

HMFSI West Service Delivery Area Inspection - Action Plan Progress

Updated	Next Update
Nov-24	Feb-25

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
We recommend that the Service provides clarity on the expected business planning processes to be adopted in the coming years, and how they should align to the Good Governance Framework. All agreed processes should then be reinvigorated and clearly communicated across all Service Delivery Areas.	1	Contact Deputy Assistant Chief Officers and Local Senior Officers to provide clarity on the forthcoming business planning arrangements, including the development timeline for the revision and publication of Local Fire and Rescue Plans that align with the Strategic Plan 2025-28.	Head of Corporate Governance, Richard Whetton	Dec-24		N/A	N/A	N/A	N/A	N/A
We recommend that the Service review the impact of the Chief Officer's fund being removed within the West Service Delivery Area and that guidance is provided to all staff as to how this resourcing should be replaced.	2	Review the impact of the Chief Officer's fund being removed within the West Service Delivery Area and determine how this resource may be replaced.	Head of Finance and Procurement, Lynne McGeough	Mar-25		N/A	N/A	N/A	N/A	N/A
We recommend that the Service reassess the impact of High Rise Operational Assurance Visits on capacity and explore the concept of a risk based inspection approach that embraces safety and assurance whilst not being overly burdensome.	3	Undertake a review of High Rise Operational Assurance processes and establish a sustainable (including risk based) model for the delivery of highrise risk profiling and inspections.	Head of Prevention, Protection and Preparedness, Kenny Barbour	Mar-25		N/A	N/A	N/A	N/A	N/A
We recommend that the West Service Delivery Area review the hazards within their area and confirm that specific operational procedures have been developed, if it is deemed that they are not covered entirely by generic standard operational procedures. (Local Action)	4	Review the current/future strategy for Standard Operating Procedures (SOPs) and the requirements for individual site specific procedures to identify specific risks within the Service Delivery Area which could require a site specific Standard Operating Procedure (SOP).	Deputy Assistant Chief Officer (West), Stephen Wright	Jan-25		N/A	N/A	N/A	N/A	N/A
We recommend that the Service review its Fire Appliance Driver and Specialist capacity in the West Service Delivery Area to understand the areas of most pressure and apply mitigation, which allows firefighters to practice variety in the role on a more regular basis.	5	Review the Fire Appliance Driver and Specialist capacity to understand the areas of most pressure and apply mitigation to allow firefighters to practice more variety and on a more regular basis.	Head of Training, Ross Robison / Deputy Assistant Chief Officer (West), Stephen Wright / Operational Availability Group (OAG)	Nov-24	Complete	N/A	N/A	N/A	N/A	N/A
We recommend that the Service reviews the West Service Delivery Area Fire Station condition surveys to understand the areas of most pressure regarding dignified facilities and contaminants to explore any possible interim mitigation measures.	6	Review West Service Delivery Area (WSDA) fire station condition surveys to understand the areas of most pressure regarding dignified facilities and contaminants to explore any possible interim mitigation measures.	Head of Asset Management, Ijaz Bashir	Jun-25		N/A	N/A	N/A	N/A	N/A
We recommend that the Service resolves the RAAC roofing problems at the affected stations as a matter of urgency (West SDA).	7	Identify solutions for permanent resolutions to those stations in the East SDA that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing.	Head of Asset Management, Ijaz Bashir	Jun-25		N/A	N/A	N/A	N/A	N/A
We recommend that the Service review the existing practices and processes within the West Service Delivery Area for property maintenance with the Central Property partner in order that increased local administration and responsibility of property be explored.	8	Review existing practices and processes within the West Service delivery Area (WSDA) for property maintenance with the Central Property Partner.	Head of Asset Management, Ijaz Bashir	Jun-25		N/A	N/A	N/A	N/A	N/A
We recommend that the Service review the existing practices and processes within the West Service Delivery Area for vehicle management with the Central Fleet partner in order that increased local administration and responsibility of vehicles be explored.	9	Review existing practices and processes within the West Service delivery Area (WSDA) for vehicle management with the Central Fleet Partner.	Head of Asset Management, Ijaz Bashir	Apr-25		N/A	N/A	N/A	N/A	N/A
We recommend that the Service reviews the existing practices and processes for equipment provision and maintenance within the West Service Delivery Area with the Central Equipment partner in order that increased local administration and responsibility of equipment can be realised.	10	Review existing practices and processes within the West Service Delivery Area (WSDA) for equipment provision and maintenance with the Central Equipment Partner.	Head of Asset Management, Ijaz Bashir	Apr-25		N/A	N/A	N/A	N/A	N/A

We recommend that the Service standardise the recording of equipment testing with a national electronic system as soon as possible.	11	Standardise the recording of equipment testing with a national electronic system.	Head of Asset Management, Ijaz Bashir	Sep-25		N/A	N/A	N/A	N/A	N/A
We recommend that the Service reviews the existing Breathing Apparatus provision within Volunteer Stations to satisfy itself that training, testing and maintenance is being conducted to an acceptable standard and that the capability can be deployed safely within existing policy and operational guidance.	12	Review existing Breathing Apparatus provision in On-call (volunteer) stations and confirm appropriate action to address inconsistencies to provide a standard approach that meets acceptable standards.	Head of Operations, Garry Mackay	Feb-25		N/A	N/A	N/A	N/A	N/A
We recommend that the West Service Delivery Area reviews the existing Safe Working at Height provision within Dumfries & Galloway and develop an improvement plan for consistent maintenance of skills and service delivery.	13	Review existing Safe Working at Height provision and confirm appropriate action to address inconsistencies to provide a standard approach to type and use of the equipment.	Head of Operations, Garry Mackay / Deputy Assistant Chief Officer (West), Stephen Wright	Jan-25		N/A	N/A	N/A	N/A	N/A
We recommend that the Service investigate the application of the national laundry contract processes and look to explore improvements within the West Service Delivery Area.	14	Undertake a review of the application of the national laundry contract processes and make recommendations for improvement where necessary.	Head of Asset Management, Ijaz Bashir	Apr-25		N/A	N/A	N/A	N/A	N/A
We recommend that the Service completes its review of the Functional Management structure within Johnstone Operations Control to ensure staff are being supported and operational preparedness is being delivered in the most efficient and effective way.	15	Undertake a review of National Operations Control Structure to ensure sufficient fire control employees to provide a resilient Fire Control.	Head of Operations, Garry Mackay	Jan-25		N/A	N/A	N/A	N/A	N/A
We recommend that the West Service Delivery Area should seek to strengthen and improve the operational and managerial links to Johnstone Operations Control to improve operational preparedness and delivery. (Local)	16	Consider how to improve existing relationships between Local Senior Officer management teams and station personnel to improve operational and management links.	Deputy Assistant Chief Officer (West), Stephen Wright	Jan-25		N/A	N/A	N/A	N/A	N/A
We recommend that the Service should review its consultation and liaison process to ensure that the staff at Johnstone Operations Control are provided with enough 'lead' time to prepare and train for policy and procedural changes.	17	Review existing procedure within Operations Control for the creation, consultation and implementation of new or revised policy and procedures.	Head of Operations, Garry Mackay	Sep-24	Complete	N/A	N/A	N/A	N/A	N/A
We recommend that the Service should review its consultation, communication and liaison process to ensure the staff and partners are fully engaged in future substantial change processes.	18	Implement Consultation Policy that aligns with the Communications Strategy to guide communications and engagement planning for significant change plans, including a debrief process.	Head of Communications, Marysia Watters	Sep-24	Complete	N/A	N/A	N/A	N/A	N/A
We recommend that the Service should review its current partnership commitment within the West Service Delivery Area to gauge its investment in capacity and resources versus the added value to outcomes realised by the Service and the communities it serves.	19.1	Develop a principle based guidance document that enables the Service to manage and record partnership relationships effectively.	Head of Corporate Governance, Richard Whetton	Mar-25		N/A	N/A	N/A	N/A	N/A
	19.2	Apply the principle based guidance documents and reporting process to review current partnership commitments within the West Service Delivery Area.	Deputy Assistant Chief Officer (West), Stephen Wright	Mar-26		N/A	N/A	N/A	N/A	N/A

We recommend that the Service should conduct a review of its leadership and management development processes to provide a national standard and syllabus for delivery at all levels.	20	Review SFRS Leadership and Management development processes to provide a national standard and syllabus for delivery at all levels.	Head of People, Fiona Munro	May-25	Complete	N/A	N/A	N/A	N/A	N/A
We recommend that the Service should review the national recruitment standards and T&Cs with a view to exploring, developing and implementing pragmatic and alternative solutions for local recruitment.	21	Review the national recruitment standards and Terms and Conditions (T&Cs) with a view to exploring, development an implementing pragmatic and alternative solutions for local recruitment.	Head of People, Fiona Munro	May-25	Complete	N/A	N/A	N/A	N/A	N/A
We recommend that the Service review its engagement strategy with a view to improving the visibility of Strategic Management at local level.	22	Carry out a review the SFRS Communications and Engagement Strategy and develop an Internal Communication Framework.	Head of Communications, Marysia Watters	Mar-25		N/A	N/A	N/A	N/A	N/A
We recommend that the Service review its management and governance structure with a view to identifying improvements, which would give staff more local responsibility, autonomy and flexibility.	23	Undertake a series of Focus Groups to inform a review of governance structures and processes within the West Service Delivery Area.	Head of Corporate Governance, Richard Whetton	Aug-25		N/A	N/A	N/A	N/A	N/A
We recommend that the West Service Delivery Area reviews its delivery of Core Skill Tfoc training with improvement in completion at Volunteer Duty System stations deemed a priority. (Local Action)	24	Review current strategy for training delivery of Training for Operational Competence (Tfoc) Core Skill training for Volunteer Duty System (VDS) staff.	Head of Training, Ross Robison Deputy Assistant Chief Officer (West), Stephen Wright /	Jan-25	Complete	N/A	N/A	N/A	N/A	N/A
We recommend that the Service review its delivery of core skill refresher training with improvement in West Service Delivery Area Breathing Apparatus Compartment Fire and Tactical Ventilation courses and all skills at Volunteer Duty System stations deemed a priority.	25	Review current strategy for training delivery of Training for Operational Competence (Tfoc) Core Skill refresher training regarding Breathing Apparatus Compartment Fire and Tactical Ventilation for Volunteer Duty System (VDS) staff.	Head of Training, Ross Robison	Nov-24	Complete	N/A	N/A	N/A	N/A	N/A
We recommend that the Service review its delivery of specialist skill refresher training with improvement in WSDA Heavy Rescue and USAR required.	26	Review delivery of specialist skill refresher training with specific improvement in Heavy Rescue and Urban Search and Rescue (USAR).	Head of Training, Ross Robison	Nov-24	Complete	N/A	N/A	N/A	N/A	N/A
We recommend that the Service review the provision of TSFF training and explore the delivery of WSDA acquisition and refresher courses in the future.	27	Review the provision of Tactical Ship Firefighting (TSFF) training and explore the delivery of acquisition and refresher courses.	Head of Training, Ross Robison	Nov-24		N/A	N/A	N/A	N/A	N/A
We recommend that the Service implement and resource the new Training Vision and Strategy in its entirety, in order that both historic and contemporary areas of improvement be upgraded and that evaluation of this be completed.	28	Implement and resource the new SFRS Training Vision and Strategy.	Head of Training, Ross Robison	Nov-24	Complete	N/A	N/A	N/A	N/A	N/A
We recommend that the Service review the implementation of Operational Assurance Policy and practice within the West Service Delivery Area in order that improvement and development of local and organisation learning be realised.	29	Operational Assurance (OA) to consider conducting a thematic review of the implementation of OA Policies and practice in the West SDA (this will be determined on completion of the ongoing HMFSI OA Inspection)	Head of Safety and Assurance, Jim Holden	Mar-26		N/A	N/A	N/A	N/A	N/A