

HMFSI Update report on planning and preparedness for Covid-19 - ACTION PLAN PROGRESS

Updated	Next Update
Feb-23	May-23

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
C-19 has identified that some additional challenges have appeared in areas where the SFRS delivery areas are not aligned with the Local Authority or NHS health boards. These challenges need to be fully understood to ensure there is no negative impacts.	3.3.4	No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Partnership Working work package.	Gordon Pryde	Dec-21	3rd revised due date Apr-23	In Progress	16 November 2022: A version of the report was submitted for scrutiny, however, further amendments were requested. This action has moved to red due to the slip in original timescales. A further reviewed due date has been proposed of Dec-22 to allow the amendments to the report to be made. <b>15 February 2023: The Partnership report is in its final draft with comments waiting from key stakeholders. These returns have been delayed due to work pressures due to Industrial action. Once these comments have been received the team will review the comments, amend the report, and decide if further work is required or the information is available for the evidence gathered to date. If no further significant evidence gathering is required, the team will be able to make the required amendments promptly on receiving the final comments. This action remains red due to the slip in original timescales. A further revised due date has been proposed, moving from Dec-22 to Apr-23, to allow the comments on the amendments to the report to be received and evaluated.</b>	95%		Red	
The SFRS should work with partners to identify interoperability issues and work together to remove potential barriers.	3.3.13	No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Partnership Working work package.	Gordon Pryde	Dec-21	3rd revised due date Apr-23	In Progress	16 November 2022: A version of the report was submitted for scrutiny, however, further amendments were requested. This action has moved to red due to the slip in original timescales. A further revised due date has been proposed of Dec-22 to allow the amendments to the report to be made. <b>15 February 2023: The Partnership report is in its final draft with comments waiting from key stakeholders. These returns have been delayed due to work pressures due to Industrial action. Once these comments have been received the team will review the comments, amend the report, and decide if further work is required or the information is available for the evidence gathered to date. If no further significant evidence gathering is required, the team will be able to make the required amendments promptly on receiving the final comments. This action remains red due to the slip in original timescales. A further revised due date has been proposed, moving from Dec-22 to Apr-23, to allow the comments on the amendments to the report to be received and evaluated.</b>	95%		Red	
The organisation has had to adapt to the quick changing operating environment that has emerged during the C-19 pandemic and recognises the need to be agile and prompt in its decision making. The benefits of streamlined bureaucracy and speed of decision making has been acknowledged at many levels. Commanders and managers are keen to maintain this agility, although are cognisant of the need to maintain proper accountability and scrutiny.	3.2.1	Review, and revise as necessary, the Scheme of Delegations for the Scottish Fire and Rescue Service.	Richard Whetton	Mar-21		Complete	11 August 21: The SFRS Scheme of Delegation has been updated as part of the annual board governance review. The updated Scheme with summary of changes was presented and approved by the SFRS Board in April 2021. This action is now complete.	100%	Apr-21	✓	<a href="#">Board papers 29/04/21 - See Agenda item 12</a>
	3.2.1	Directors to review internal business processes within their respective areas of responsibility and update as necessary.	ACO John Dickie ACO Stuart Stevens ACO Paul Stewart Liz Barnes Mark McAteer Iain Morris	Jun-21		Complete	11 August 11: This process is being managed via our Agile Working Framework. All recruitment processes are under review and policies will be reviewed to streamline and remove beaurocracy. A number of Directorates have also help workshops to explore relevant matters in relation to staff's work experiences during the pandemic. Workshops considered what worked and did not work in terms of support during the pandemic and the future wishes of staff as the Directorate and Service return to a more 'normal' mode of working . Strategic Planning, Performance and Communications held a Directorate workshop on June 22nd and over 80 team members took part. The findings will be reported at the SPPC Directorate Management Team meeting in August, following which plans will be drawn up in line with relevant corporate directions arising from the Agile Working Framework. Details of this will be reported to both SLT and SMB. This action is complete.	100%	Dec-20	✓	<a href="#">Agile Working Framework</a>

The SFRS should ensure a training needs analysis of all areas of training is undertaken, and that a plan is developed to ensure specialist skills like water rescue and rope rescue is in place to prevent long term risk to staff and communities.	3.2.10	Develop a training needs analysis and associated recovery plan to prioritise training impacted by the COVID-19 pandemic.	DACO Paul King		Jun-21	Complete	11 August 21: The Training Needs Analysis request was issued on 7 December 2020 and returns were received by 15 January 21. An impact analysis focussing on specialist skills, Incident Command and driver training was completed by March 2021. This analysis included recovery proposals. These were agreed with Service Delivery business partners and have been incorporated into the 'People' work packages within the Recovery, Reset and Renew programme as presented to the Senior Management Board on 22 April 2021. This action is complete.	100%	Apr-21	✓	<a href="#">- Training Needs Analysis</a> , <a href="#">- Incident Command Training Report</a> , <a href="#">- Driver Training Report</a> , <a href="#">- Specialist Rescue Training Report</a> , <a href="#">- Work Package 4.1 (Training)</a> .	
The availability of staff to crew appliances along with the introduction of bubbles/clusters has meant that normal crew levels cannot always be achieved, and reduced crewing across more areas of the business have been forced upon the Service. The impact of these changes should be evaluated by the SFRS to identify potential organisational benefits and risks.	3.2.11	No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Operational Strategy work package.  (The ongoing use of adjusted crewing models has been monitored by the Operational Availability Group (OAG). Ensure ongoing liaison with Representative Bodies (i.e. Fire Brigades Union)).	Operations		TBC	Complete	18 May 2022: due to concurrent challenges identified in relation to recruitment, resourcing and managing operational availability, this work will now extend beyond COVID recovery plans and will come under the remit of the Staffing Tactical Action Group (STAG). The STAG has been established to provide oversight of a cross directorate approach to managing significant challenges to maintaining Service Delivery. The ability of the SFRS to operate under reduced crewing levels will be reviewed as part of the work streams of the Staffing Solutions Team Subgroup of the STAG. This action remains on track and is green. 17 August 2022: The SFRS maintain oversight on current challenges to operational availability through the STAG which ensures continual oversight and review on 5WDS appliance availability. The benefits and risks of applying reduced crewing levels form part of the various reporting processes such as STAG updates, Operational Assurance Group papers, KPI returns, appliance availability reports etc. and risks will be captured via SFRS reporting mechanisms i.e. Health & Safety reports, Operational Assurance returns and Risk Registers. Given these challenges are now influenced more by the impact of the McCloud remedy on the Firefighter Pension Scheme than COVID recovery, this action will extend beyond COVID recovery measures, the intent of this action is now well embedded in staffing management related activity as business as usual. The Action is now closed.	100%	Aug-22	✓	<b>Central Staffing Business Rules</b> <b>Central Staffing OTR Reports</b> <b>OAG Agenda</b> <b>RBC COVID Monitoring Spreadsheet</b>	
The SFRS should look at amending the UFAS arrangements to reduce levels of demand, utilising evidence to inform any decision making.	3.2.12	No additional actions necessary as being progressed as a dedicated Directorate-level project within the Service Delivery Directorate: Prevention and Protection Function.  (AOP S01:1: Review and revise the Unwanted Fire Alarm Signal (UFAS) Strategy.)	Prevention and Protection		Mar-22	TBC	Move to BAU	16 November 2022: The full delivery of the UFAS changes remain linked to the implementation of the Command and Control Futures changes. The focus of the implementation group has been to identify alternative delivery model for either full or partial delivery. The group have prepared a paper of a viable option and submitted this to the Unwanted Fire Alarm Signals Review Board. As can be seen from the updated provided above, there is clear evidence that the recommendation has been given due regard and that revised UFAS arrangements will be implemented. The UFAS Project is well established and is being monitored via the Corporate Risk and Performance Report. As such, it is recommended that this action is closed off as 'business as usual' as it features on the Annual Operating 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 for the purposes of this Action Plan.	100%	Nov-22	✓	
The SFRS should use evidence and data to ensure resources are utilised in the most efficient and effective way.	3.2.13	No additional actions necessary as being progressed by the Service Delivery Model Programme, which is a major programme of work subject to full support and scrutiny within SFRS governance arrangements.	Andrew Girrity		1st Stage: Oct 23 - May 26	Move to BAU	16 November 2022: No change to the previous update. Development of the Community Risk Index Model is ongoing with the current focus on incorporating additional risk from the built and natural environments. Once complete, it is anticipated this will inform verification of existing operational resources and further assessment of any required realignment to community risk and demand. CRIM remains in development. As can be seen from the updates provided above, there is clear evidence that the recommendation has been given due regard and that the SDMP will allow us to use evidence and data to ensure resources are utilised in the most efficient and effective way. SDMP is well established and is being monitored via the Change Committee. As such, it is recommended that this action is closed off as 'business as usual' and continues to be monitored accordingly. On the assumption that this recommendation is agreed, the action has been marked green and 100% complete for the purposes of this Action Plan.	100%	Nov-22	✓		

We are aware of a number of new innovative and creative ways of working including: Fire Safety enforcement visits being undertaken remotely; delivery of training and assessment within OC and at fire and rescue stations reducing the need for staff to travel and delays in getting staff competent; and some low and medium Community Safety activities (HFSV) are being delivered virtually. New ways of working should be thoroughly evaluated to maximise opportunities to deliver better service.	3.2.14	Evaluate the changes in approach to Prevention and Protection activities undertaken by SFRS during the COVID-19 pandemic, and take opportunities presented to improve delivery of services in this regard.	DACO Alasdair Perry	Jun-21	Complete	11 August 21: The Prevention & Protection team has continually monitored the new processes implemented during the COVID period. Using a quantitative approach, they are able to confirm that staff are using the systems and information being shared. Further in-depth evaluation will be undertaken as part of the Routemap to Delivering Reset and Renew: Partnership Working work package and will report through this work stream. This action is complete.	100%	Jun-21	✓	FSE – Remote Audit Procedure CSE – Online HFSV Checker CSE – Make the Call CSE – HFSV Questionnaire	
		Evaluate the changes in approach to training undertaken by SFRS during the COVID-19 pandemic, and take opportunities presented to make improvements in this regard.	DACO Paul King	Jun-21	Complete	11 August 21: A number of changes initially introduced to ensure training continuity through the pandemic have been evaluated and are now being taken forward to shape options for ongoing training delivery models. This action is complete.	100%	Jun-21	✓	- Wherever possible, technical input is remotely delivered via Teams to reduce the duration of physical attendance on Training courses,  - Creation of "mobile friendly" e-learning modules,  - Remote delivery and remote assessment of Incident	
The SFRS should ensure that the more rural parts of the country are not deprived of investment as these are areas that will assist the organisation increase performance.	3.2.15	No additional actions necessary as being progressed by the Service Delivery Model Programme, which is a major programme of work subject to full support and scrutiny within SFRS governance arrangements.	Andrew Girrity	1st Stage: Oct 23 - May 26	Move to BAU	16 November 2022: No change to the previous update. Development of the Community Risk Index Model is ongoing with the current focus on incorporating additional risk from the built and natural environments. Once complete, it is anticipated this will inform verification of existing operational resources and further assessment of any required realignment to community risk and demand. CRIM remains in development. As can be seen from the updates provided above, there is clear evidence that the recommendation has been given due regard and that the SDMP will allow us to use evidence and data to ensure resources are utilised in the most efficient and effective way. SDMP is well established and is being monitored via the Change Committee. As such, it is recommended that this action is closed off as 'business as usual' and continues to be monitored accordingly. On the assumption that this recommendation is agreed, the action has been marked green and 100% complete for the purposes of this Action Plan.	100%	Nov-22	✓		
Partners and the SFRS should ensure that plans are developed to re-instate joint training without delay, when circumstances permit.	3.3.5	In conjunction with relevant partners, including the Scottish Multi-Agency Resilience Training and Exercise Unit, develop a recovery plan to prioritise joint partnership training impacted by the COVID-19 pandemic.	DACO Paul King	Jun-21	Complete	11 August 21: SFRS has continued to be represented at the Emergency Services Training Collaboration Group by both the Training and Operations Functions where the resumption of collaborative training opportunities forms part of the agenda. This action is complete.	100%	Jun-21	✓	- ESTCG Agenda,  - Exercise Cervantes April 2021  - Exercise Vepsish July 2021  Resumption of Joint On Scene	
The SFRS should ensure there is clear decision making and authority to commit resources with those representing the Service.	3.2.2	No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Operational Strategy work package.  (This refers to the escalation for localised decision making that was predominantly covered in the Community Resilience Action Group (CRAG) process.)	Operations	Jun-21	Complete	11 August 21: The Community Resilience Action Group (CRAG) process was set up in extraordinary times and the information and guidance ensured that decision making was pushed to point of need, in most cases this was Local Senior Officer level. On occasion requests for assistance of a more strategic level or those with service wide implications were referred up to CRAG or the Strategic Leadership Team for Gold sign off. SFRS deem this process to be suitable and sufficient. This action is complete.	100%	Jun-21	✓	CRAG Tracker/spreadsheet  All CRAG documentation  COTAG minutes.	
The SFRS may wish to consider future plans being designed as frameworks providing guidance on outcomes or consequence management.	3.2.16	No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Operational Strategy work package.  (This recommendation focuses on the Service's agility and flexibility around planning. Consideration should be given to more generic plans.)	Operations / Strategic Planning, Performance and Communications	TBC	Complete	18 May 2022: COVID Risk Rating Framework now completed and COVID-19 and the SFRS Workplace Guidance Handbook available to managers and staff to support agile working, whether for returning to the workplace or homeworking arrangements to simplify this information. These principles have also been discussed at Operations Functional Management Team 09/02/2022 and are to be considered when composing future plans. This action remains green and has now been completed.	100%	May-22	✓	Completed Operational Strategy Framework document.  SPPC work packages	
The SFRS should work with partners to seek how the CAR assets can be accessed and deployed and if a national, regional or more local alignment may maximise their usage.	3.3.11	No additional actions necessary as being progressed via the HMFSI Command and Control: Aspects of IC System Action Plan.  5.2.5 Command and Control Action Plan: Establish a Working Group which will reinvigorate the strategic focus on the Community Asset Register (CAR).	Report available via HMFSI Command and Control: Aspects of IC System Update Report	Sep-21	TBC	Complete	18 May 2022: a full review has now been carried out of the Scottish Coordination and Advisory Framework GIN with wider partners fully considered and amendments implemented to ensure enhanced and fully integrated partnership working. This action remains green and is now complete as of 31 March 2022.	100%	Mar-22	✓	