

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

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

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

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