HMFSI Management of Health and Safety: An Operational Focus - Action Plan Progress

Action Plan Owner: Jim Holden, Head of Safety and Assurance

Updated	Next Update	Committee Update (PC)
Oct-24	Feb-25	Dec-24

HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	BRAG	Evidence
The SFRS should ensure that risk critical information provided to crews via the GETAC tablet is easily accessible when required, up to date and the information available suitable for all foreseeable incident types.	R3.1	Determine risk critical information required for GETAC tablets to ensure that this information is provided to crews.	AC William Pollard	Sep-23	Sep-23 to Mar-24 to Jun-24 to **Dec-24**	In Progress	24 June 2024: Due to the dependency on the Communications and Information Governance iHub Project, the Operations Function, as yet, have no platform to deliver a live Document Conversion Project. Subject matter content and an order of roll out by Thematic Packages remains available, with the currency of the content and detail under constant review. Acknowledging the progress of the New In Vehicle Solutions Project, the replacement of the GETAC tablet with a Samsung device will provide greater opportunity to update information currency once the Communications and Information Governance iHub project delivers. The due date requires to be revised to June 2024 in line with the completion of the iHub Project. This action remains amber due to the slip in timescales as a result of the interdependency to the iHub project. [Proposed revised due date from Mar-24 to Jun-24] **28 October 2024: Following training from Information Governance colleagues, Operations is now in a position to upload Document Conversion Project (DCP) content for a service-wide launch. In response to the action to determine risk-critical information required for GETAC tablets and ensure it is provided to crews, we are currently uploading Phase 1 of the Document Conversion Project (DCP). This will be accessible through the secondary tablet on the appliances, providing risk-critical information at the point of need in an easy-to-access and understandable format. We are also working closely with the In Vehicle Solutions (IVS) team to ensure that relevant apps are available on these tablets and that all information is accessible on the CF33 tablet once it is installed. This action has moved from amber to red due to the delay which resulted from the interdependency to the iHub project and workloads within ICT. [Proposed revised due date from Jun-24 to Dec-24]**	75%		Red	
The SFRS should identify the cultural barriers that prevent staff reporting 'near misses'. It should design, develop and test all near miss recording systems, ensuring that the systems are accessible to staff and encourage ease of use to improve and encourage reporting across the organisation.	R5.2	Consider process to ensure that outcomes and lessons learned from Near Miss reporting are made widely available to staff.	Teresa Kelly, Deputy Head of Safety and Assurance	Mar-23	Sep-23 to Mar-24 to Aug-24 to **Dec-24**	In Progress	24 June 2024: A draft Communications and Engagement Framework is currently under review. It is due to be published in Quarter 2. This action has been marked as red due to the slip in timescales, however, work is due to progress to completion for the proposed revised due date of August 2024. [Proposed revised due date from Mar-24 to Aug-24] **28 October 2024: Safety and Assurance has developed a Near Miss Reporting Frontline Update, updated the Near Miss section in the annual report template, continues to promote Near Miss through the Safety and Assurance Improvement Group (SAIG), and is researching the potential for use of technology to assist with Near Miss reporting (e.g. QR Codes etc.) The Safety and Assurance Communications and Engagement Framework started its Governance journey in August 2024 and will be published once approved. This action remains red due to the slip in original timescales as a result of departmental workloads. [Proposed revised due date from Aug-24 to Dec-24]**	90%		Red	
The SFRS should identify the cultural barriers that prevent staff reporting 'near misses'. It should design, develop and test all near miss recording systems, ensuring that the systems are accessible to staff and encourage ease of use to improve and encourage reporting across the organisation.	R5.3	Develop improvement/suggestion scheme and a hazard reporting system including feedback methods.	Teresa Kelly, Deputy Head of Safety and Assurance	Mar-23	Mar-24 to **Oct-24**	In Progress	24 June 2024: The Hazard Reporting module is near completion, however, due to other priorities arising for ICT, it will be October 2024 when work recommences, pending confirmation. This action has been marked as red due to the slip in timescales, however, work is due to progress to completion for the proposed revised due date of October 2024. [Proposed revised due date from Mar-24 to Oct-24] **28 October 2024: This action remains as is due to the capacity of ICT to support Think, Act, Stay Safe (TASS). All Think, Act Stay Safe (TASS) projects of work have been put on hold however it is anticipated that Action R5.3. will be completed by 31st October 2024. This action remains red due to the slip in original timescales as a result of workloads within ICT.**	90%		Red	
The SFRS should design and develop an electronic asset management and testing solution, which would reduce reliance on paper records and limit organisational exposure and risk.	R7.1	Identify, test and implement a suitable management system. (This will need substantial ICT support and will need to be in the ICT workplan to be able to proceed .There is currently a Vehicle Inventory Checking System (VIC) being trailed but it's taken almost 2 years to get this solution to trial status)	Roddy Mackinnon, Scottish Equipment Manager	Sep-23	Mar 24 to Apr 24 to **Oct-24**	Complete	24 June 2024: The live system is still in development with ICT due to competing resources and projects impacting completion. This action has been marked as red due to the slip in timescales, however. work is due to progress to completion for the proposed revised due date of October 2024. [Proposed revised due date from Apr-24 to Oct-24] **28 October 2024: A system has now been full developed for use within SFRS. Assets have completed the initial roll out of Vehicle Inventory Checking (VIC) system to 20 water rescue stations and have also completed end user engagement and feedback from these stations. Analysis of the feedback from these 20 stations is still to be completed and then further progressed to establish lessons learned and any further developments and equipment requirements (phones, tablets etc.). A plan has been developed for a further roll out to specialised stations including High Reach, Rapid Response Unit (RRU), Detection Identification and Monitoring DIM Unit, Hydrants and Fire Investigation (FI). This will commence following the feedback review. It is proposed that this action is closed in terms of the HMFSI recommendation given that we now have a live system that is currently being used at operational stations (water rescue) to undertake Vehicle inventory checks and a continued program of implementation of the Vehicle Inventory Check system across all vehicle types within the service will be managed and monitored through Business as Usual. This action has been marked blue and is now complete in terms of the HMFSI recommendation with a system now in place and being utilised, and with further roll out across the Service programmed.**	100%	Oct-24	Blue	
The outcomes of the Document Conversion Project currently being carried out in the Operations function, should be evaluated and the benefits extended to other SFRS Directorates, including Training Safety and Assurance (TSA).	R1.1	Principles of the Document Conversion Project to be presented to all Directorates.	AC Craig McGoldrick, Operations	Mar-23	3rd revised Aug-24	Complete	21 February 2024: This action remains aligned to, and dependent on the Communications and Information Governance Project for the Website/iHub redesign. Completion of the aforementioned will allow for the go-live of the Document Conversion Project and the publication of the Standard Operating Procedure detail. This action remains red due to the slip in original timescale and updated timescales regarding the iHub and Website project are expected by the next update. 24 June 2024: Due to the dependency on the Communications and Information Governance iHub Project, the Operations Function, as yet, have no platform to deliver a live Document Conversion Project. Subject matter content and an order of roll out by thematic packages remains available, with the currency of the content and detail under constant review. Outstanding actions to achieve the milestones will require scheduled training of Operations staff in the use of the iHub platform (Communications project team to deliver in May 2024), transferring of content/document format (Word to HTML- Operations now required to resource), the development of a communication plan to launch the platform for user interaction, and the revised timeline for phased uploads (due to associated volumes of information this was determined to be one work package per quarter). It is proposed to close this action based on the following: The Operations Function have embedded this action within the Functional Plan for 2024/25 (OPSFP020) and continue to work with Communications in anticipation of the delivery platform. The Operations functional plan will see the wider communication to other stakeholders following the implementation and review stages which will meet the recommendations of HMFSI. This action has been marked as blue given the proposal to close the action as a result of the work ongoing as Business as Usual. [Proposal to close HMFSI Action Plan action as work will continue to undertaken and monitored as part of the Operations Functional Plan]	100%		Complete	

Recommendation	Ref	Action	Owner	Due	Revised Due	Status	Update	%	Date	Status	Evidence
The SFRS should revise and amend the LCMS packages on Analytical Risk Assessment (ARA) and Dynamic Risk Assessment (DRA) to ensure that they focus on how and why to complete the documentation, ensuring the content is suitable for all Operational staff.	R2.1	Develop Management of Operational Risk Policy and Operational Guidance.	Teresa Kelly, Deputy Head of Safety and Assurance	Mar-23		Complete	15 February 2023: Draft has been developed. A meeting to discuss suitability for implementation was cancelled due to unforeseen events occurring. This action is currently green and on track for completion by the proposed due date. 17 May 2023: Alternative approach to addressing this action has been agreed which includes completed reviews of Dynamic Risk Assessment / Analytical Risk Assessment arrangements, training, and the development of Safety Culture Strategy in 2022/23. See evidence column. This action is green and complete.	100%	Mar-23	Complete	Upon review of Head of Function, the Management of Operational Risk Policy and Operational Guidance is no longer required as further evidence and updates have been made, including update of: Incident Command Policy and Operational Guidance, Operational Aide Memoir, Breathing Apparatus Policy and Operational Guidance and urgent instruction for requirement to complete Analytical Risk Assessment (ARA) /Dynamic Risk Assessment (DRA). Further work regarding the Learning Content Management System (LCMS) package remains ongoing.
The SFRS should revise and amend the LCMS packages on Analytical Risk Assessment (ARA) and Dynamic Risk Assessment (DRA) to ensure that they focus on how and why to complete the documentation, ensuring the content is suitable for all	R2.2	Review the LCMS package for Analytical Risk Assessment (ARA) and Dynamic Risk Assessment (DRA).	Teresa Kelly, Deputy Head of Safety and Assurance SC Ben Carlin (Health and Safety)	Mar-23		Complete	15 February 2023: Production of Analytical Risk Assessment (ARA)/Dynamic Risk Assessment (DRA) maintenance module (working with Training and Employee Development. Work continues to embed ARA/DRA in Training for Operational Competence (TfOC). This action is on track and has been marked green. 17 May 2023: The review of the Learning Content Management System (LCMS) packages relating to Analytical Risk Assessment (ARA)/Dynamic Risk Assessment (DRA) was completed in Quarter Q4 2022/23.	100%	Mar-23	Complete	
The SFRS should revise and amend the LCMS packages on Analytical Risk Assessment (ARA) and Dynamic Risk Assessment (DRA) to ensure that they focus on how and why to complete the documentation, ensuring the content is suitable for all Operational staff.	R2.3	Review Incident Command assessments.	AC Alasdair Cameron, TSA	Jun-23		Complete	15 February 2023: The Incident Command Core Skill within the Training for Operational Competence (TfOC) for Quarter 4 has content relating to Dynamic Risk Assessment (DRA) and Analytical Risk Assessment (ARA). There is also a Analytical Risk Assessment (ARA)/Dynamic Risk Assessment (DRA) module within the Health and Safety Programme of Learning which is currently live on the LCMS system. All can be evidenced within Learning Content Management System (LCMS) itself. This action is green and is complete. 17 May 2023: Launched in April 2022, the Training for Operational Competence Framework now includes a dedicated Learning Content Management System (LCMS) packages for all operational levels. This includes a dedicated 'Risk Assessments at Operational Incident' module with specific content relating to Analytical Risk Assessment (ARA)/Dynamic Risk Assessment (DRA) along with Incident Command Assessment that focuses specifically on this area. Combined it provides clarity on how and why to complete an Analytical Risk Assessment (ARA)/Dynamic Risk Assessment (DRA), as this is an essential element that contributes towards Firefighter safety. The design of this new Learning Content Management System (LCMS) content now makes it achievable across all Operational staff Groups, which is a key element to its success. This action is green and complete.	100%	Feb-23	Complete	LCMS
The SFRS should revise and amend the LCMS packages on Analytical Risk Assessment (ARA) and Dynamic Risk Assessment (DRA) to ensure that they focus on how and why to complete the documentation, ensuring the content is suitable for all Operational staff.	R2.4	Integrate principles of Analytical Risk Assessment (ARA) and Dynamic Risk Assessment (DRA) as relevant to risk in all courses.	AC Alasdair Cameron, TSA	Mar-23		Complete	15 February 2023: Analytical Risk Assessment (ARA)/Dynamic Risk Assessment (DRA) included in all relevant training material and managed by the Operational Competence Strategy Group. This action is green and is complete. 17 May 2023: Established in April 2022, the Operational Competence Strategy Group now provides a platform that reviews the Training for Operational Competence based on risk, with content that integrates the principles of Analytical Risk Assessment (ARA)/Dynamic Risk Assessment (DRA) relevant to the subject matter being covered. This aligns to the principles of the 'Risk Assessments at Operational Incident module'. This action is green and complete.	100%	Feb-23	Complete	LCMS
The SFRS should ensure that risk critical information provided to crews via the GETAC tablet is easily accessible when required, up to date and the information available suitable for all foreseeable incident types.	R3.2	Determine Operational Intelligence information required for GETAC tablets to ensure that risk critical information provided to crews.	AC Craig McGoldrick, Operations	Sep-23		Complete	15 February 2023: Once the Phase 1 Document Conversion Project is launched the GETAC/ or secondary Tablet will be used to display the latest risk critical information. 4G connectivity will allow information to be updated as and when required. This action is currently green and on track for completion by the proposed due date. 17 May 2023: It is proposed that this action is closed as complete. All Operational Intelligence documentation was reviewed in 2022. The process to gather risk critical Operational Intelligence, using the Operational Intelligence Generic Information Note and supporting systems, is reflected in the information available to crews. A performance framework was developed by the Operational Intelligence team which has a focus on the Operational Intelligence reporting toolkit. The first review period is due to provide outcomes/findings in June 2023. Areas for improvements will be translated into Area based support by the Operational Intelligence team. In terms of the action the available and correct risk critical information is being provided to crews. This action is green and complete.	100%	May-23	Complete	
The SFRS should ensure that the Post Incident Support Procedure is amended so that triggers are in place and are activated automatically to support all levels of operational staff attending relevant incidents.	R4.1	Health and Wellbeing Team to review Post Incident Support Procedure to determine the need for automatic activations criteria and process.	Justin Smithson, Clinical Lead	Jun-23	Dec-23 to Mar-24	Complete	21 February 2024: We are now in receipt of the report following the HMFSI thematic inspection, and these recommendations have been considered as part of the Post Incident Support Procedure (PISP) review. It is anticipated that this PISP review will be completed and commence its governance journey in Quarter 4 2023/24. This action has moved from amber to red due to the slip in original timescale. It is, however, expected that the action will be completed by March 2024. [Proposed revised due date from December 2023 to March 2024] 24 June 2024: The end-to-end review of the Post Incident Support Policy and Procedure completed its governance journey in Quarter 1 2024/25 and will be published in due course with supporting communications. This action has been marked blue and is now complete.	100%		Complete	
The SFRS should identify the cultural barriers that prevent staff reporting 'near misses'. It should design, develop and test all near miss recording systems, ensuring that the systems are accessible to staff and encourage ease of use to improve and encourage reporting across the organisation.	R5.1	Health & Safety Department to liaise with Service Delivery Areas to identify the cultural barriers that prevent Near Miss reporting.	Teresa Kelly, Deputy Head of Safety and Assurance	Mar-23	Sep-23 to Mar-24	Complete	15 November 2023: The Hazard Reporting module has been handed to ICT for development on the Think, Act, Stay Safe System and is expected to be completed by Quarter 4. The Safety Culture Survey has concluded. An analysis will be conducted in October. This action is amber as it has missed the September 2023 deadline. [Proposed revised due date from September 23 to March 2024] 21 February 2024: Near misses continue to increase through awareness and local campaigns. There has been a 75% increase in reporting (22/23:135 – 23/24 236). The Hazard reporting system is currently under trial by Safety and Assurance prior to going live. This action is complete.	100%	Feb-24	Complete	

Recommendation	Ref	Action	Owner	Due Date	Revised Due Date	Status	Update	%	Date	Status	Evidence
RVDS staff should be provided with effective middle management supervision and support to ensure that knowledge and information is shared and staff assessed to the required standards.	R6.1	Review On Call recruitment and terms of conditions to potentially enhance staffing levels.	AC Craig McGoldrick, Operations Gavin Hammond	Sep-23		Complete	15 February 2023: A total review of On Call recruitment process has been completed. Efficiencies and improvement identified and introduced under the On Call improvement programme. There is a need for continued improvement as work progresses out with the project and where other On Call recommendations have been made but final decisions around implementation are yet to be made. Terms and Conditions (T&Cs) standardisation for RDS are yet to be agreed. Further recommendations from the On Call programme are likely to be stalled until agreement is reached. This action is currently green and on track however completion by the proposed due date will be determined by future decision-making and developments with regards to the Terms and Conditions. 17 May 2023: Propose to consider transfer/closure of this action. There is clear evidence that the recommendation has been given due regard. The project has been underway for a number of years, with major aspects required to reach completion remaining out with the control of SFRS. It is recommended that this recommendation is closed off as 'business as usual' as it features on the People and Organisational Development Directorate Plan for 2022/23 and will be monitored accordingly. On the assumption that this recommendation is agreed, the action has been marked green and 100% complete.	100%	May-23	Complete	
RVDS staff should be provided with effective middle management supervision and support to ensure that knowledge and information is shared and staff assessed to the required standards.	R6.2	Review management/supervisory provision to On Call staff and determine any actions required to enhance current levels.	AC Craig McGoldrick, Operations Gavin Hammond	Sep-23		Complete	15 February 2023: A national cadre of On Call Support Watch Commanders, 54, have been imbedded within Service Delivery Areas (SDAs). The central On Call Support team has been in place since March 2021, within the Operations function. This team is currently temporary up to the end of the On Call improvement programme with decisions still to be made about substantiating a dedicated centralised On Call support function. This action is currently green and on track however completion by the proposed due date will be determined by future decision-making. 17 May 2023: Propose to consider this action completed/closed. Provision of supervision (Operations) is provided via the SFRS Incident response Control Operating Procedure (COP), Flexi Duty Officer (FDO) and Mobilising Control Operating Procedure and supported by the mentoring and monitoring roles undertaken during any incident as per the During Incident Operational Assurance General Information Note, the recording of which is managed through the SFRS OARRS process (link provided in Evidence). Provision of management support was enhanced in 2021 with the addition of On Call Support Watch Commanders. Any additional support is determined and delivered by the Local Senior Officer Area Management Teams and is beyond the remit of Operations. This action is green and is now complete.	100%	May-23	Complete	Home Page - Operational assurance (oarrs.azurewebsites.net)
RVDS staff should be provided with effective middle management supervision and support to ensure that knowledge and information is shared and staff assessed to the required standards.	R6.3	Consider methods to increase visibility /presence of Flexi-Duty Officers at On Call stations.	AC Craig McGoldrick, Operations Propose transfer of action to Service Delivery, as LSO Area Flexi Duty Officers (FDOs) are not aligned to Operations Function.	Mar-23		Complete	17 May 2023: Propose transfer of action to Service Delivery, as Local Senior Officer Area Flexi Duty Officers are not aligned to Operations Function. This issue will be discussed at the next Operational Learning Group and this plan will be updated in the next reporting period. This item has been marked as red due to the slip in original timescale and the requirement for further discussion and decision to be made regarding action owner. 16 August 2023: On behalf of Service Delivery and the National On Call Leadership Forum (NOCLF); we would propose this action is closed. Service Delivery Local Senior Officers via the National On Call Leadership Forum (NOCLF) Single Point of Contacts (SPOCs) have actioned and where practicable, increased/maximised attendance and engagement at On Call Stations and also delivered a number of On Call Manager engagement sessions. This action has been marked as green and it has been proposed that it should be marked as complete.	100%	Aug-23	Complete	
RVDS staff should be provided with effective middle management supervision and support to ensure that knowledge and information is shared and staff assessed to the required standards.	R6.4	Consider options for sharing knowledge and information with On Call staff and confirming competence.	AC Craig McGoldrick, Operations	Mar-23		Complete	15 February 2023: Due to capacity and timing issues, an update was not received for this action. The update was not received when the Action Plan was submitted to the People Committee for scrutiny. 17 May 2023: An On Call dedicated SharePoint site was created which provided a single source for information (see link in Evidence). The site has a number of links to Frequently Asked Questions and engagement tools, including an 'Issues and Innovations Log' where best practice is shared by stations for consideration of the NOCLF. In relation to competence this is captured either through Training, Safety and Assurance business as usual i.e. LCMS/PDR Pro/TFOC or via our Operational Assurance processes. This action is green and complete.	100%	Mar-23	Complete	On Call Firefighters National Site - Home (sharepoint.com)
The SFRS should ensure that information related to Operational risk and safety critical hazards is clearly prioritised with key messages identified and information targeted to the intended recipient rather than to general staff groups.	R8.1	Consider actions captured in R1, R3, C17, C18, C22.	N/A	N/A		Cancelled	Response to this action is fully captured and considered within the work currently being undertaken for actions R1 and R3. Updates will be provided within these actions and therefore it is proposed that this action is cancelled to direct focus to these and avoid duplication.			Complete	
The SFRS should ensure that information related to Operational risk and safety critical hazards is clearly prioritised with key messages identified and information targeted to the intended recipient rather than to general staff groups.	R8.2	Develop process to ensure targeted messaging methods are available.	AC Craig McGoldrick, Operations	Jun-23	Dec-23 to Mar-24	Complete	15 November 2023: This work is scheduled for Quarter 4 and will be progressed following further discussions with Teresa Kelly to agree a terms of reference and pathway for progression. This action has moved from red to amber as the work is now scheduled. [Proposed revised due date from December 2023 to March 2024] 21 February 2024: Frontline Support (FLS) Operations, have a robust framework for communicating critical risk information, designed to categorise information efficiently, ensuring a tailored response to different levels of risk. Information is now categorised into Service Delivery Alerts, Urgent Instructions, and Awareness Briefings, providing a structured approach to communication based on the nature and potential risk associated with the information. Internal processes have been enhanced through the utilisation of our SFRS records manager. Each individual within SFRS must record and acknowledge receipt of critical information through PDRpro. Furthermore, for additional actions beyond acknowledgment, LCMS/PDRpro serves as a platform for recording and tracking, promoting a comprehensive approach to risk management. In certain scenarios, FLS members are tasked with carrying out audits, contributing to our commitment to maintaining the highest standards of compliance. These audit findings are meticulously collated by the department and stored securely on Microsoft Forms, ensuring accessibility and transparency. This action is complete.	100%	Feb-24	Complete	Frontline Support - Templates and guidance - All Documents (sharepoint.com)