

HMFSI Command and Control: Aspects of Incident Command Closing Statement

Recommendation 1	The SFRS should, as part of the Incident Command Policy Review, reinvigorate fully inclusive governance structures for monitoring the practical application of the policy, to ensure stakeholder investment in the process.
Action Description	Review Incident Command Policy and Operational Guidance and engage with Training and SDA staff to create updated Policy through Focus Groups and Service Delivery Policy meetings.
Opening position statement at January 2021	Monitoring of this will be carried out by Operational Assurance (OA) and evidenced via the Incident Command Policy and Operational Guidance consultation and engagement. Officers are currently mobilised to undertake OA at all Level 2 incidents and above and it is done routinely at Level 1 incidents. Operational Learning is captured and feeds into Policy e.g. Incident Command Policy and Operational Guidance. Recent evidence of lessons learned influencing changes would include the review and enhancements made to Water Rescue procedures.
Closing position statement at August 21	Review of the Incident Command Policy and Operational Guidance complete.
Recommendation 2	A strategic direction of travel for SOPs should be agreed and a programme of modernisation implemented, addressing the concerns of users and stakeholders such as HS&W, to ensure appropriate coverage of subjects and ease of use.
Action Description	Carry out a review of Standard Operating procedures and provide Options Appraisal to the Strategic Leadership Team.
Opening position statement at January 2021	A project jointly resourced by Operations Function and Safety and Assurance to be agreed by the Strategic Leadership Team and undertaken during 2021.
Closing Position statement at November 21	A review of Standard Operating Procedures and the production of an Options Appraisal for the Strategic Leadership Team was carried out which led to the creation and commencement of the Document Conversion Project. The Project is due to launch in March 2023. ICT continue to work on the delivery of the platform to support the new style documents.
Recommendation 3	Confidence in the use of the Operational Discretion Policy should continue to be promoted during incident command training, and culturally through operational assurance and improved attitudes to its use.
Action Description	Undertake a Thematic Audit on Operational Discretion (OD) and present results to the National Safety & Assurance Board.
Opening position Statement at January 2021	The Operational Discretion Policy and its use by Incident Commanders forms an integral part of all SFRS Incident Command courses. Within the Decision-Making section of the courses the key questions that an Incident Commander must consider prior to using Operational Discretion are displayed, then a group discussion takes places regarding when it is justifiable to use this policy. importance of contemporaneous note taking is highlighted for all decisions, but particularly when key decisions are made and the use of Operational Discretion is authorised, thus post incident scrutiny will require justification for the decisions taken. SFRS Legal department present on Incident Command courses to further enhance SFRS Incident Commanders' skills and knowledge around defensible decision making.

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Closing position statement at August 21	A Thematic Audit on Operational Discretion was undertaken by the Operational Assurance Department and recommendations presented to the National Safety & Assurance Board in January 2021.
Recommendation 4	The SFRS should review its resilience governance, including the SCAF document, in co-operation with wider resilience partners to enhance and promote, fully integrated partnership working.
Action Description	Carry out a review of the Scottish Coordination and Advisory Framework with wider partners to enhance and promote fully integrated partnership working.
Opening position statement at January 2021	The Scottish Coordination and Advisory Framework (SCAF) is accepted as best practice and continually utilised throughout our response to COVID-19. The SCAF document is currently being reviewed and will go out for consultation February 2021.
Closing position statement at May 22	A full review of the Scottish Coordination and Advisory Framework General Information Note has been carried out with wider partners fully considered and amendments implemented to ensure enhanced and fully integrated partnership working.
Recommendation 5	The SFRS should reinvigorate strategic focus on the CAR and implement a fully representative working group to progress issues that are disenfranchising partners.
Action Description	Establish a Working Group which will reinvigorate the strategic focus on the Community Asset Register (CAR).
Opening position statement at January 2021	A working group to reinvigorate the strategic focus of the Community Asset Register was established in December 2020 and an initial meeting will be held early 2021 to discuss progress and engage with our external partners. A meeting with Voluntary Sector Resilience Partnership, will also be held and it is anticipated that an Options Appraisal paper will be developed for consideration to direct the future of the Community Asset Register.
Closing position statement at April 22	A sub group was established and meetings held with SFRS and Jim Reville from Scottish Government as the Chair of the Voluntary Sector Resilience Partnership. A proposal for progressing issues that are disenfranchising partners went to the Scottish Resilience Partnership in June 2022. An Action Plan has been developed and work is currently being undertaken to complete the actions required.
Recommendation 6	The phased implementation of the tac-ad role should be progressed by covering all identified specialisms, ensuring an equitable spread of advisors across all duty groups and representative of risk in geographical areas.
Action Description	Develop and publish a Tac-ad policy for each capability.
Opening position statement at January 2021	Cadre of Detection, Identification and Monitoring and HAZMAT tac-ads is currently being replenished to maintain current levels. Plans are being explored to populate other capabilities with other tac-ads over the next four years. Work has begun to develop Tac-ad policies for each capability.

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Closing position statement at April 22	All National Fire and Rescue Service TacAd requirements are captured within each Capabilities Concept of Operations. TacAd roles are being progressed through the Training, Safety and Assurance Directorate via the Training Needs Analysis .
Recommendation 7	The SFRS should ensure that the scrutiny of the management of the Command and Control Futures project, involves consideration of contingency planning for systemic failures in current control systems.
Action Description	Further develop, test and review the Operations Control Business Continuity Plan.
Opening position statement at January 2021	The Business Continuity Plan has been reviewed extensively as part of Operations Control preparedness for response to COVID-19. This extensive work will continue with further development, test and review.
Closing position statement at August 21	The Senior Responsible Officer for the Command and Control Futures Programme invoked a Contingency Planning Sub Group, chaired by the SFRS Head of Operations. Among the tasks set to this group has been the exploration of additional ICT and Infrastructure investment in order to improve the resilience of the existing Command and Control Mobilising System, whilst the Service awaits the arrival of the new system. In addition, the Business as Usual Operations Control (OC) Managers have carried out exercises and regular testing of the existing Business Continuity Planning arrangements.
Recommendation 8	The SFRS should introduce a formal, bespoke course and training requirements, for CSU operators. The layout, staffing and operation of these units should be consistent.
Action Description	Carry out CSU operator training across all 8 command units including provision of a CSU Guidance Note, LCMS package and a Concept of Operations for all 8 CSUs as part of the CSU capability lead.
Opening position statement at January 2021	<p>A full day training course has been designed delivered to Command Support Unit (CSU) Crews. The following key area form part of the course content:</p> <ul style="list-style-type: none"> • Mobilisation and set-up of the CSU at an operational incident. • The five roles of the CSU. • For the Loggist role covers the contemporaneous/decision logs. • Full incident build, including overview and timeline management. • How the quadrant board works and how populated. • Two consolidation exercises. • Main scheme and Fireground communications in use - obtaining sector updates, training focusing on the structuring and standard of messages from the incident ground. <p>To date this training has been rolled out to all CSU Stations within the North Service Delivery Area (SDA). A plan is in place to deliver to other SDAs. It should be noted that whilst the CSU stations that have not yet received the training they have been furnished with the training document to all familiarisation and watch based training.</p>

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Closing position statement at February 22	The required training for all Command Support Unit personnel has been completed. Training packages and Concept of Operations have been completed and are available via the organisational Learning Content Management System.
Recommendation 9	Consideration should be given to OC staff supporting CSU staff, on location, at larger protracted incidents where availability or opportunity allows.
Action Description	Explore the possibility of Operations Control staff assisting at incidents with CSU.
Opening position statement at January 2021	SFRS will explore the possibility of Operations Control (OC) staff assisting at incidents with CSU. In the interim OC staff in the Incident Support Room can provide assistance.
Closing position statement at April 22	The criteria and logistics for OC staff to attend incidents have been considered and will be included in OC strategic planning.
Recommendation 10	The UIG for the procurement of new digital fire ground radios should include Scotland wide collaboration with SD end users ensuring representation from urban, rural and remote rural station groups. Adequate provision of intrinsically safe sets should be incorporated into the project.
Action Description	Involve representation from Service Delivery end users ensuring involvement from urban, rural and remote rural station groups during future User Intelligence Groups for the procurement of digital fire ground radios.
Opening position statement at January 2021	There is currently no User Intelligence Group (UIG) for digital fire ground radios, however, any future process will involve representation from Service Delivery end users ensuring involvement from urban, rural and remote rural station groups. Adequate provision of intrinsically safe sets will also be incorporated within the project. More widely, the Operations Function are currently working towards supporting a new style of UIG that captures the views and opinions of colleagues from across the Service, this will include subject matter experts and practitioners. This work is being conducted in conjunction with Assets Research & Development team and it is anticipated that future trials and pilots will be focused on the end user.
Closing position statement at August 21	A UIG forms part of the Fireground Communications element of the SFRS Operational Strategy and will be developed within a Concept of Operations which will involve representation from all areas of frontline operational response.

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Recommendation 11	The SFRS should evaluate the understanding and ease of its use of the current call-sign format and if required devise, in consultation with end users, revised call-signs.
Action Description	Roll out National Call sign structure.
Opening position statement at January 2021	The implementation of the Scottish callsign structure was completed at the end of 2020. The move to national callsigns removed the variety of legacy callsign structures which the SFRS inherited. Consultation and national training was carried out before commencing the roll out. The new callsign construction is based on location and appliance type for appliances or location and role for Officer which provides a unique identifier for all our resources. A review of the callsign structure will be carried out after the implementation of the Command and Control Mobilising System.
Closing position statement	As above.
Recommendation 12	A standardised SFRS incident command pack should be introduced as soon as possible along with a comprehensive training package in its use, with particular additional support provided to remote rural areas on its introduction.
Action Description	Produce and publish a standardised Incident Command Pack.
Opening position statement at January 2021	Capital Funding has been agreed and procurement for an Incident Command Pack which includes Contemporaneous Logs and Command Decision Logs is underway. The Incident Command Pack is a physical product, in essence, a pack containing a number of aids to support the execution of incident command at an operational incident. The work on this is advanced. This will be superseded by an electronic version on the GETAC tablet.
Closing position statement at August 21	Standardised Incident Command Packs have been developed and issued to all stations and Flexi Duty Officers as above.
Recommendation 13	The SFRS should monitor compliance with the GIN Official Notebook, potentially through the station audit process, and take remedial action where deficiencies are found.
Action Description	OA will liaise with Operations Function to discuss the addition of a question in the Station Audit on Operational Assurance Recording and Reporting System (OARRS) relating to the review of official notebooks.
Opening position statement at January 2021	SFRS Legal department present on the Incident Command Level (ICL) courses to further enhance SFRS Incident Commanders' skills and knowledge around defensible decision making, the importance of a good log and utilisation of Notebook. Further delivery on Fatal Accident Enquiry Training courses, Tri-Service Loggist Courses, as well as Flexi Duty and Supervisory Managers seminars highlight the importance of this General Information Note (GIN) and SFRS Notebooks.
Closing position statement at August 21	Operational Assurance and Operations Function agreed to add a question relating to the review of official notebooks to the Station Audit Form on the Operational Assurance Recording and Reporting System.

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Recommendation 14	The SFRS should establish and promote a culture of carrying out incident ground operational assurance.
Action Description	Develop and publish a 'During Incident Operational Assurance' General Information Note.
Opening position statement at January 2021	<p>A new During Incident Operational Assurance' General Information Note will provide clear guidance on the three stages of Operational Assurance (OA) when informed/assigned to an incident, these being Active Monitoring, During Incident Review and Post Incident procedures. The During Incident Operational Assurance General Information Note (GIN) was published in November 2020. The GIN defines the roles and responsibilities of Operational Assurance Officers.</p> <p>In addition, as part of their functional plan, OA will be promoting the OA 'product' in 2021, this will include meeting with Service Delivery Area colleagues to increase the awareness of OA and support the delivery of OA across the SFRS.</p>
Closing position statement	As above.
Recommendation 15a	The SFRS should review its debriefing process to encourage the generation of shared learning from smaller incidents.
Action Description	Develop an 'Operational and Event Debriefing' General Information Note.
Opening position statement at August 2021	<p>The Operational and Event Debriefing' General Information Note provides clear guidance on the requirements for debriefing across the SFRS. This GIN has been consulted upon and will be published early 2021. The GIN will be supported by the launch of the new Operational Assurance Recording & Reporting System (OARRS) which was launched in November 2020. OARRS allows learning submissions to be submitted for all incident levels and training event. OARRS streamlines the capture, analysis, reporting and dissemination of learning across the SFRS via Frontline Updates and published debrief reports. OA are also in the process of developing a quarterly OA newsletter that will promote good practice and shared learning from incidents across the SFRS. This is due for completion by March 2021. The Operational & Event Debriefing GIN was published in February 2021.</p>
Closing position statement at Feb-21	As above.
Recommendation 15b	The SFRS should review its debriefing process to allow a more efficient method of significant findings informing future practice.
Action Description	Develop an 'Operational and Event Debriefing' General Information Note.
Opening position statement at August 2021	<p>The 'Operational and Event Debriefing' General Information Note provides clear guidance on the requirements for debriefing across the SFRS. This GIN has been consulted upon and will be published early 2021. The GIN will be supported by the launch of the new Operational Assurance Recording & Reporting System (OARRS) which was launched in November 2020. OARRS allows learning submissions to be submitted for all incident levels and training event. OARRS streamlines the capture, analysis, reporting and dissemination of learning across the SFRS via Frontline Updates and published debrief reports.</p>

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	<p>OA are also in the process of developing a quarterly OA newsletter that will promote good practice and shared learning from incidents across the SFRS. This is due for completion by the end of March 2021.</p> <p>OA are also in the process of developing an 'Organisational Learning' GIN. In terms of significant findings informing future practice, the current process of progression from event outcomes to action plan and subsequent completion is already in place. There is a robust governance process in place to ensure recommendations are actioned through the Safety & Assurance Board. This will be supplemented by the development of and 'Organisational Learning' GIN that will provide governance around both internal and external learning events/opportunities and provide a clear governance process to ensure lessons learned are embedded across the SFRS. This GIN is due for completion by March 2021.</p>
Closing position statement at August 21	The Operational & Event Debriefing GIN was published in February 2021; the Operational Learning Governance GIN was published May 2021.
Recommendation 15c	The SFRS should review its debriefing process to improve the storage and access of debrief documents.
Action Description	The SFRS should review its debriefing process to improve the storage and access of debrief documents.
Opening position statement at January 2021	Ongoing discussions with GC Ferguson and Legal Services to look at how debrief reports can be shared have taken place. Once an agreement is reached, debrief reports could be stored in the document library and accessed via the Operational Assurance Intranet site. This action will be updated once a decision of moving forward has been reached.
Closing position statement at August 21	All debriefs are now submitted and stored electronically on the new Operational Assurance Recording and Reporting System (OARRS). Debriefs can be accessed by OARRS Admin Users (OA Department Staff) and shared as required
Recommendation 16	The SFRS should continue the good practice of FDO command seminars, but consider opening up access to Watch Commanders.
Action Description	Develop and continue to deliver FDO Command Seminars.
Opening position statement at	Work is underway to consider options for virtual Seminars ensuring that these information Seminars can continue.
Closing position statement at November 2021	Command Group Seminars have been run in relation to variety of subjects including High Rise, Marauding Terrorist Attack response and COP26 C3 arrangements in the last quarter. One High Rise Command exercise has been held with others scheduled for December 2021. The Training, Safety and Assurance continuous improvement project is reviewing all aspects of Officer development, including flexible modular system that aligns both supervisory and Middle Manager training packages.

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Recommendation 17	The SFRS should consider implementing a more formal process of FDO duty group meetings, to support all officers.
Action Description	Develop a guidance document for FDO command seminars.
Opening position statement at January 2021	All Groups have weekend national briefing meetings currently in place. Whilst it is acknowledged that a great deal of local and Service Delivery Area command group meeting and development activity is in place on an ad hoc basis work is now underway to develop virtual Command Group Training and associated guidance and procedural documents to formalise elements of this without attempting to detract from or inhibit local arrangements.
Closing position statement at November 21	Duty Groups continue to have support meetings for all Command Officers in Scotland which involve CPD and are scheduled in for 2022/23. The Operations Function have a Command Seminar arranged for May 22 for all Flexi Duty Officers which will cover a range of topics including mentoring and coaching, operational incidents of note and dealing with operational incidents. This Command Seminar will be held annually.
Recommendation 18a	The SFRS should review its incident command training and assessment criteria to introduce a practical training aspect, incorporating problem solving and critical decision-making under pressure.
Action Description	Review all Incident Command Courses to ensure practical training aspects incorporating problem solving and critical decision-making under pressure, are fully embedded.
Opening position statement at January 2021	This recommendation is currently mapped across all levels of Incident Command Training.
Closing position statement at November 2021	All incident command courses have been considered and involve problem solving and critical decision making under pressure. This is evidenced through PowerPoint presentations, assessment scenarios and marking criteria. This action is now complete.
Recommendation 18b	The SFRS should review its incident command training and assessment criteria to develop and conclude its work in mapping across elements of the incident command assessment with the incident ground operational assurance process
Action Description	Map across Watch Manager 7 (WM7) and Emergency Fire Services Management 2 (EFSM2) marking criteria as part of the Operations Assurance Incident Reporting process.
Opening position statement at January 2021	Training and Operational Assurance have worked cohesively to map across Watch Manager 7(WM7) and Emergency Fire Services Management 2 (EFSM2) marking criteria as part of the Operational Assurance incident reporting process. This piece of work is in the latter part of the process and just about to embark on final consultation.
Closing position statement at February 2022.	This policy has been produced and went through the required stages of consultation. A communication strategy has been produced to support the launch of this policy and other supporting doctrine.

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Recommendation 18c	The SFRS should review its incident command training and assessment criteria to utilise a reflective journal template for ICs to provide evidence of incident command competence, with a view to extending re-accreditation timescales.
Action Description	Ensure reflective journal element forms part of the procedure produced to allow assessment of Incident Command on the incident ground and a recording facility established within PDRPro.
Opening position statement at January 2021	<p>PDRpro is used by Incident Commanders (CC-WC) to record incidents which they have attended. The IC creates the incident on PDRpro, sends it to all attending personnel for reflection as well as for the purposes of their own reflection. Flexi Duty Officers also use the system to record the incidents they have attended which provides them the opportunity to reflect. They are also required to record all blue light drives as well as complete the FDO TfOC modules.</p> <p>Below are excerpts taken from the Training for Operational Competence (TfOC) Framework General Information Note (GIN) to support the above:</p> <p>5.1 Incident Recording</p> <p>It is the responsibility of the Line Manager to generate an incident for their crews. All incidents of note must be evaluated by all attending personnel. In the case of multiple incidents of the same type occurring, e.g. Automated Fire Alarms (AFAs), bin fires, etc., then a minimum one entry of that incident type should be recorded. A Manager will create an incident record on PDRpro after attending an incident of note. A minimum of one incident per week is required where possible. A system message is sent to all personnel who attended the incident. This allows personnel to evaluate their role at the incident, including any equipment they may have used. FDMs are expected to record all incidents that they attend. They must detail the role they undertook at the incident and, as appropriate, reflect on the overall incident.</p>
Closing position statement	As above.
Recommendation 19	The SFRS should train all its RDS and Volunteer Commanders to the level of ICL1 or develop an achievable alternative, incorporating practical training which safely meets training aims and requirements.
Action Description	Develop modularisation of the current ICL1 acquisition course to provide a flexible delivery model to support all duty systems.
Opening position statement at January 2021	A modularised version of the current Incident Command Level 1 course is being developed to assist in a flexible delivery model.
Closing position statement at August 21.	Modular course content is now complete with initial pilot completed in Western Isles Orkney & Shetland Local Senior Officer Area. Candidate feedback has been very positive. Further courses scheduled across other Service Delivery Areas to support evolving of product and assist COVID-19 training recovery plan for incident command.

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Recommendation 20	The SFRS should develop a process of quality assurance to assess the effectiveness of its training delivery.
Action Description	Develop an annual Quality Assurance Plan.
Opening position statement at January 2021	Training already have a Quality Management System (QMS) that assists with this action and has been supplemented by the production of an annual Quality Assurance Plan.
Closing position	See above.
Recommendation 21	The SFRS should pursue further opportunities for the collaboration of training with emergency service partners.
Action Description	Incorporate partner delivery on all ICL training courses and reciprocate this with partners.
Opening position statement at January 2021	SFRS currently have two embed officers within Scottish Multi Agency Resilience, Training & Exercising Unit (SMARTEU) to assist in the collaboration of emergency services training. This aligns with training and exercising. SFRS also collaborate as part of Joint on Scene Incident Command (JOSIC) and Joint Emergency Services Interoperability Principles (JESIP) training which is further supported by training at local level through Local Resilience Partnership's (LRP), Control of Major Accident Hazard (COMAH) sites as well as transport hubs such as Aircraft Diversion at Prestwick Airport all multi agency. SFRS will continue to incorporate partner delivery on all ICL training courses and reciprocate this with partners.
Closing position statement at February 22	There is partner involvement in all SFRS ICL courses, both in design and delivery and this is an ongoing embedded process. SFRS SMARTEU and partners have established clear lines of communications to support this.