committee</i>	<i>25 February 2025</i>	<i>For Scrutiny</i>

Prevention Directorate Strategy 2025 – 2028

Pg1

Front Cover –

Prevention Directorate
Preparedness Directorate Strategy 2025 – 2028
Pic (What captures the Directorate?)

Pg2 –

Pic (Community Safet Engagement)

Pg3

Contents

- Introduction
- What is the Prevention Vision
- What is the Prevention Directorate Strategy
- Our Ambition for the Protection of Our Communities and Firefighters
- Prevention Directorates Component Part
- Prevention Directorate Structure Chart
- Prevention Directorate Vision and Ambition on a Page

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Introduction

Links to new strategic Plan

Add pictograms (SFRS Vision, (New) Strategic Plan, Directorate Plan and Frameworks)

Prevention lies at the core of the Scottish Fire and Rescue Service's (SFRS) legislative responsibilities as outlined in the Fire and Rescue Framework for Scotland. Prevention is one of the key priorities of the Service with a commitment to enhancing Prevention which is currently demonstrated across the Service through activities and campaigns to prevent fires and other emergencies, protecting the public, built environment, and preparing for local and national events.

As a trusted Service, SFRS has a key role to play in working with partners to support Scotland's communities to improve not only fire safety, but wider protection and wellbeing.

Over the next decade, Scotland will witness many changes and as such, SFRS need to be adaptive. Addressing the social, health and economic conditions that lead to a safer Scotland will be a key feature in how all public services will be designed, directed and resourced. Our prevention work will need to be innovative, responding to emerging risk, whilst utilising technology and adopting ways of working that maximise resources.

SFRS prevention work cuts across generations. Our aim is to support all of Scotland's communities, from engaging and educating children and young people, through to supporting adults and older people to live safely and independently in their own homes. We also need to work with new communities and those who are settling in Scotland from other countries. This is all carried out with partnership working at its core.

In addition to changes in demographics, SFRS will also take into consideration Scotland's changing environment. We want to ensure communities are resilient and safe, considering other factors relating to more extreme weather conditions including flooding, wildfires and extreme winters and storms. Associated with this is our work to support road and water safety. Preparedness will support such factors, ensuring staff and communities are prepared to manage organisational and community disruption.

The Prevention Strategy is informed and influenced by a range of strategies, both internal and external as highlighted in this document. Resulting prevention work will evolve in response to emerging trends and priority areas.

This Strategy sets out our priorities for the next three years and gives clarity and direction on how we will deliver our Prevention across Scotland through specialist teams across Community Safety Engagement, Protection and Preparedness. This will require policy, guidance and tools, created within the Prevention Directorate, to support the front-line delivery of our prevention activities by front-line staff and prevention specialists within each Local Senior Officers (LSO) Area.

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Pic (Water Planning)

Pg6 and 7

What is the Prevention Vision

Through **empowering** our staff, we will put communities at the centre of all we do. Working in **partnership** we will deliver **targeted prevention** activities that enhance the **safety** and **wellbeing** of the people of Scotland and address **emerging risks**.

- **Empowering**
 - Empower our people through ensuring competence, confidence and credibility of all our staff through quality training, development and maintaining their specialist skills whilst considering bespoke career pathways
 - Empower communities through listening to their needs and supporting them to develop resilience and be prepared and adapt to future challenges as our environment changes
- **Partnership**
 - We will work in Partnership to improve the safety and wellbeing of communities (or people) and businesses throughout Scotland. Through sharing data, knowledge and best practice for the good of the community, we can direct resources at individuals and areas most in need
- **Targeted prevention**
 - We will use fire, partner, and open data, and utilise technological solutions to target resources. This includes creating risk profiles utilising factors that are known to increase the risk of harm from fire and a Risk Based Inspection Programme to predict the most

influential factors that increase the risk of a commercial fire and the consequential impact.

- **Safety**

- Safety is a key focus within all business decisions, and we have a proactive approach to maintaining compliance with statutory obligations which evidences the Service’s commitment to continual improvement.
- We want to protect the safety of our personnel whilst they strive to protect the safety of their community. This will be factored into all relevant policy and training. We also acknowledge our commitment to safeguarding, and we will support vulnerable members of the community through appropriate referrals and signposting to ensure they can access support.

- **Wellbeing**

- As an employer, the wellbeing of our staff is a key priority. We want to do more to promote equality, diversity and inclusion, not just in our workforce but across the communities we serve as well. Addressing the social, health and economic conditions that lead to a safer Scotland will be a key feature in how all public services will be designed, directed and resourced.
- Understanding our diverse communities is key to ensuring we can engage effectively through a wide range of engagement activities, exploring the use of traditional and social media methods to provide information to the widest possible audience to promote behavioural changes and highlight risks.

Emerging risks,

we will

- Assess the future landscape through an evolving Risk and Preparedness Assessment
- Work with partners to ensure the maintenance of the hydrant network across Scotland
- Manage risk through our Community Risk Identification Mitigation and Engagement Group and the Electrical Infrastructure Working Group (EIWG); and
- Improve our levels of preparedness through our Business Continuity arrangements.
- Analyse the impact of increased regulation such as Short Term Lets and Battery Energy Storage Systems and adapt our resourcing and delivery models as necessary.

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What is the Prevention Directorate Strategy

Each of the three Functions will develop a three-year Functional Plan which set out in detail how this Strategy will be delivered. This will capture our core Prevention activities, whilst also detailing our ambitions. These priorities are delivered locally via Local Fire Plans and Station Plans.

The three Functions – Community Safety Engagement, Protection and Preparedness collectively have a wide range of remits and thematic areas which are outlined below (include chart):

CSE	Protection	Preparedness
Safer Homes	Fire Safety Enforcement	Resilience
Education and Youth Engagement	Fire Engineering	Community Risk Management
Road and Water Safety	Fire Investigation	Water Planning
Heritage		
Adult and Child Safeguarding		

The three Directorate Functions work collaboratively to share information to identify and reduce risk supporting and supporting Local Senior Officer teams to enhance the safety of our communities across Scotland.

Prevention activity is delivered locally and through partnership, highly skilled and empowered workforce, through innovation, detailed analysis cognises of risk and data driven and targeted intervention initiatives.

We will cement existing provision of Prevention services through the delivery of training and support to local practitioners, reviewing delivery models, exploring opportunities to work with partners, and assessing our performance and accountability processes.

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Our Ambition for the Protection of Our Communities and Firefighters

- Investment in new and enhanced data-led prevention interventions where their design is led by research and work with partners to achieve the impacts we wish to see.
- Increased collaboration in the development and influencing of national policy and direction setting.
- Improved approaches to evaluation of our prevention interventions to enhance how we and our partners work to prevent harm.
- A revised approach to fire prevention and enforcement through the implementation of findings from major incident reviews such as the Grenfell Tower Inquiry Reports
- Increased preparedness that enables us to work alongside communities and our partners to build resilience to help us, and them, be better organised to meet the challenges of major incidents as well as enhancing day to day community safety.
- Continued commitment to Community Planning and partnership working, nationally and across all localities in Scotland, to improve community safety and wellbeing.

Commitment to Review Delivery

The key objective of the SDR programme is to identify and implement changes to the SFRS station and appliance footprint and identify appropriate duty systems to match operational resources with risk and demand. This will help achieve a more modernised approach to service delivery. The programme will adopt a phased approach to ensure systematic and effective implementation, aligned to SFRS strategic outcomes.

The Prevention Directorate will work closely with the SDR Programme to identify opportunities and benefits as the SDR progresses. We also will work collaboratively with LSO areas to assess potential impact on communities as a result of the SDR and explore innovative ideas to ensure our Prevention activities are equitable. We will aim to ensure that any additional resources realised from SDR are reinvested into key areas of SFRS, with the aim of enhancing our overall Prevention approach.

Prevention Directorates Component Part

Preparedness

The Preparedness team, we will deliver excellent organisational **Preparedness** and **resilience** with a **risk-based** approach to enhancing firefighter and community **safety**

- **Preparedness**
We will continue to develop the organisation to ensure SFRS has the ability to operate during periods of disruption.
- **Resilience**
We will invest in resilience professionals, systems and processes to support the SFRS ability to manage prolonged periods of disruption
- **Risk-based**
We will analyse data to identify current and future risks that will support and influence decision making.
- **Safety**
We will horizon scan to identify and mitigate future risk that may impact firefighter and community safety.

We will do this by delivering three Policy and Operational Guidance (POG) documents that will underpin the Preparedness Framework

- Resilience
 - Business Continuity
 - Organisational Disruption Planning
 - Event Planning
 - Risk and Preparedness Assessment
- Community Risk Management (CRM)
 - Operational Intelligence
 - Community Risk Information Management and Engagement (CRIME)
- Water Planning
 - Hydrant Maintenance
 - Electrical Infrastructure Working Group (EIWG)

Community Safety Engagement

Over the duration of the Strategy CSE will focus on the following areas:

- Utilise data, knowledge and partner intelligence to identify those most at risk across our communities to provide targeted interventions.
- Lead and support public and third sector partners to address wider safety issues and consider how SFRS can add value to Scotland's communities through targeted initiatives and interventions. This includes road and water safety, our ageing population, health and social care priorities, and related impacts of climate change.
- Train and support staff to ensure SFRS fulfil its safeguarding duties, engaging with partners to ensure those most at risk are identified and support is provided
- Provide resources, training and invest in our staff to deliver interventions across the areas of fire, road and water safety. This includes using online platforms and new technologies to deliver impactful messages and affect behavioural change.

- Utilise SFRS's unique history to deliver fire safety messages to intergenerational audiences across the country.

Protection

The Protection Function encompasses some of the most specialised subject matter within the Service and this strategy intends to ensure that those skills are developed, maintained and retained at the highest level and deployed appropriately and effectively to reduce community and firefighter risk. We will;

- Review our approach to prevention and enforcement to include consideration of findings from major incident reviews such as Grenfell and focus on effectively resourcing its delivery, including options for operational crews to deliver this approach within the diverse geography and communities in Scotland.
- Develop a strategy to recruit, develop and retain competence for all Protection activity in line with a dedicated career pathway;
- Implement a competency-based Framework embedded with national Fire Standards that will maintain competence, demonstrate excellence and contribute to a more consistent national approach in reducing risk and maximising effective delivery;
- Engage with academia and key partners to consider how we further enhance the skills and training abilities of our Specialist Fire Safety Enforcement, Fire Investigation and Fire Engineering teams, considering legislative changes, modern technology and innovative practices;
- Seek to enhance our Fire Investigation capabilities and utilise new technologies and practices for more informed investigation outcomes, whilst further developing our close relationships with partners, so we timeously inform prevention efforts to meet current and emerging challenges;
- Endeavour to further assess the role that SFRS undertakes in responding to consultations with Local Authorities and other key agencies, including assessing potential for recovering costs where appropriate.

Evaluation

Monitoring and evaluating performance will be integral in ensuring we are utilising and targeting our resources. This includes analysis of both qualitative and quantitative data.

Prevention related Key Performance Indicators will be included within the Service's Performance Management Framework. Prevention expectations will be agreed with Local Senior Officers and reflected in both Local Fire Plans and Station Plans and underpinned by a Prevention Performance and Evaluation Framework.

Recording tools will be developed and enhanced to capture activities across the Service. The resulting outputs will be used to demonstrate the impact of not only our work in relation to fire related activity, but the contribution SFRS make to our communities and partners.

Before commencing any Prevention activities consideration of how outcomes and outputs will be measured should be factored in. Where relevant, more in-depth analysis, using evaluation

methodologies should be carried out, supported by the SFRS Evaluation Toolkit. Effective practice will also be shared across Local Senior Officer Areas. Longer-term outcomes and behavioural change will require engagement with academic partners and investment in evaluation methods as will be considered over the duration of this strategy.

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Prevention Directorate Vision and Ambition on a Page

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Back cover





DRAFT



Report No: C/SDC/07-25

Agenda Item: 14.1

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	25 FEBRUARY 2025							
Report Title:	RISK UPDATE REPORT							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an overview of the current risks highlighted by Directorates.							
2	Background							
2.1	The purpose of the risk register is to inform decision making through Scrutiny and Assurance processes, providing additional awareness of the risks we face, and the actions required to minimise these risks.							
2.2	The Audit and Risk Assurance Committee (ARAC) is responsible for advising the Board and the Accountable Officer on the adequacy and effectiveness of the Service's arrangements for risk management and has oversight of the Strategic Risk Register.							
2.3	The Strategic Leadership Team (SLT) has responsibility for the identification and management of risk and will ensure that Risk Registers present a fair and reasonable reflection of the most significant risks impacting upon the organisation. The SLT will champion the importance of risk management in supporting the achievement of the Service's strategic outcomes and objectives.							
2.4	Risk Registers are prepared in consultation with the Board and SLT and are managed collectively by the SLT, with each Directorate Risk allocated to an identified Head of Function. These Responsible Owners provide information on the current controls in place and identify additional actions still required.							
3	Main Report/Detail							
3.1	Risk Overview							
3.1.1	The risk register is a management tool that provides assurance to the Service and its scrutiny bodies that the significant risks of the organisation have been identified, managed and are subject to ongoing monitoring, review and discussion.							
3.1.2	Following discussion within SLT all Directorate risks will be aligned to the Strategic Plan with only those risks rated 15 or above to be included within reporting templates. This will allow scrutiny to be focused on the most significant risks impacting upon Directorates and consideration of related control actions.							
3.1.3	The table below identifies the alignment between the 2022-25 Strategic Outcomes and the current Directorate Risks with each risk aligned to a single outcome:							

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.	3	3	3		9
Outcome 7	Community safety and wellbeing improves as we work effectively with our partners			1		1
		12	14	12		38

3.1.4 Following agreement of the Services risk appetite statements an initial alignment to current Directorate risks has been undertaken. Development of the Services risk dashboard is ongoing with an initial alignment undertaken between Directorate risks, with a risk rating of 15 or above, and the new appetite categories. The table below identifies the initial alignment:

Risk ID	Risk Rating	Target Risk	Risk Appetite Rating
FCS005	16	8	Financial (Minimalist)
FCS018	20	12	People (Open)
FCS019	16	12	Technology (Open)
FCS022	16	12	People (Open)
SDD007	20	12	Organisational Security (Minimalist)
OD001	15	6	Service Delivery (Minimalist)
SD001	15	10	Service Delivery (Minimalist)
SPPC004	16	8	Compliance (Cautious)
TSA019	20	8	Financial (Open)
POD015	16	4	People (Open)
POD020	16	4	People (Open)
PPP005	20	4	People (Open)

3.1.5 Each risk, once aligned to the relevant category, is provided with an appetite level which is outlined below:

Risk Appetite Levels	Category Description	Associated Risk Target Rating
Minimalist	Preference for low level of associated risk and uncertainty and will only look to accept risk where it is essential to do so. The creation of opportunity is not a key driver.	Rating Appetite Rating of 1 - 3
Cautious	Preference for safe options where the level of benefit and risk is limited but some opportunity may be experienced.	Rating Appetite Rating of 4 - 9
Open	Willing to consider all potential delivery options and to choose the one that is most likely to result in success and opportunity whilst also providing an acceptable level of risk.	Rating Appetite Rating of 10 - 12
Ambitious	Eager to be innovative and to take opportunities offering potentially higher reward, whilst accepting greater risk and uncertainty.	Rating Appetite Rating of 15 - 25

3.1.6 Work was undertaken with Directors to identify the initial alignment between risk, risk appetite and service priorities, with further work ongoing to ensure the correct alignment has been identified.

3.1.7 Separately the risk dashboard has been updated to allow future reporting on the alignment between control actions and levels of assurance. This will include the requirement for all completed control actions to be supported by evidence of completion, before formal closure of the action is agreed. These changes will take effect for Q1 reporting cycles.

3.1.8 Work to revise the risk spotlight template, to include information on risk appetite, has been completed and the corporate report template will be amended to ensure information on risk appetite is included within risk information presented.

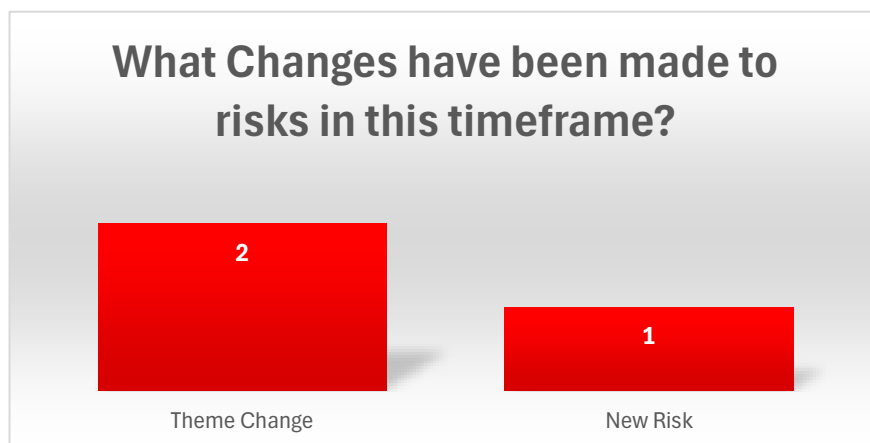
3.1.9 All risks, rated 15 or above, currently sit above the Services risk appetite levels and discussions with Directorates will be undertaken to identify additional control actions to assist in lowering current ratings. Work in relation to target risk will also be progressed to ensure alignment with risk appetite, ensuring ratings identified align with available resource and prioritisation of activities.

3.1.10 In relation to the current period Directorates reviewed their registers identifying 9 Directorate risks, aligned to the Service Delivery Committee, 4 of which are assessed at 15 or above and coloured red within the table.

What is the current status of each risk?						
		Impact				
		Negligible (1)	Low (2)	Medium (3)	High (4)	Very High (5)
Probability	Rare (1)					
	Unlikely (2)			1	1	
	Possible (3)			1	2	1
	Likely (4)				1	
	Almost Certain (5)			1	1	

3.1.11 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](#).

3.1.12 Following review in December 2024 the following changes have been made to risks over the last quarter:



3.1.13 Information on the new risk identified is outlined below.

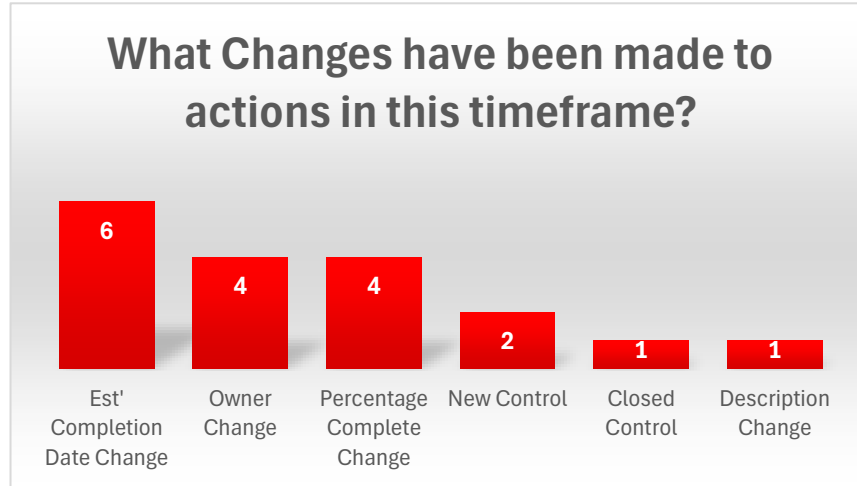
Risk ID	Risk Name	Description
PPP005	Trained, skilled staff and legal/regulatory compliance	There is a risk of insufficient levels of qualified and skilled Fire Engineering resources due to challenges with recruitment, access to qualifications/training requirements, finances and retention of staff.

3.2

Control Actions

3.2.1

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:



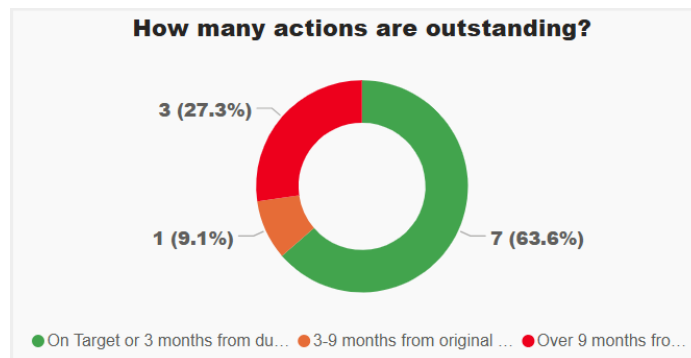
3.2.2

Without immediate 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

3.2.3

In relation to risks rated 15 or above, Appendix A identifies the 3 control actions now over 9 months from their original due date:



3.2.4

Discussions continue to be held with Directorates to ensure these control actions are progressed in line with revised dates:

Risk ID	Control Action	Control Action Comment
SD001	Procurement and implementation of Vision 5 Disaster Recovery System (for Edinburgh and Dundee Control)	V5 - antenna connection to modems has been established at Johnstone and Edinburgh. Link tests to station end kit carried out, but unsuccessful. Further investigation required by NEC and ICT to establish reason for failure. Full testing of V5 functionality to be scheduled for mid-December. NEC advise work to progress V5 connection to WAN bearer would be January 2026. Work to add WAN bearer to Dundee and Edinburgh controls V3 completed successfully

	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 planned which will 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.
	SD001	Procurement and implementation of DS300 ICCS (for Dundee and Johnstone Control)	Configuration at Dundee Control sufficiently completed to allow training courses to proceed. Ongoing telephony configuration continues at Johnstone Control and on completion of this work configuration will commence to allow scheduling of training dates. Initial stand up meeting held for Edinburgh Control DS3000 installation.
4	Recommendation		
4.1	The Service Delivery Committee is asked to scrutinise the information presented within the report.		
5	Key Strategic Implications		
5.1	Risk		
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.		
5.1.2	In relation to risk appetite the report aligns with the Compliance category and within this internal governance, including systems of controls and data governance, where SFRS has a minimalist appetite.		
5.2	Financial		
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	Environmental & Sustainability		
5.3.1	Any implications arising from the report will be managed by the relevant Directorate.		
5.4	Workforce		
5.4.1	Any implications arising from the report will be managed by the relevant Directorate.		
5.5	Health & Safety		
5.5.1	Any implications arising from the report will be managed by the relevant Directorate.		
5.6	Health & Wellbeing		
5.6.1	Any implications arising from the report will be managed by the relevant Directorate.		
5.7	Training		
5.7.1	Any implications arising from the report will be managed by the relevant Directorate.		
5.8	Timing		
5.8.1	The report is provided to the Audit and Risk Assurance Committee on a quarterly basis.		
5.9	Performance		
5.9.1	The risk report is used to ensure risks are identified and suitably managed by relevant Directorates.		
5.10	Communications & Engagement		
5.10.1	Any implications arising from the report will be managed by the relevant Directorate.		
5.11	Legal		
5.11.1	Any implications arising from the report will be managed by the relevant Directorate.		

5.12 5.12.1	Information Governance DPIA completed - No. The report provides a summary of risks identified by Directorates. Each Directorate will ensure that any relevant DPIA is completed as required.	
5.13 5.13.1	Equalities EHRIA completed - No. An assessment was undertaken in relation to the Risk Management Policy. Any individual elements of work, which may have an impact upon Equalities, will require to be assessed and managed by the relevant Directorate.	
5.14 5.14.1	Service Delivery Any implications arising from the report will be managed by the relevant Directorate.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Sarah O'Donnell, Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient: Continued development of the risk framework is being undertaken in order to enhance levels of assurance provided. Work associated with risk appetite will also inform these changes in relation to the right risks, controls and the completion of mitigating actions within identified timescales.
7.2	Rationale:	The report is based upon risk information identified by each Directorate and I have confidence that the information is correctly reported based upon these returns.
8	Appendices/Further Reading	
8.1	Appendix A – SDC Significant Risks – February 2025	
Prepared by:		David Johnston, Risk and Audit Manager
Sponsored by:		Lynne McGeough, Head of Finance and Procurement
Presented by:		Andrew Watt, Deputy Chief Officer
Links to Strategy and Corporate Values		
Risk Management forms part of the Services Governance arrangements and links back to Outcome 5 of the 2022-25 Strategic Plan, specifically Objectives 5.1 and 5.6:		
Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.		
<ul style="list-style-type: none"> • Objective 5.1: Remaining open and transparent in how we make decisions. • Objective 5.6: Managing major change projects and organisational risks effectively and efficiently. 		
Governance Route for Report		Meeting Date
<i>Service Delivery Committee</i>		<i>25 February 2025</i>
		Report Classification/ Comments
		<i>For Scrutiny</i>

APPENDIX A

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

Risk ID	Strategic Outcome	Risk Description	Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
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	20	4	Open (Outwith Appetite)
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

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Risk ID	Strategic Outcome	Risk Description	Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
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	16	12	Open (Outwith Appetite)
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

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Risk ID	Strategic Outcome	Risk Description	Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
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	15	6	Minimalist (Outwith Appetite)
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	31/01/2025	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. Due to delays in medical assessments being carried out overall handover of recruitment will now take place in January 2025.			3-9 months from original 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	Additional course spaces sourced and allocated to OC on both MDF and NFCC Middle managers development programme.			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. Implementation of structure dependent on outcome of Control ID 844.			On Target or 3 months from due date

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Risk ID	Strategic Outcome	Risk Description	Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
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	15	10	Minimalist (Outwith Appetite)
Controls Actions		Original Due Date	Est' Completion Date	Owner	Comment			Action Status
Procurement and implementation of Vision 5 Disaster Recovery System (for Edinburgh and Dundee Control.)		31/12/2023	31/03/2025	Head of Function	V5 - antenna connection to modems has been established at Johnstone and Edinburgh. Link tests to station end kit carried out, but unsuccessful. Further investigation required by NEC and ICT to establish reason for failure. Full testing of V5 functionality to be scheduled for mid-December. NEC advise work to progress V5 connection to WAN bearer would be January 2026. Work to add WAN bearer to Dundee and Edinburgh controls V3 completed successfully			Over 9 months from original due date
Procurement and implementation of DS300 ICCS (for Dundee and Johnstone Control)		31/03/2024	01/03/2025	Head of Function	Configuration at Dundee Control sufficiently completed to allow training courses to proceed. Ongoing telephony configuration continues at Johnstone Control and on completion of this work configuration will commence to allow scheduling of training dates. Initial stand up meeting held for Edinburgh Control DS3000 installation.			Over 9 months from original due date
Support the design, procurement, delivery and implementation of the New Mobilising System (NMS) - Phase 1		31/12/2023	31/10/2026	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 – FORWARD PLAN

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

SERVICE DELIVERY COMMITTEE – FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
25 NOVEMBER 2025	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies for Absence • Consideration of and Decision of any Items to be taken in Private • Declaration of Interests • Minutes • Action Log • Review of Actions • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Update from HMFSI • Operational Learning • Response to FBU Fire Storm Report (<i>May & November only</i>) 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Service Delivery Update (incl NMS/OC Resilience) • Service Delivery Performance Reporting: Quarterly Performance Report, • HMFSI Independent Action Plan Updates & Closing Reports • UFAS • Strategic Risk Summary and Committee Aligned Directorate Risks • Spotlight Risks: <ul style="list-style-type: none"> - TBC • SFRS Complaints and Compliments Annual Report 2024/25 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> •
		<p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>New Business</u></p> <ul style="list-style-type: none"> •
24 FEBRUARY 2026	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies for Absence • Consideration of and Decision of any Items to be taken in Private • Declaration of Interests • Minutes • Action Log • Review of Actions • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Update from HMFSI • Operational Learning • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Service Delivery Update (incl NMS/OC Resilience) • Service Delivery Performance Reporting: Quarterly Performance Report, • HMFSI Independent Action Plan Updates & Closing Reports • UFAS • Strategic Risk Summary and Committee Aligned Directorate Risks • Spotlight Risks: <ul style="list-style-type: none"> • TBC 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> •
		<p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>New Business</u></p> <ul style="list-style-type: none"> •

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SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 25 FEBRUARY 2025

The following reports were submitted for information only.

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/10-25

Agenda Item: N/A FIO

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	25 FEBRUARY 2025						
Report Title:	FRONTLINE UPDATE – CARBON MONOXIDE						
Report Classification:	For Information	SFRS (Scottish Fire and Rescue Service) Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To inform the Service Delivery Committee (SDC) of the production of a Frontline Update relating to carbon monoxide and the rationale for its publication.						
2	Background						
2.1	This Frontline Update highlights the importance of accurate identification and recording of carbon monoxide (CO), and application of approved Scottish Fire and Rescue Service (SFRS) procedures.						
2.2	This Frontline Update is designed to act as a reminder as well as an informative Safety and Assurance publication to reach out to staff across the Scottish Fire and Rescue Service and ensure that personnel are aware of its importance.						
3	Main Report/Detail						
3.1	This Frontline Update aims to: <ul style="list-style-type: none"> • Raise awareness of carbon monoxide • Prevent confusion between carbon monoxide and carbon dioxide • Prevent inappropriate use of domestic carbon monoxide detectors as improvised gas monitors • Highlight the importance of adhering to approved SFRS carbon monoxide procedures 						
3.2	The purpose of this Frontline Update is to also to share learning and experiences through Operational Assurance's routine analysis of incident activity to improve safety.						
3.3	Contained within the Frontline Update are several useful links which direct the reader to further sources of learning.						
4	Recommendation						
4.1	That SDC acknowledge the Frontline Update publication which will allow the learning from the analysis of carbon monoxide incidents to be shared across the SFRS and wider FRS community through the National Organisational Learning User Group (NOLUG).						

5	Key Strategic Implications
5.1 5.1.1	Risk The risks from non-compliance with approved SFRS carbon monoxide procedures are significant where exposure to toxic substances could occur.
5.2 5.2.1	Financial If approved SFRS carbon monoxide procedures are not adhered to, additional instances could result in severe harm or injury. The service may be held accountable with the possibility of personal injury claims.
5.3 5.3.1	Environmental & Sustainability No risk Identified.
5.4 5.4.1	Workforce Risk to SFRS staff if SFRS carbon monoxide procedures are not adhered to which could have an impact on absence levels and wellbeing of staff across the service.
5.5 5.5.1	Health & Safety Risk to SFRS staff if SFRS carbon monoxide procedures are not adhered to.
5.6 5.6.1	Health & Wellbeing There is a risk to SFRS staff health and wellbeing where SFRS carbon monoxide procedures are not adhered to and crews are exposed to this harmful substances at operational incidents.
5.7 5.7.1	Training There is a risk to training as SFRS ICAT course does not cover carbon monoxide poisoning recognition/treatment.
5.8 5.8.1	Timing At present, SFRS carbon monoxide procedures are detailed within an Awareness Briefing which has been in place in various versions (current version 4.0) since 2017. It is forecast that procedure will be detailed within HAZMAT package of DCP due Q3 2025-26.
5.9 5.9.1	Performance Risk to SFRS staff if staff are exposed to carbon monoxide at operational incidents due to misapplication of procedures, will have a significant impact on performance.
5.10 5.10.1	Communications & Engagement Frontline Updates will be communicated by email and published on iHub.
5.11 5.11.1	Legal There is a risk that failure to implement SFRS approved carbon monoxide procedures may result in personal injury claims being brought against the SFRS and Health and Safety legislation.
5.12 5.12.1	Information Governance DPIA completed – No. Not required for this Frontline Update.
5.13 5.13.1	Equalities EHRIA completed – No. Not required for this Frontline Update.
5.14 5.14.1	Service Delivery Information contained within this Frontline Update should be adhered to by Service Delivery and Operations Control staff to ensure our operational crews are able to carry out their work safely.

6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Craig McGoldrick, Director of Training, Safety and Assurance
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.3	Rationale:	Evidence of National and Service level learning being shared in an effective manner, protecting SFRS Staff and ensuring an effective response to the communities of Scotland.
8	Appendices/Further Reading	
8.1	Appendix A – Carbon Monoxide Frontline Update V0.2	
Prepared by:		Paul McQueen, Watch Commander Safety and Assurance
Sponsored by:		Laura McIntyre, Group Commander Safety and Assurance
Presented by:		Laura McIntyre, Group Commander Safety and Assurance
Links to Strategy and Corporate Values		
<p>Outcome 1 - Community safety and wellbeing improve as we deploy targeted initiatives to prevent emergencies and harm, Outcome 2 - Communities are safer and more resilient as we respond effectively to changing risks, Outcome 3 - We value and demonstrate innovation across all areas of our work, Outcome 4 - We respond to the impacts of climate change in Scotland and reduce our carbon emissions, Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public, Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be, Outcome 7 - Community safety and wellbeing improve as we work effectively with our partners.</p> <p>SFRS Values - Safety, Teamwork, Innovation and Respect.</p>		
Governance Route for Report		Meeting Date
<i>Safety and Assurance Function Management Team</i>		<i>16 January 2025</i>
<i>Directorate Management Team</i>		<i>24 January 2025</i>
<i>Training Safety and Assurance Board</i>		<i>06 February 2025</i>
<i>Service Delivery Committee</i>		<i>25 February 2025</i>
		Report Classification / Comments
		<i>For Scrutiny</i>
		<i>For information</i>
		<i>For Information</i>
		<i>For Information</i>

Safety & Assurance

Frontline Update

Sharing operational learning
across the Scottish Fire and
Rescue Service

Please note this Frontline Update refers to self-harm methods. Information on available support is provided under “further reading”.

CARBON MONOXIDE (CO)

VERSION 1.0

DATE: 16/01/2025

This frontline update highlights the importance of accurate identification and recording of carbon monoxide (CO), and application of approved SFRS procedures.

Author: WC Paul McQueen.



Introduction and aims

Through regular incident review, the Operational Assurance team has observed regular deviation from [approved SFRS carbon monoxide \(CO\) procedures](#). Where necessary it has been brought to the attention of relevant personnel through the incident debriefing and review process. This Frontline Update is intended to bring these matters to the attention of all Service Delivery and Operations Control personnel.

This Frontline Update aims to:

- Raise awareness of carbon monoxide (CO)
- Prevent confusion between carbon monoxide (CO) and carbon dioxide (CO₂)
- Prevent inappropriate use of domestic carbon monoxide (CO) detectors as improvised gas monitors
- Highlight the importance of adhering to approved SFRS carbon monoxide (CO) procedures

Carbon monoxide (CO) incident types

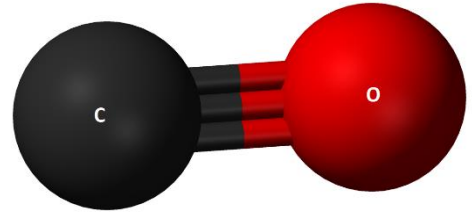
SFRS regularly attends many incident types where carbon monoxide (CO) is present/suspected. Some are detailed below (list not exhaustive).

- Domestic, commercial, vehicle and secondary fires
- Carbon monoxide detector actuations
- Individual Chemical Exposure (chemical suicide)
- Carbon monoxide leaks from faulty carbon-fueled appliances and industrial processes
- Release of internal combustion exhaust gases in confined or enclosed spaces



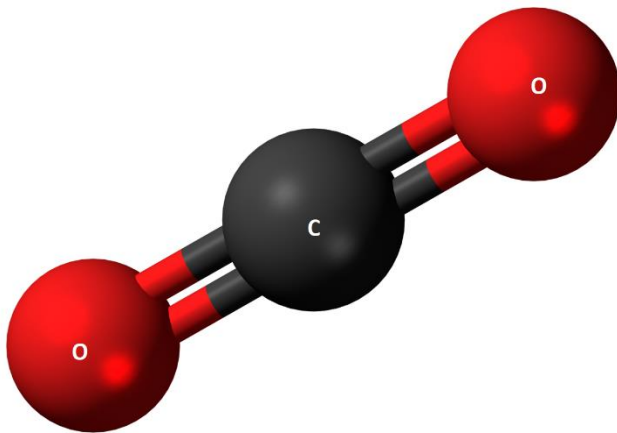
What is carbon monoxide (CO)?

Carbon monoxide (chemical formula – CO) is a toxic, colourless and odourless gas. It can be fatal if inhaled in high concentrations. When carbon monoxide (CO) enters the body through the lungs it attaches to the body's oxygen carrier, haemoglobin, and prevents the blood from transporting oxygen to cells, tissues, and organs. This damage is irreversible and is only removed when the body breaks down the affected blood cell. Faulty carbon-fueled appliances such as boilers, water heaters, and cookers can produce carbon monoxide (CO). Blocked chimneys, flues or vents can prevent carbon monoxide (CO) from escaping outside. Carbon monoxide (CO) is also present in exhaust gases from internal combustion engines.



Each carbon monoxide (CO) molecule consists of one carbon atom and one oxygen atom, hence its chemical formula - CO. **Carbon monoxide is not CO₂.**

What is carbon dioxide (CO₂)?



Carbon dioxide (chemical formula – CO₂) is a natural colourless and odourless gas that is present in the Earth's atmosphere. It is produced naturally by many biological processes such as respiration, decomposition, and combustion. It is essential for life on Earth due to its role in photosynthesis and regulating the Earth's temperature. It is commonly used to carbonate drinks and as a fire extinguishing medium. It is hazardous to human health in

high concentrations.

Each carbon dioxide (CO₂) molecule consists of one carbon atom and two oxygen atoms, hence its chemical formula – CO₂.

Carbon monoxide (CO) Vs. carbon dioxide (CO₂)

Carbon monoxide (CO) and carbon dioxide (CO₂) are quite different gases, and present different and distinct hazards to firefighters, despite the similarity of their names and chemical formulas.

Carbon monoxide (CO) is commonly incorrectly referred to/recorded as “CO₂.” All personnel must be aware of the importance of using the correct terminology when referring to or recording details of these gases. Where doubt exists in relation to the correct chemical formula, refer to and record the gases by their full names to ensure clarity. **SFRS personnel must not refer to or record carbon monoxide as “CO₂.”**

Accurate reference to the type of gas present/suspected at an incident is crucial to ensure accurate situational awareness and application of appropriate procedures and control measures.

Some comparisons between the properties of carbon monoxide (CO) and carbon dioxide (CO₂) are detailed below.

Density

Carbon monoxide (CO) is slightly lighter than air. It can accumulate at high levels in enclosed spaces such as in the heated gas layer above the neutral plane in fire compartments.

Carbon dioxide (CO₂) is heavier than air. It can accumulate at low levels and displace oxygen, creating an irrespirable atmosphere in confined spaces such as pub cellars or the holds of vessels.



Flammability

Carbon monoxide (CO) is flammable and can form explosive mixtures with air. It has a flammable range of 12.5%-74.2% in air, an auto-ignition temperature of 609°C, and has contributed to remote fire gas ignitions.

Carbon dioxide (CO₂) is non-flammable and does not support combustion. It is commonly used as a fire extinguishing medium due to its ability to displace oxygen.

Health Effects

Carbon monoxide (CO) is a highly toxic gas that can cause severe health problems.

Symptoms include:

- headache
- dizziness
- nausea
- feeling weak
- confusion
- chest and muscle pain
- shortness of breath



While carbon dioxide (CO₂) is not immediately toxic, high concentrations can cause:



- headache
- dizziness
- sweating
- confusion
- asphyxiation

Domestic carbon monoxide (CO) alarms and carbon dioxide (CO₂) monitors

SFRS has provided [carbon monoxide \(CO\) alarms](#) to domestic premises for several years. These alarms are required [by law](#) in all Scottish domestic premises with a carbon-fueled appliance. Actuation of a carbon monoxide (CO) alarm should be considered an emergency and [relevant operational procedures](#) must be adopted.



Carbon dioxide (CO₂) monitors are common in commercial buildings such as hotels and pub cellars due to compressed carbon dioxide (CO₂) being used in carbonate drinks. This equipment is becoming more common in domestic premises due to their ever-increasing insulation efficiency. Scottish [building standards](#) require the installation of carbon dioxide (CO₂) monitors in domestic compartments where ventilation levels meet certain criteria. They display the concentration of carbon dioxide

(CO₂) in air, and many of them have the chemical formula “CO₂” printed or on the display. They are therefore easily distinguishable from carbon monoxide (CO) alarms. These domestic monitors allow householders to monitor air quality and take appropriate action to improve ventilation (i.e., by opening a window). Elevated detection levels on a carbon dioxide (CO₂) monitor does not indicate elevated carbon monoxide (CO) levels. SFRS does not provide carbon dioxide (CO₂) monitors.

These two types of devices detect their respective gases in different ways. Carbon dioxide (CO₂) monitors cannot detect carbon monoxide (CO) and vice versa. It is therefore imperative that these types of devices are accurately identified to ensure the application of appropriate operational procedures.

Inappropriate use of domestic carbon monoxide (CO) alarms as gas monitors

Through regular incident review, the Operational Assurance team has identified an emerging trend where SFRS operational personnel have used domestic carbon monoxide (CO) alarms as improvised gas monitors to detect the presence of carbon monoxide (CO) at operational incidents.



This practice **must cease immediately**. Domestic carbon monoxide (CO) alarms do not form part of SFRS's approved [operational equipment](#) inventory. They therefore have no [PUWER](#) assessment, EIC (equipment information card), testing, inspection & maintenance regime, or defect reporting procedure.



Carbon monoxide (CO) presence can only be confirmed by using approved equipment as carried by Scottish Gas (SGN) engineers and SFRS DIM (Detection, Identification and Monitoring) vehicles.

SFRS approved carbon monoxide (CO) procedures

Upon receipt of a call reporting carbon monoxide (CO) present/suspected, Operations Control will mobilise the pre-determined attendance (PDA) of 2 pumping appliances and inform a 1st call FDO (flexi-duty officer).



As of publishing this Frontline Update, the correct operational procedure to adopt at domestic carbon monoxide (CO) incidents is detailed in [Awareness Briefing Carbon Monoxide Detector Actuations - Domestic Premises](#). The Future Concepts, Strategy and Policy team are currently producing a HAZMAT package within the [Document Conversion Project \(DCP\)](#) which will contain an operating procedure for carbon monoxide (CO) incidents.

ACTIONS

When attending incidents involving the suspected or confirmed presence of CO, the Incident Commander (IC) must carry out a full Dynamic Risk Assessment (DRA) and implement the following procedure:

- Only crews wearing Breathing Apparatus (BA) may enter the premises
- Occupants must be evacuated immediately
- Ventilate premises at the earliest opportunity
- Isolate the associated fuel supply, e.g., mains gas, LPG, oil, biomass, etc.
- Isolate appliance / apparatus, e.g., boiler, heater, cooker, etc.
- Where a log burning stove or open fire is in use and it is suspected as the source of the carbon monoxide, it must be extinguished



-
- If deemed necessary, where a mains gas fueled appliance is suspected as the CO source, request the attendance of Scottish Gas via Operations Control (OC) to confirm isolation of mains gas and appliance
 - Where Scottish Gas have been requested, the IC must ensure that an appliance remains in attendance until their arrival and the appropriate incident handover procedures are followed
 - If the fuel source is not mains gas, e.g., LPG, oil, biomass, etc., the above listed isolation procedures must still be adopted
 - The Owner Occupier Hazard Handover form must be completed detailing the requirement for a competent person to confirm the safety of appliances / apparatus before reuse and left with the premises responsible person in all cases
 - Under no circumstances should SFRS operational personnel use domestic CO alarms as improvised gas monitors to detect the presence of CO at operational incidents.

Further reading

SFRS personnel can refresh their knowledge and understanding of the content of this Frontline Update by accessing the links below.

[SFRS - Carbon Monoxide Detectors](#)

[NHS - Carbon Monoxide Poisoning](#)

[UKHSA - Carbon Monoxide General Information](#)

[UKHSA - Carbon Dioxide General Information](#)

[Operational Equipment Management Policy](#)

[Document Conversion Project \(DCP\)](#)

[Awareness Briefing Carbon Monoxide Detector Actuations - Domestic Premises](#)

[Fire and smoke alarms: the law \(gov.scot\)](#)

[NFCC carbon monoxide safety: Position statement](#)

If you have been affected by any of the content in this Frontline Update, help is available. Please see the information leaflet below.

[Health & Wellbeing Signposting](#)



If you have questions relating to the above information, please contact SFRS.HQOperationalAssurance@firescotland.gov.uk

National Operational Learning

OA (Operational Assurance) has established a library of National Operational Learning (NOL) Information Notes and Action Notes. Action Notes and Information Notes are issued by NOL as a result of learning submissions from across the UK Fire & Rescue Services (UKFRSs) to NOL.

Action Notes result in a change to National Operational Guidance (NOG). Information Notes are issued to all UKFRSs for information and local action, where necessary.

NOL Information Notes can be accessed [here](#) on the NOL website.

Please click on the following links to [National Operational Guidance](#) and [National Operational Learning](#) for further information on national learning.

All statistics and figures quoted are internal management information, they are provisional and may be subject to change. Published Statistics should be quoted for wider public use.

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Our mailing address is:
Scottish Fire and Rescue Service
Westburn Drive
Cambuslang, South Lanarkshire G72 7NA
United Kingdom