

SCOTTISH FIRE AND RESCUE SERVICE

Safety and Assurance Annual Performance Report 2023/24



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1 Introduction

Chief Officer and Board Chair; Head of Safety and Assurance; and Key Achievements

Introduction

We are delighted to introduce the Annual Safety and Assurance Performance Report for 2023/24. This report demonstrates the dedication to our core value of ensuring staff safety.

The Strategic Leadership Team continues to ensure safety is a key focus within all business decisions. This report highlights the proactive approach to maintaining compliance with statutory obligations and evidences the Service's commitment to continual improvement.

This year's Safety Culture Survey provided valued staff contribution, engagement and feedback. The survey provided an understanding of our current safety culture, employee perceptions and behaviours. The findings enable the Strategic Leadership Team to provide appropriate resources for the strategic objectives set out to ensure we fulfil impactful change within the Service.

Key Performance Indicators (KPI) demonstrate our efforts towards reducing Health and Safety (HS) events and injuries, and promoting a proactive safety culture. We are delighted to report improvements in the recording of Near Miss (NM) events and a notable decrease in vehicle accidents throughout the year. We continue to monitor trends and undertake projects to ensure the safety of our people and compliance with legislation.

Ongoing monitoring and horizon scanning for local and national risks, e.g. increased response to wildland fires, flooding incidents, and the management of fire contaminants, ensures robust arrangements are implemented to mitigate these risks. We are proud of the way our staff continue to respond to these challenges whilst carrying out their duties.

This year, on the Bicentenary of the world's first municipal fire and rescue service, it is appropriate to recognise the dedication of our staff in support of safety advancements and keeping the people of Scotland safe while ensuring our own safety is a priority.



Stuart Stevens
SFRS Chief Officer



Dr Kirsty Darwent
Chair of SFRS Board

Overview

I am extremely proud of the positive accomplishments that the Service has achieved in the past year, enhancing arrangements to ensure legislative compliance and processes based on identified key risks, which directly impact on the safety of our personnel.

The Safety and Assurance (SA) Function is committed to continuous improvement by identifying opportunities across the SFRS and working with other UK Fire and Rescue Services to benchmark and ensure best practices. We demonstrate this by participating in National Fire Chiefs Committees (NFCC), such as HS, Contaminants, and the National Organisation Learning User Group.

Our commitment to improvement is evidenced through the Health and Safety Improvement Plans (HSIP) and other notable achievements, such as the introduction of a legal register, simplified

arrangements and the efforts of the Organisational Learning Group (OLG), which draws valuable lessons from our incidents and learning from UK Fire and Rescue Services.

In 2023/24, we conducted our first Safety Culture Survey, which provided excellent and useful feedback. We are continuing to incorporate the feedback into a revised strategy and framework that captures learning and details enhancements for the coming year.

The updated Annual Safety and Assurance Performance Report is an important improvement to our communication and engagement processes. It presents key information in an accessible manner, recognising our achievements and identifying areas for improvement as outlined in our “We Will” commitments. These initiatives support the Safety and Assurance Strategy, HS Policy, and Operational Assurance Policy.

The Safety and Assurance Function would like to thank all our business partners and staff for their continued support and dedication to improving safety.



Jim Holden
Head of Safety and
Assurance

Key Highlights for 2023/24



Planning

Introduction of a Management Arrangement (MA) Framework simplifying content to support the end users.



Operations

Introduction of new Service Delivery Area (SDA) HS Handbook, review and production of Operational Generic Risk Assessments (GRAs) and supporting the development of Risk Information Cards.



Directorates

Gantt Charts were introduced to support the management of Scottish Fire and Rescue Service (SFRS) GRAs, Safe Systems of Work, and Technical Assessments. Over 220 assessments were reviewed and published.



Event and Investigation

Over 700 hundred events were reported and investigated with recommendations made for organisational learning. With SA leading on 3 significant investigations.



Safety Assurance

Quarterly themed Support Reviews were undertaken, highlighting areas of best practice and opportunities for improvement.



Operational Assurance

5 Structured Debriefs and 4 Frontline updates published on various themes to provide assurance of performance and identify areas of operational learning.



Business Support

Introduction of PowerBI KPI for strategic business partners and simplified performance reporting for all staff.



2 Plan

Annual Operating Plan Progress; Safety and Assurance Strategy; and Legislative Compliance

Annual Operating Plan (AOP)

Safety and Assurance AOP details the work which was carried out to contribute to the delivery of the SFRS Strategic Plan, achieving more for the people of Scotland. SA continue to monitor and report progress through the action plan to the relevant governance group.

Risk Assessment (RA)

Identify areas for improvement within RA in SFRS and develop a programme of work to collaborate with Business Partners and confirm consistency in approach and standard to ensure legislative compliance.

Engage with Business Partners to develop, maintain and review SFRS assessments, as required.

Action Progress:

SA have implemented RA Gantt charts for all Directorates and is recorded within the HSIP where progress is updated.

Contaminants

- Finalised Contaminants MA with the aim of safeguarding Firefighters from harmful carcinogenic substances;
- Implement Contaminants MA;
- Finalise Contaminants Policy and Operational Guidance; and
- Progress Implementation of Contaminants Action Plan.

Action Progress:

SA continue to lead on Contaminants and Sub-Group, reviewing guidance and research. Action plan remains ongoing to support the MA. Further information detailed within engagement update.

Strategic Planning

- Deliver the Safety Culture Survey and analyse the safety culture results;
- Publish new Safety and Assurance Culture Strategy and
- Develop a Safety and Assurance Strategy Implementation Plan.

Action Progress:

Survey complete and analysis used to inform Safety Culture Framework.

Safety Culture Framework will be progressed through governance for publication and support the SA Strategy Plan.

SA Strategy 2022/26 – Year 3

Achieved	Partially Achieved	Not Achieved

ACTION: SFRS has a defined programme of both proactive and reactive audits

UPDATE: Self-compliance, Premise Inspection, and Station Audit Arrangements established. Quarterly Support Review process implemented to enhance assurance on SFRS MAs.

ACTION: SFRS significant event investigations are carried out in a timely manner by proficient investigators

UPDATE: Training for Significant Investigations revisited and updated on LCMS. SA leading on all significant events to support timescales allocated.

ACTION: The SFRS appraisal process is linked to measurable SA performance

UPDATE: Safety and Assurance mandatory behaviours and guidance updated and included in new induction process.

ACTION: SFRS will review arrangements in place to manage enterprise risk within the context of the organisational environment through targeted engagement and support reviews

UPDATE: Captured within Support Review process, incorporated into Health and Safety Improvement Plan (HSIP). Safety and Assurance Improvement Groups (SAIGs) continue to review local risk and engage with relevant governance groups to manage.

ACTION: SFRS will have a revised event investigation and OA process which expedites the identification of lessons

UPDATE: Introduced Safety and Assurance 21 process for several events leading to timeously identification of lessons to be learned. OLG tracker has been updated to provide dashboard on statistics, highlighting work undertaken and any outstanding actions. The OLG report has been amended to include spotlights in trends, risks or overdue actions etc.

ACTION: SFRS has a defined behavioural safety campaign to reduce events attributed to human error and poor situational awareness and to enhance our safety culture

UPDATE: Safety Culture Survey has been undertaken and analysis completed. Findings shared and captured in a new Safety Culture Framework.

ACTION: SFRS will have defined arrangements for topic specific audits which are informed by lessons learnt, audit outcomes and event trends

UPDATE: Captured within Support Review process, incorporated into HSIP.

ACTION: Hazard perception is measured during recruitment processes

UPDATE: Hazard Perception paper and recommendations shared through Governance. Work remains ongoing to embed recommendations into the internal promotion progress with People Directorate.

Legislative Compliance

Legal Register

In 2023, SA introduced a HS Legal Register maintaining a record of legal compliance relevant to SFRS operations.

The legal register generated 13 actions which resulted in updates to our MAs to maintain legal compliance.

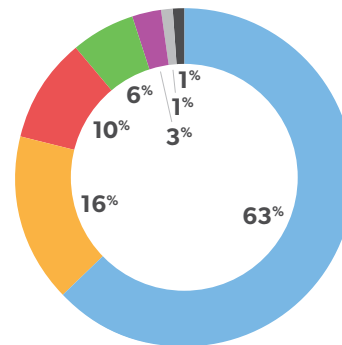
All actions were complete in 2023/24. The Register continues to be reviewed on a six-monthly basis.

Guidance Review Register

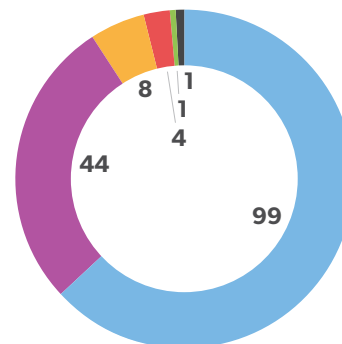
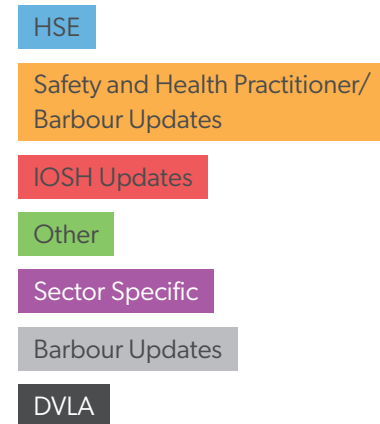
A total of 110 HS guidance reviews were carried out in 2023/24, ensuring compliance or sharing research or best practice with our business partners.

Example of reviews:

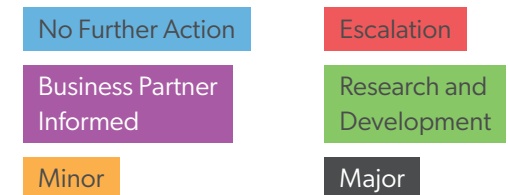
- HSE Asbestos awareness and Lung Cancer information published as a Wellbeing and Inclusion theme in November 2023 with awareness towards exposure to Asbestos, Silica Dust and Welding Fumes.
- SA engaged with People Directorate to promote, Stress, Mental Health, and Menopause HSE guidance and best practice.
- HSE Safety Notice for LPG powered Forklift Truck Fire Risk, SFRS arrangements reviewed and updated.



Percentage Guidance Review by Source






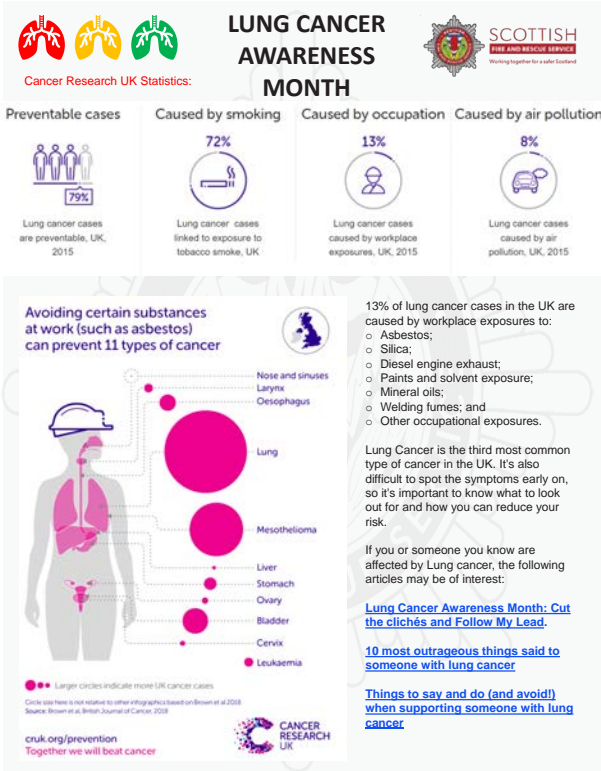
Review Outcomes



Legislative Compliance

Statutory Enforcement

<p>Health and Safety Executive Enforcement / Notices</p> <p>No enforcement or notices.</p> 	<p>His Majesty's Fire Service Inspectorate</p> <p>No enforcement or notices.</p> 
<p>Local Authority Scrutiny Boards/Committees</p> <p>No enforcement actions reported.</p> 	



LUNG CANCER AWARENESS MONTH

Cancer Research UK Statistics:

Preventable cases	Caused by smoking	Caused by occupation	Caused by air pollution
79%	72%	13%	8%
Lung cancer cases are preventable, UK, 2015	Lung cancer cases linked to exposure to tobacco smoke, UK	Lung cancer cases caused by workplace exposures, UK, 2015	Lung cancer cases caused by air pollution, UK, 2015

Avoiding certain substances at work (such as asbestos) can prevent 11 types of cancer

- Nose and sinuses
- Larynx
- Oesophagus
- Lung
- Mesothelioma
- Liver
- Stomach
- Ovary
- Bladder
- Cervix
- Leukaemia

13% of lung cancer cases in the UK are caused by workplace exposures to:

- Asbestos;
- Silica;
- Diesel engine exhaust;
- Paints and solvent exposure;
- Mineral oils;
- Welding fumes; and
- Other occupational exposures.

Lung Cancer is the third most common type of cancer in the UK. It's also difficult to spot the symptoms early on, so it's important to know what to look out for and how you can reduce your risk.

If you or someone you know are affected by Lung cancer, the following articles may be of interest:

[Lung Cancer Awareness Month: Cut the clichés and Follow My Lead.](#)

[10 most outrageous things said to someone with lung cancer](#)

[Things to say and do \(and avoid!\) when supporting someone with lung cancer](#)

cr.uk.org/prevention
Together we will beat cancer

Cancer Research UK, [Lung cancer risk](#) | Cancer Research UK, Accessed 16/10/2023.
Roy Castle Lung Cancer Foundation, [Roy Castle Lung Cancer Foundation](#), Accessed 16/10/2023.

Example of work carried out from guidance reviews.



3 Do

Safety Culture Survey; Contaminants; and Driver Safety Group

Safety Culture Survey 2023

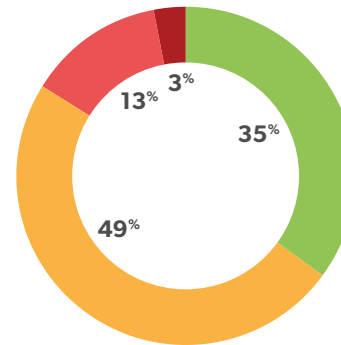
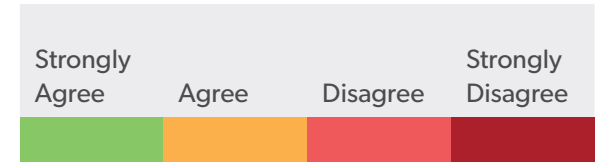
We would like to thank everyone who took the time to participate in our first SFRS Safety Culture Survey.

Our first Safety Culture Survey (SCS) was undertaken in the reporting year, the Survey generated 1,095 consultation returns, equivalent to 14% staff response rate.

The survey focused on five safety culture themes: Leadership, Safety Culture, HS Arrangements, HS Events, and Training and Competency, each theme had five questions and an option for written feedback to be provided.

There was a significantly positive outcome for the SCS, with staff responses in agreement ranging from 84% around Leadership Resources, to 94% in agreement on Training and Competence. An overview of the findings were published to all staff on the iHub and Viva Engage.

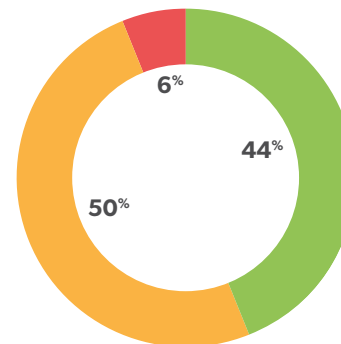
The written feedback was analysed and provided positive, negative and constructive feedback of staff experiences. These have now been captured within a new draft Safety Culture Framework current progressing through our Safety and Assurance Governance processes.



Theme 1: Leadership Resources

Leading by example, challenging unsafe behaviour, communication and engagement and listening to HS concerns.

151 Consultation comments provided.

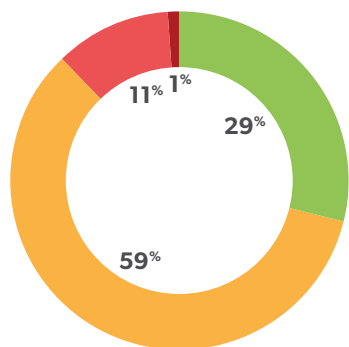


Theme 2: Safety Culture

Personal belief that HS matters, staff are informed, immediate action is taken to prevent injury, following HS instruction, not letting others down and understanding of responsibilities.

51 Consultation comments provided.

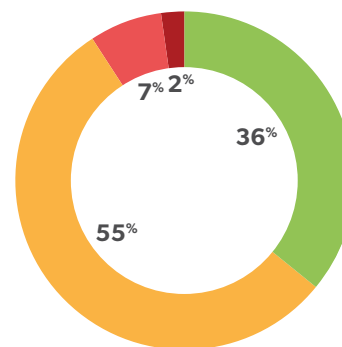
Safety Culture Survey 2023



Theme 3: HS Arrangements

Hazards identified, risk assessments and SSOW implemented and periodically reviewed. Routinely informed of what is happening with HS, introduction of, or change in equipment.

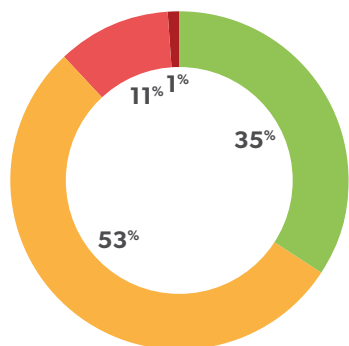
57 Consultation comments provided.



Theme 5: Training and Competency

Suitability of induction training, including transfer and promotion, supervisory checks of safe working practices, understanding of SFRS safety value, completion of mandatory HS training modules including Training for Operational Competence.

66 Consultation comments provided.



Theme 4: HS Events

Staff encouraged and know how to report events and hazards to help learn lessons. Made aware of recommendations and outcomes of investigations, including changes to instruction and training.

59 Consultation comments provided.

Contaminants

Throughout 2023/24, the Safety and Assurance Function led and participated in the Contaminants and Sub-Group aimed at reducing the risk of injury or ill health among all SFRS staff. Progress within these groups is reported through the Safety and Assurance Sub-Group and subsequently to the Training, Safety and Assurance Board.

Following research conducted by Professor Anna Stec, the SFRS continues to advance the implementation plan for managing contaminants. This is achieved through regular meetings with all relevant stakeholders, including the National Fire Chiefs Council (NFCC), Scottish Ministers, and the Health and Safety Executive (HSE).

The group remains committed to horizon scanning and adopting best practices to control the risk of contaminants as far as reasonably practicable, in collaboration with other UK Fire and Rescue Services.

As part of this ongoing effort, an awareness presentation and a video demonstrating walk-through zoning and post-fire Breathing Apparatus (BA) doffing and decontamination have been disseminated to highlight the risks associated with contaminants. Additionally, a business case has been submitted and approved to increase the reserve stock of PPE available to firefighters.

The Fire Brigades Union (FBU) has led the DECON campaign, supporting the University of Central Lancashire Health Surveillance initiative. The SFRS has also focused on the recording of contaminants and has completed a paper detailing the specifics of asbestos medicals.

The contaminants group continues to make progress on the Contaminants Safety Operating Procedure and all related documentation. SFRS have supported visits from the HSE to establish contaminates best practices and support their enforcement policy and guidance.



Driver Safety Group (DSG)

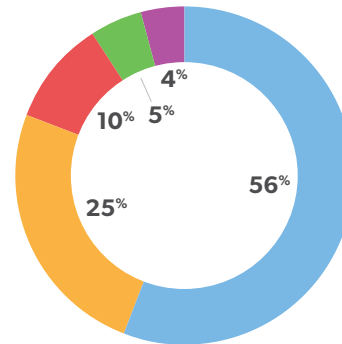
The DSG continues to receive updates from Service Delivery Areas, Training and Fleet and conducts trend analyses of all reported vehicle incidents.

The group remains focused on both proactive and reactive measures to ensure the safety of our personnel and others. The Fleet department continues to provide updates on new vehicle specifications and introductions through tendering processes and has also provided updates on driver technology equipment to ensure compliance with EU General Safety Regulations.

Documentation, including “In Scope” driver’s regulations, towing trailers, and Periodic Inspection and Testing (PIT) for boat trailers, as well as the Safe System of Work for Vehicle Charging Reels, has been published to further enhance knowledge and mitigate risks.

Following an event, an Urgent Instruction was issued regarding the negotiation of red lights, supported by a training module. An Awareness Brief was also issued concerning First in Attendance for Flexi Duty Officers (FDO). Additionally, a light fleet group was established to review issues such as FDO equipment storage, wildfire equipment storage, and radio cradles.

A national framework draft has been proposed to support low-speed manoeuvres (LSM). A trial for increased training equipment has been extended within the West SDA and remains ongoing.



Vehicle Speeds

- Slow Speed
- Emergency Response Driving
- Normal Road Speed
- Stationary
- Other





4 Check

Key Performance Indicators; Safety and Assurance Indicators; and Benchmarking

KPI: Near Miss (NM)

In 2023/24 there was a total of 273 NM reported. When compared to the previous reporting year, there has been an 86% increase (147 to 273).

Most common cause of NM reported were;

- Appliance and pumps 26% (71 of 273); and
- BA 18% (50 of 273).

When considering the number of NM in relation to the number of Accidents/Injuries including Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) Reportable

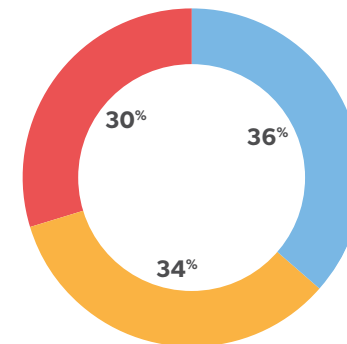


Events we see a ratio of 1:1.35, an increase (1:0.97) recorded when compared to the previous reporting year. This is an area of continued focus; a review of the NM reporting arrangements is being conducted to ensure the process is simplified for the end user.

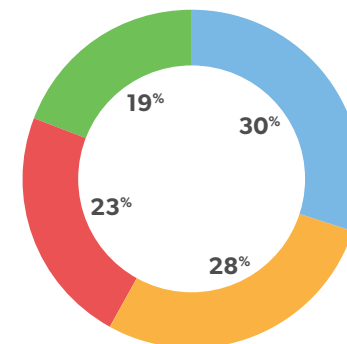
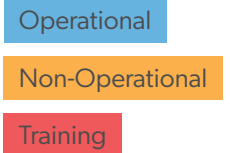
Examples of NM reporting include;

- During entanglement training, the Velcro strip on a BA cylinder became loose, resulting in a cable becoming entangled. The affected equipment was impounded for investigation and this event will be considered in future BA tender group evaluations; and
- Flammable substances stored within a boiler room creating a fire hazard, this was removed and correctly stored in accordance with Control of Substances Hazardous to Health (COSHH) assessments.

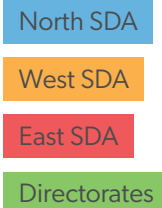
The Safety and Assurance Improvement Groups (SAIGs) continue to promote the reporting of NM among staff groups. The North SDA ran a campaign that successfully increased the number of NM reports. This positive culture change is evidenced by the increased NM to accident ratio.



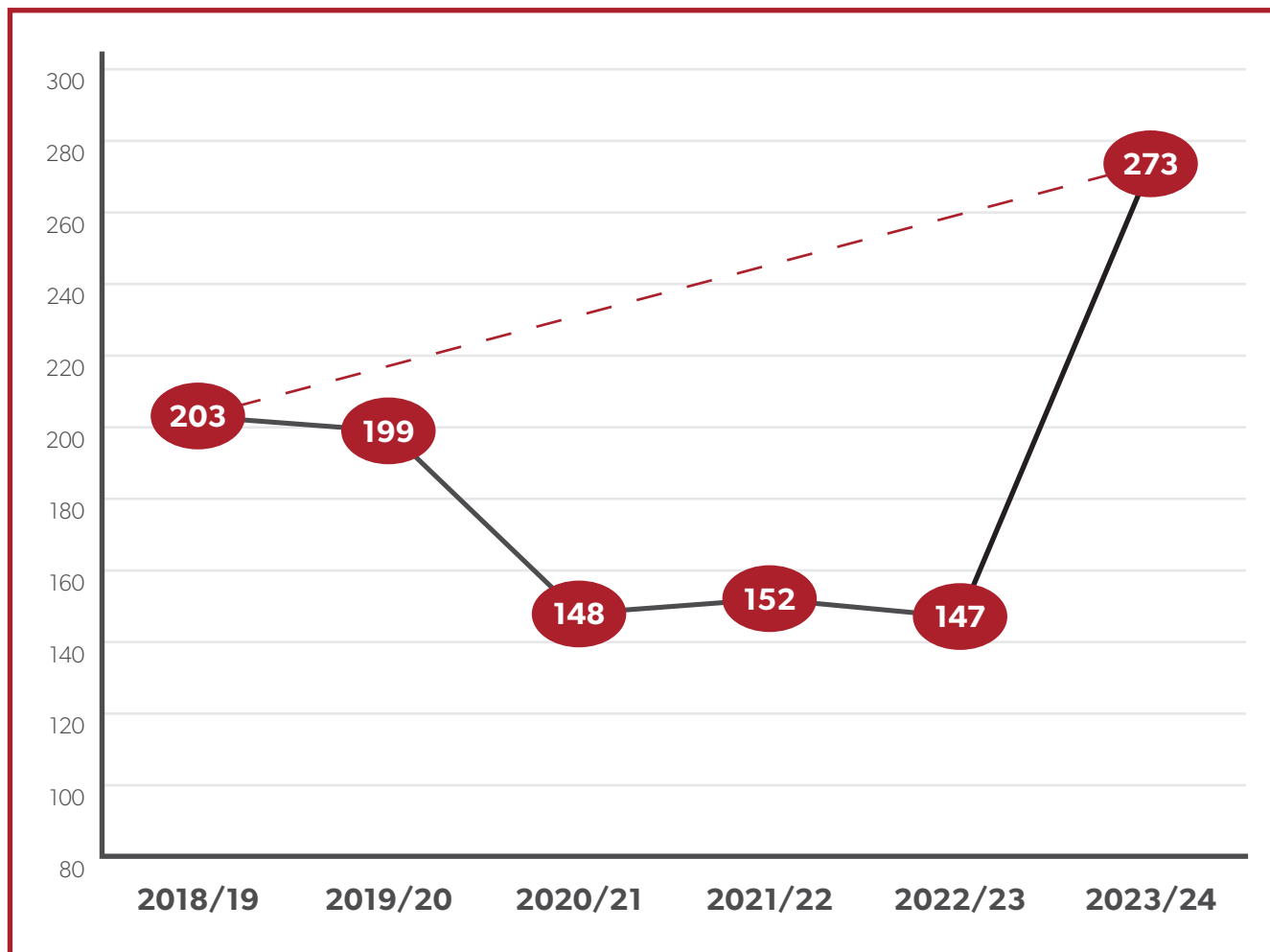
By Activity



By Location



KPI 54: Near Miss



Purpose:

Total recorded number of NM events that had the potential to lead to an accident or ill health.

We will:

Collectively promote the reporting of NMs by ensuring all staff understand what NMs are and the benefits of identifying and reporting them. Safety and Assurance (SA) will provide feedback from NMs and promote shared learning.

KPI: Accident and Injuries

(excl. RIDDOR)

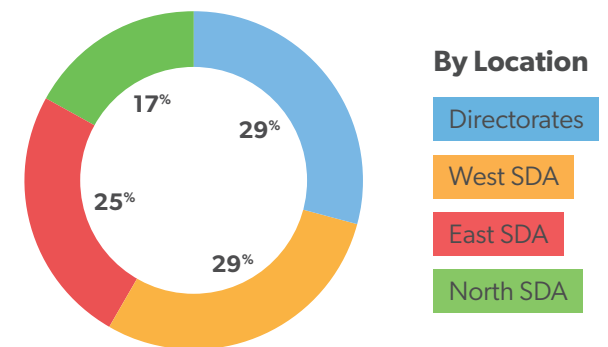
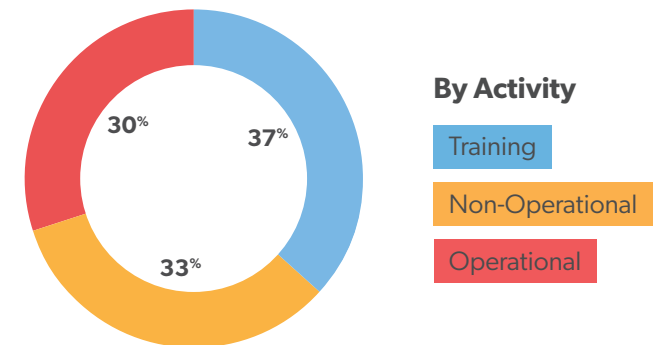
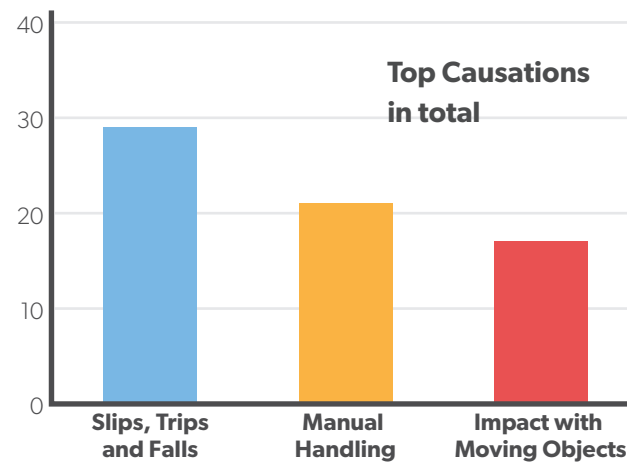
In 2023/24 there was a total of 185 Accidents and Injuries recorded. When compared to the previous reporting year, there has been a 34% (138 to 185) increase.

Examples of Accident/Injuries include:

- During training, Injured Person (IP) opened a fire compartment door for demonstration purposes which caused reddening to the skin due to over application of water; and
- Following a fire involving solar panels, IP was informed the panels were “de-energised” and when removing panels to check for fire spread the IP received minor electrical shocks. Operational Assurance compiled a front-line update on solar panels.

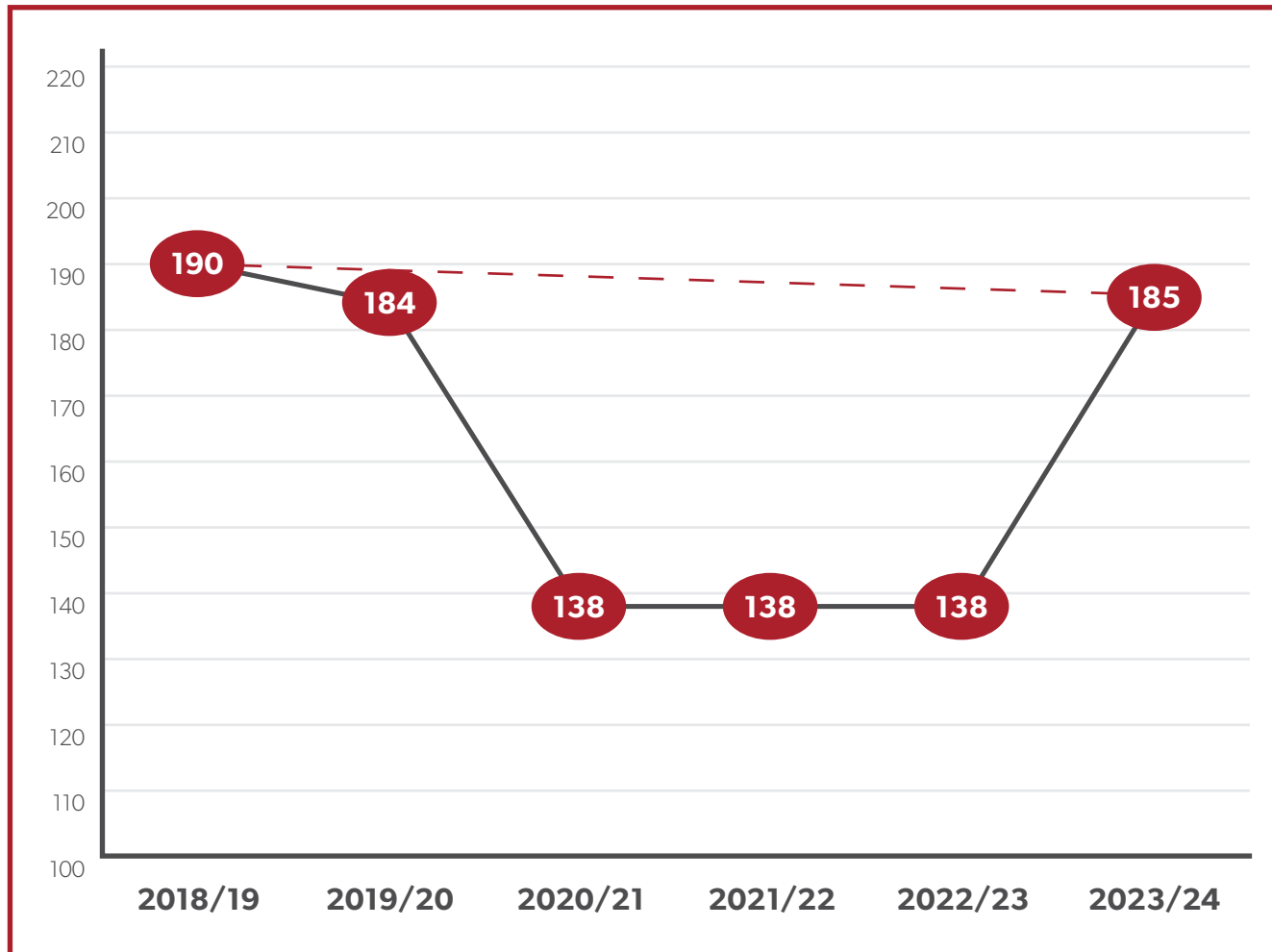
The SFRS Musculoskeletal (MSK) group continues to analyse causations and trends, highlighting areas for improvement. Support is provided through Health and Wellbeing to ensure all personnel receive the necessary assistance following an injury.

Local SAIGs meet regularly to identify local trends and highlight any required actions. When there are national implications, these are escalated to the Safety and Assurance Sub-Group for review.



KPI 53: Accident and Injuries

(excl. RIDDOR)



Purpose:

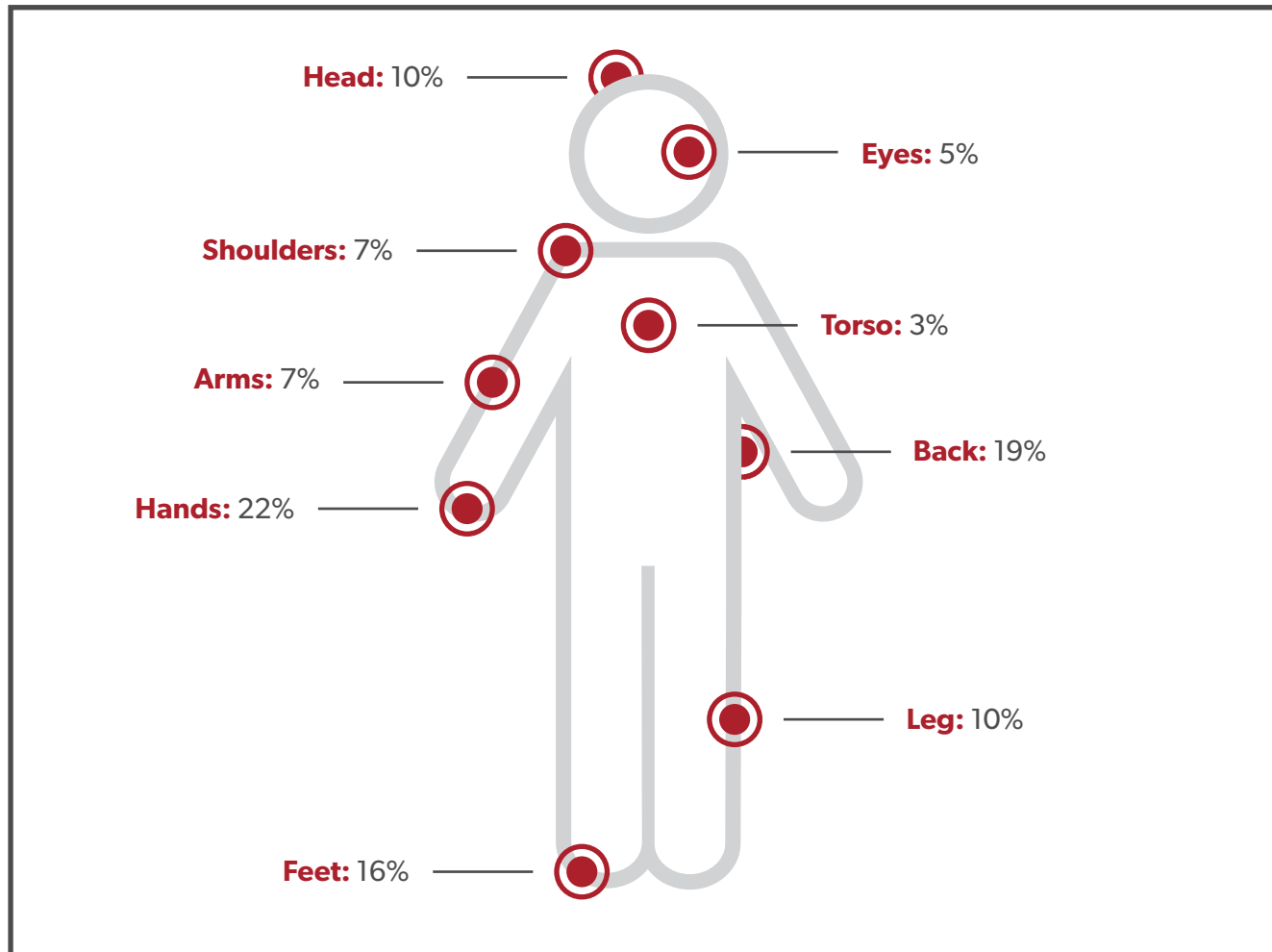
Demonstrates total accidents and injuries to occur through workplace accidents.

We will:

Continue to investigate all accidents promptly and take proportionate actions to prevent the likelihood of recurrence. Additionally, we will review our Manual Handling Training course on the Learning Content Management System (LCMS) to support MSK reduction.

KPI: Accident and Injuries

(excl. RIDDOR)



The analysis shows that hands, back and feet are the most common areas of injury for SFRS staff.

Body Map

Percentages for Accident/Injuries.

- Please note there may be multiple injuries per accident.

KPI: RIDDOR Reportable Events

In 2023/24 a total of 16 events were reported to the HSE under the RIDDOR. When compared to the previous year, there has been an increase of 1 event, which equates to a 7% increase (15 to 16).

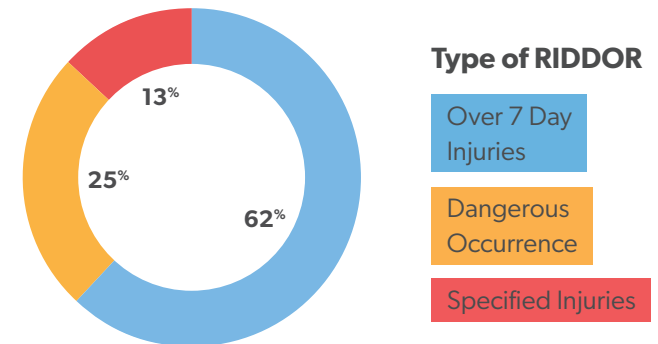
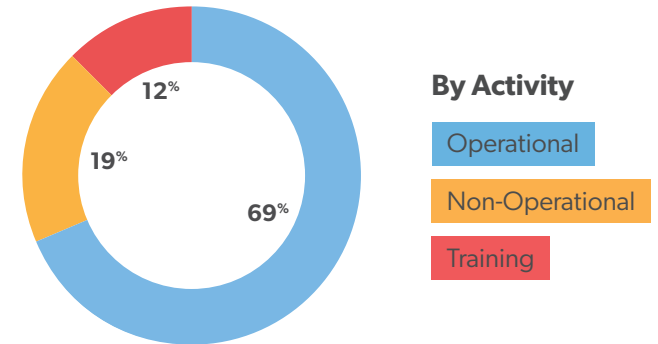
This increase can be partly attributed to the rise in fire incidents attended where there was potential exposure to asbestos.

The most common cause of over 7-day injuries was slips, trips, and falls, accounting for 40% (4 of 10). This remains numerically consistent with the previous year (4 of 12).

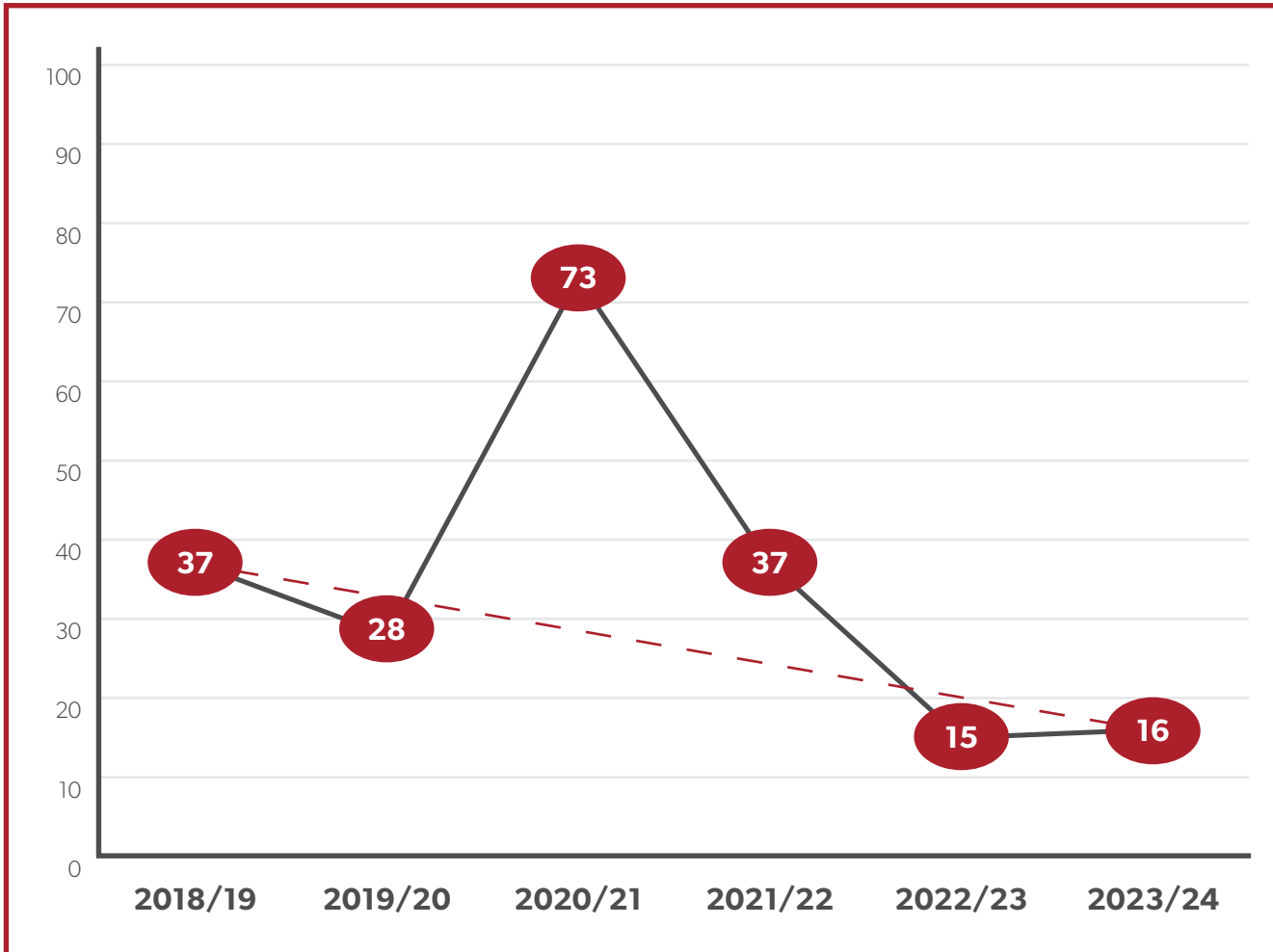
An example of a RIDDOR reportable event included:

- Vehicle overturning when travelling over rough terrain, this resulted in a significant event investigation and recommendations made.

During the 2023/24 reporting year, numerous recommendations and actions were implemented to reduce the risk of reoccurrence. These include a review of the Standard Operating Procedure: Incidents Involving Asbestos and a revised LCMS Asbestos Module. Operational Assurance conducted a thematic audit on asbestos identifying areas for improvement. The recommendations identified are progressed and monitored through the OLG.



KPI 52: RIDDOR Reportable Events



Purpose:

Demonstrates how many notifications there has been to the HSE which may include death, specified injury, over 7 day injury, non-worker taken to hospital for treatment, dangerous occurrence or an occupational disease.

We will:

Continue to identify trends and take proactive measures to minimize the risk of RIDDOR Reportable events, ensuring that lessons are learned.

The SFRS will ensure the welfare of all personnel following an accident or injury at work and direct to the appropriate support services where required.

KPI: Verbal Attacks on SFRS Staff

In 2023/24 there was a total of 19 verbal attacks to SFRS personnel reported. When compared to the previous reporting year, there has been a decrease of 54% (41 to 19).

There has been a significant decrease of verbal attacks within the East SDA, decreasing by 60% (15 to 6). This can be attributed to the ongoing work within the area working collaborative with external business partners to manage local risks.

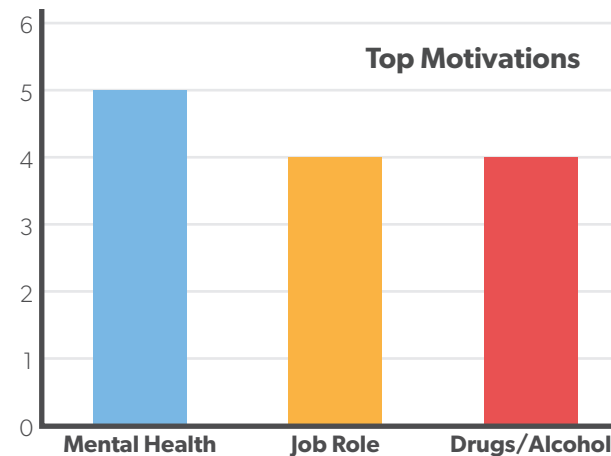
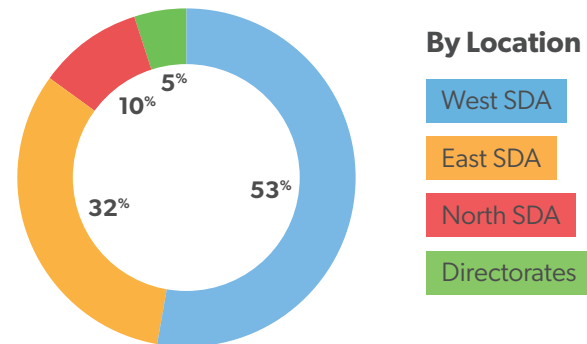
84% (16 of 19) events were reported during operational activities. 16% (3 of 19) during non-operational activities.

There were 2 injuries reported

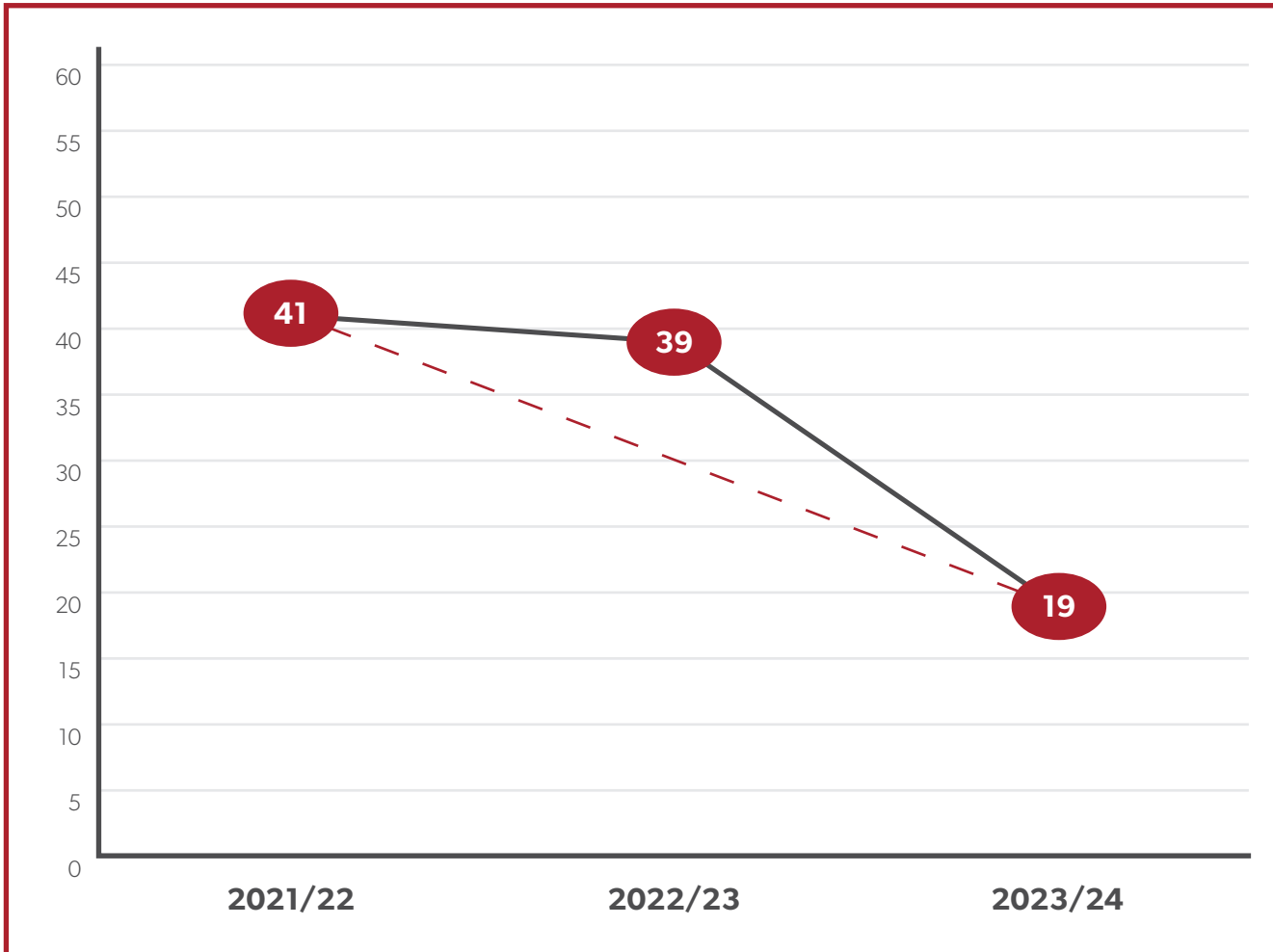
- Exposure to potentially harmful substance due to passing of saliva.
- Slip and Trip whilst retreating from a verbal attack.

17 verbal attacks were from individual persons towards staff, the remaining 2 were group acts.

Police were requested for 15 of the 19 verbal assaults and 4 of those considered as reportable under the Emergency Workers (Scotland) Act 2005.



KPI 50: Verbal Attacks on SFRS Staff



Purpose:

Demonstrates how many verbal attacks have occurred to SFRS personnel by members of the public.

We will:

Support SDA to engage with Prevention, Protection and Preparedness (PPP) for community engagement initiatives and share any lessons learned between all SDA areas via local and national SAIGs by identifying geographical hotspots where Acts of Violence (AoV) have taken place so that community engagement activities can be tailored and targeted.

KPI: Physical Attacks on SFRS Staff

Physical Attacks on SFRS staff include damage to equipment and property including missiles, fireworks, stones etc.

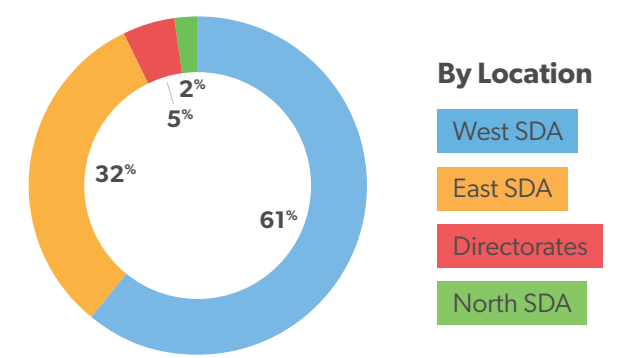
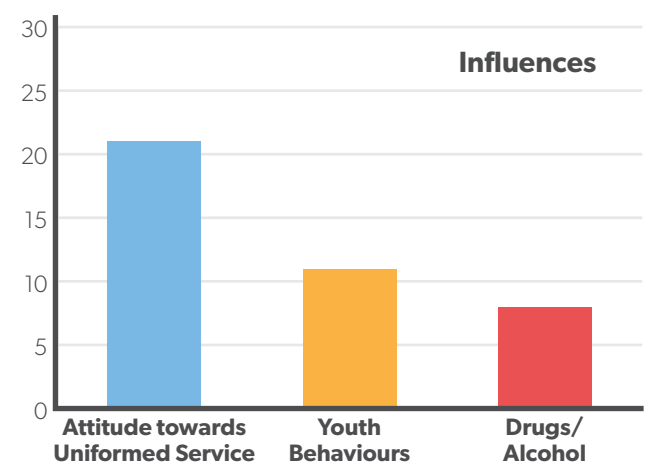
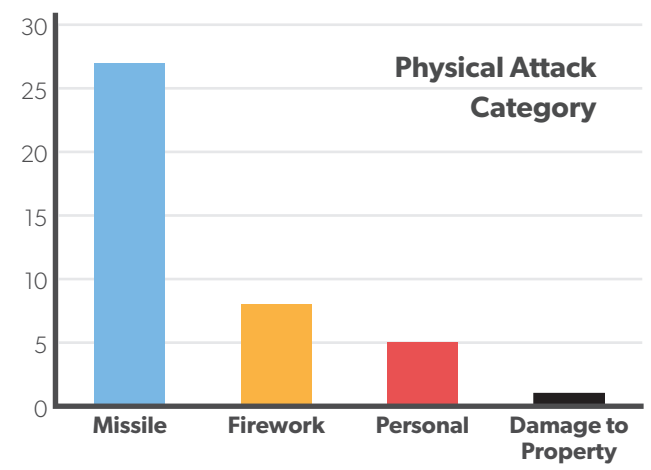
In 2023/24 there was a total of 41 physical attacks to SFRS personnel reported, remaining consistent when compared to the previous year.

There has been an increase in Directorates from 0 to 2, the past 6 years of data show there were no physical attacks on a member of staff. This increase can be attributed to an extended approach to community engagement work carried out within the PPP Directorate.

85% (35 of 41) events were reported during operational activities. 15% (6 of 41) occurred during non-operational activities. 1 event resulted in a minor upper limb injury.

32 physical attacks were through group acts, the remaining 9 were from individual persons.

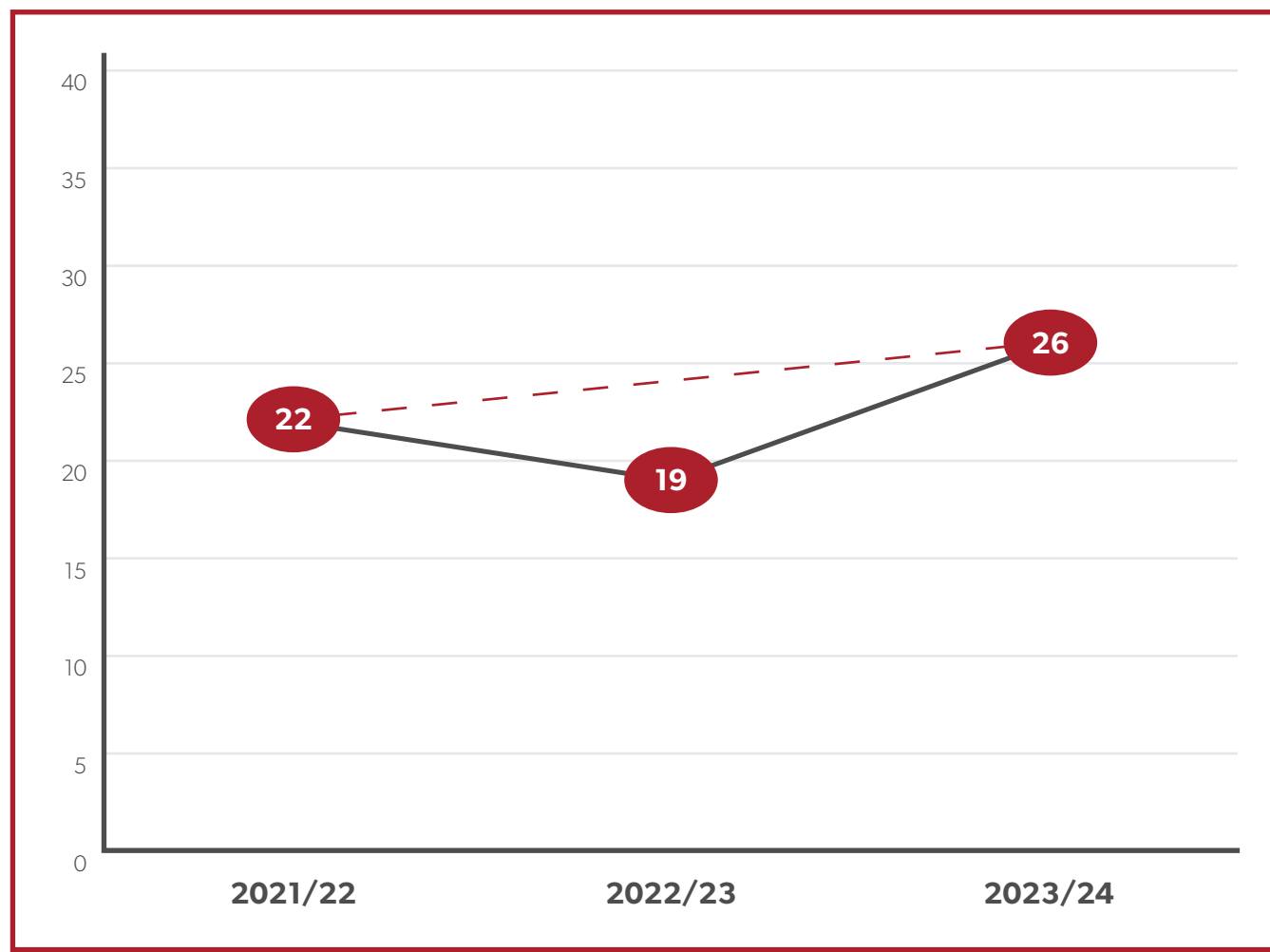
Police were requested for 27 of the 41 physical assaults and 3 of those considered as reportable under the Emergency Workers (Scotland) Act 2005.



The figures reported in the SFRS Official Statistics will vary from the SFRS Safety and Assurance Annual Performance Report due to a difference in categorisations, however, numerically the total figures remain consistent.



KPI 51: Physical Attacks on SFRS Staff



Purpose:

Demonstrates how many physical attacks have occurred to SFRS personnel by members of the public.

We will:

Continue to work with Police Scotland to ensure AoV are reported, perpetrators prosecuted under the Emergency Workers (Scotland) Act 2005 and communicate any learning between LSO Areas and Functions to reduce the risk of physical attacks to SFRS staff.

KPI: Vehicle Accidents

In 2023/24 there was a total of 214 Vehicle Accidents (VAs). When compared to the previous reporting year, there has been a 19% decrease (263 to 214).

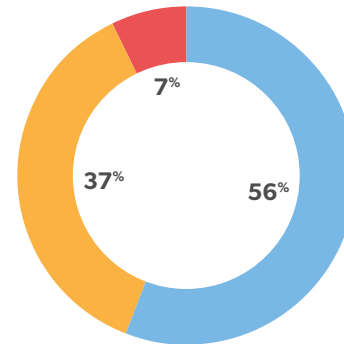
The most common cause of VA continues to “hit something fixed or stationary”, accounting for over 63% (134 of 214).

Of the Low-Speed Manoeuvres, 30% (36 of 119) of VAs involved the use of Driving Assistants.

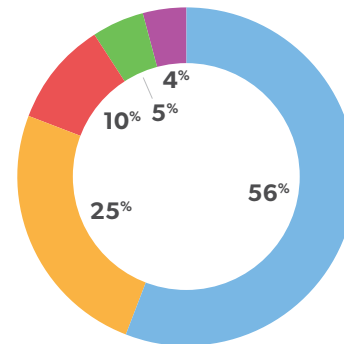
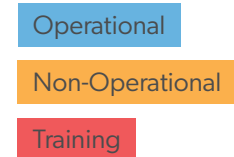
Example of VA events includes:

- Reversing into appliance bay and collided with pillar within the appliance bay;
- Auto eject on appliance failed and the driver drove out the bay resulting in damage to vehicle; and
- During water rescue training when moving the boat into shallow water the boat hit into rocks resulting in damage.

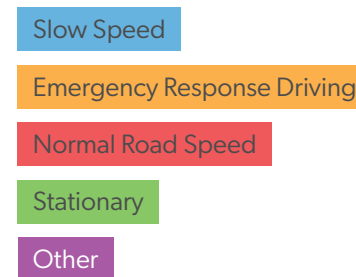
Vehicle accidents continue to be investigated, and action taken. The DSG continues to monitor trends and implement further controls and support to reduce the risk of vehicle accidents. All Directorates should continue to promote safe driving to continue this positive decreasing trend.



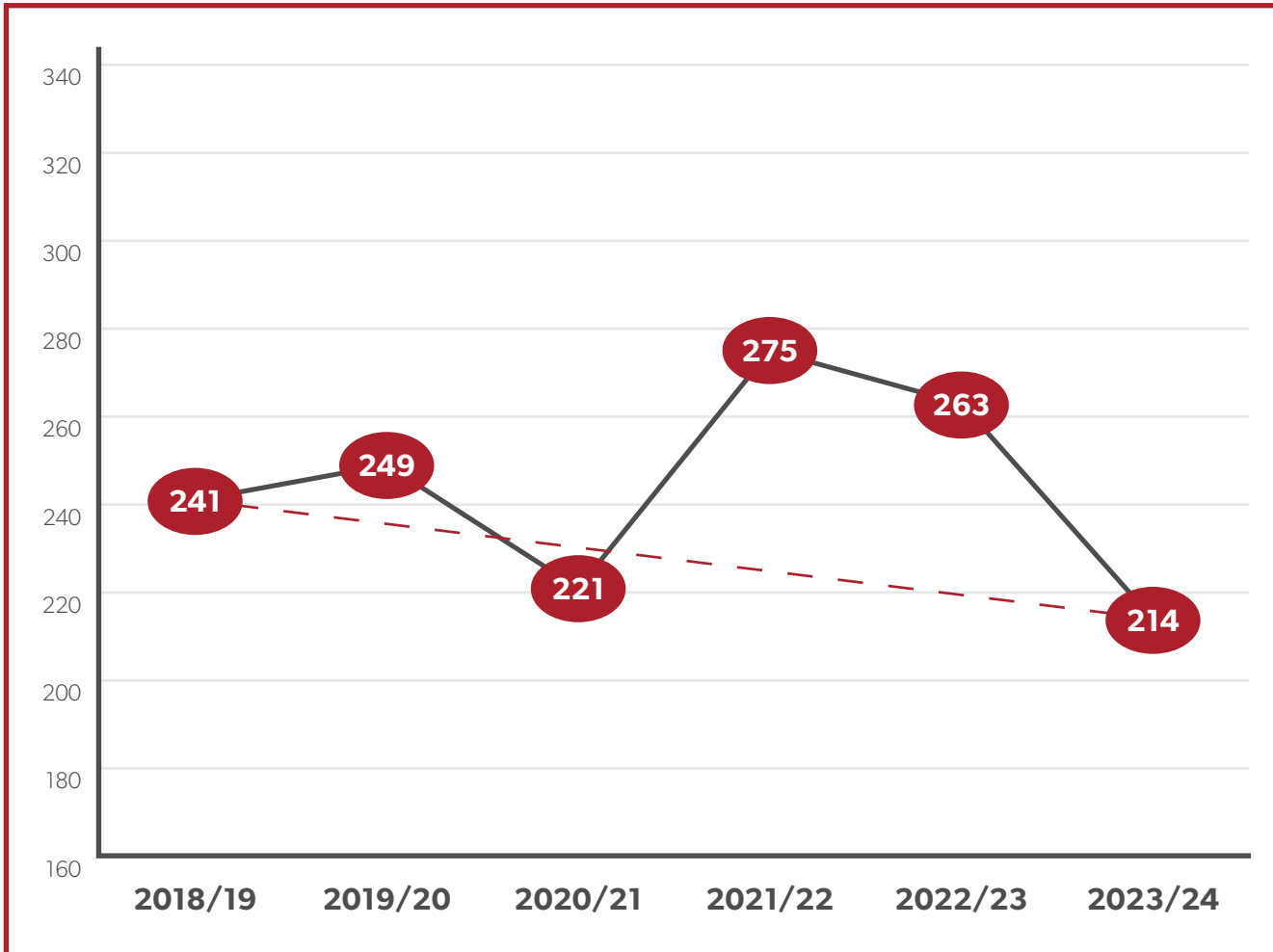
Activity Type



Vehicle Speeds



KPI 55: Vehicle Accidents



Purpose:

Total number of events that involved vehicle accidents.

We will:

Develop a Low-Speed Manoeuvre Guidance document to support drivers and to minimise the risk of reoccurrence and continue to raise awareness of NM Reporting whilst carrying out driving activities.

KPI: Operational Assurance Audit Actions

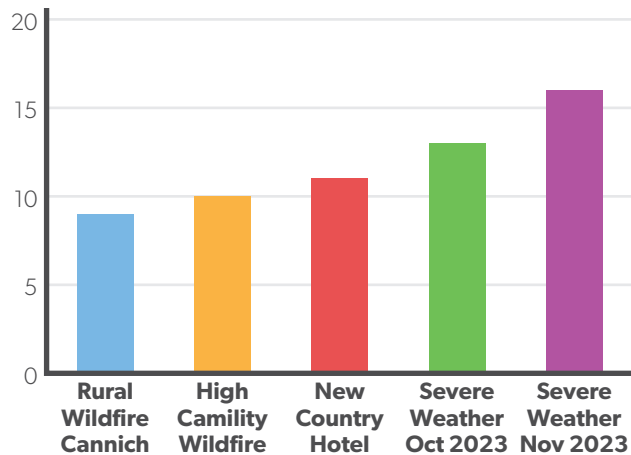
In 2023/24 there was a total of 5 structured debriefs carried out by Operational Assurance (OA). The debriefs collate and review information of the event to highlight good practice and to make recommendation where required to promote continual learning and improvement.

An Asbestos Thematic Audit was carried out in 2023/24 following an increase in potential exposure to asbestos at operational incidents. The thematic audit identified a total of 21 recommendations.

All recommendations stemming from debriefs and thematic audits are progressed through governance and added to the Organisational Learning Tracker for the relevant risk owner to progress to completion with supporting evidence.

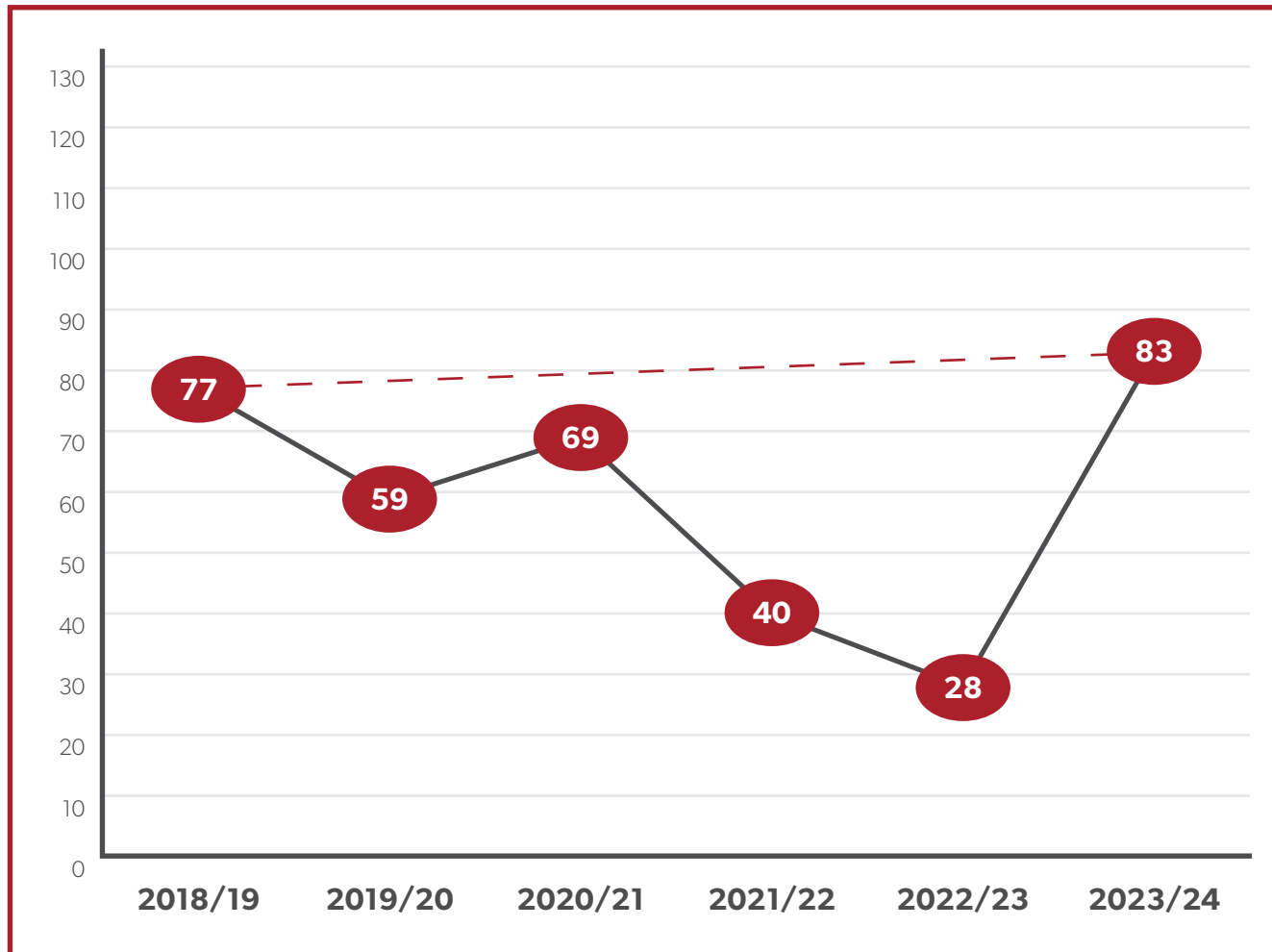
The OA function would like to thank staff who have been involved in the debriefs throughout the year. The contribution this brings to organisational learning and review of procedures is of significant value to enhance safety and reduce the risk of injury or ill health.

Debriefs and Action Totals



Photograph by JASPERIMAGE

KPI 19: Operational Assurance Audit Actions



Purpose:

The KPI demonstrates the number of Significant recommendations identified through OA Debrief Processes.

We will:

Continue to review significant events when required and continue to promote hot debriefs and the recording of what went well and what didn't through the Operational Assurance Recording and Reporting System (OARRS).

KPI: Health and Safety Improvement Plans

Overall completion of the 2023/24 HSIP is 92% (71 of 77) representing an 18% increase when compared to the previous reporting year.

The North SDA, PPP, Strategic Planning, Performance and Communication (SPPC), Service Delivery (SD) and the Operations Function completed 100% of their overall actions for 2023/24.

The 6 outstanding actions will be considered and monitored in the 2024/25 improvement plan.

Our 2024/25 Improvement Plans set out our commitment to further enhance legal compliance through our Health and Safety Management System (HSMS). Our focus continues to be on people, processes and systems with the overall objective of continuing to improve staff safety.

HSIPs are supported by guidance provided by SA and SAIG meetings to support all functions achieve their actions. This demonstrates continual improvement within the service.

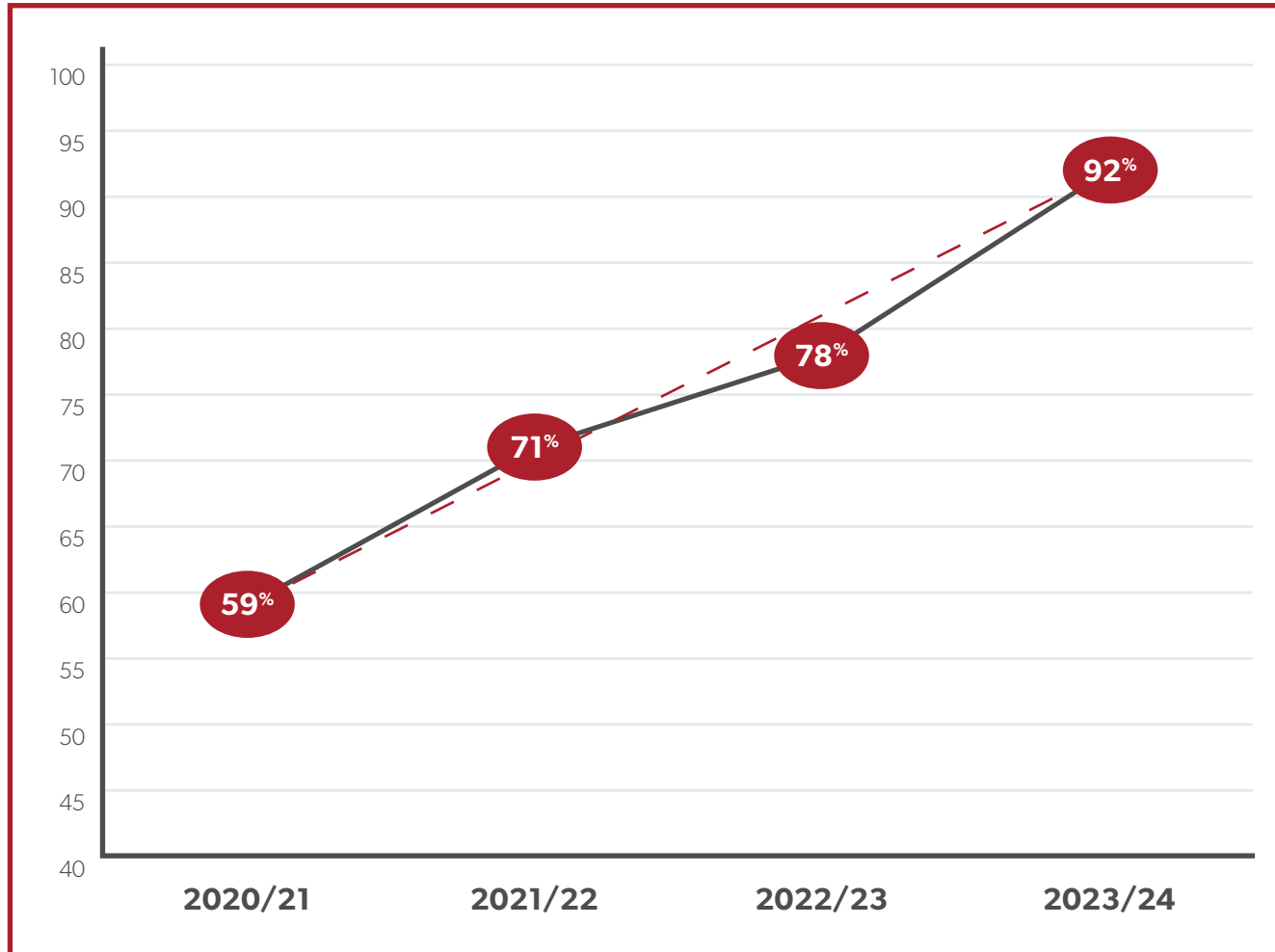
Following feedback from 2023/24, SA have introduced an FAQ Microsoft Teams Channel providing further assistance and guidance for our Business Partners.

Key achievements from the HSIPs include:

- Introduction of a Safety and Assurance Coordinator and Safety and Assurance Liaison Officer awareness package to enhance understanding of key SA requirements of the role;
- Update to SFRS Safety and Assurance appraisal process to support staff throughout the year;
- Review and update of 10 MAs and supporting training packages to enhance knowledge;
- Review all technical assessments and populate GANTT charts to ensure statutory compliance; and
- Progress findings from “compare and contrast” of OA to ensure we continually learn and improve.



KPI 56: Health and Safety Improvement Plans



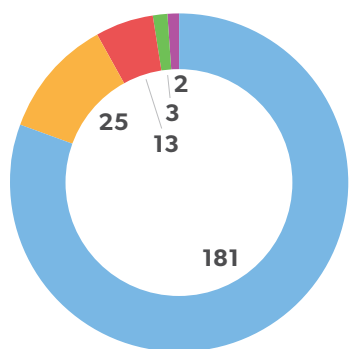
Purpose:

Demonstrates the completion of improvement plans to drive safety performance.

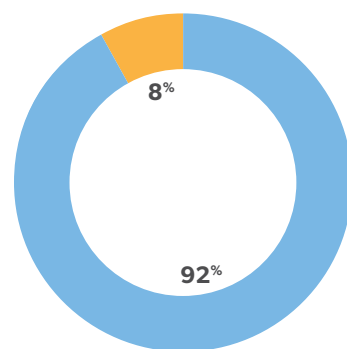
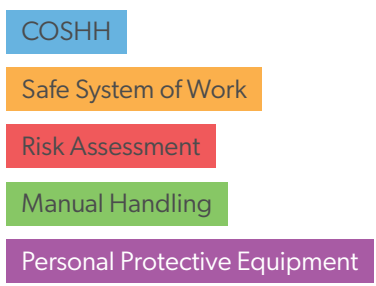
We will:

Continue to improve HS standards and performance ensuring legal compliance and risk reduction through SMART objectives for the service.

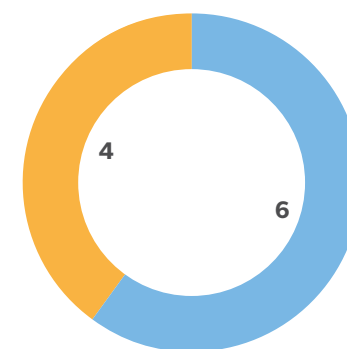
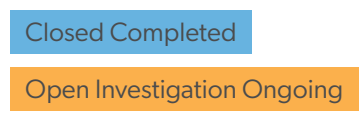
Performance Indicators 2023/24



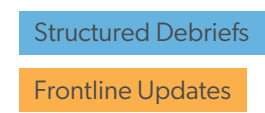
Assessment Reviewed



**Event Investigations
BRAG 790 Events in Total**



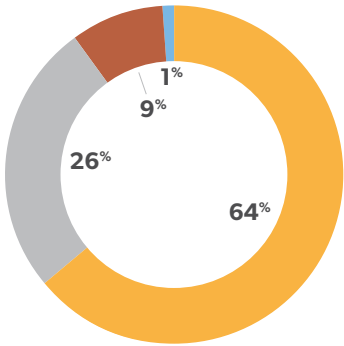
Operational Assurance Totals



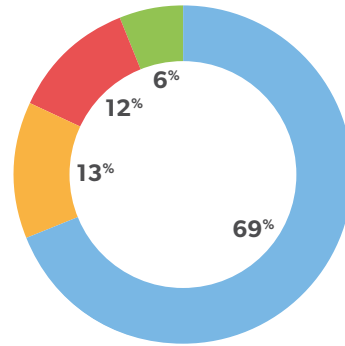
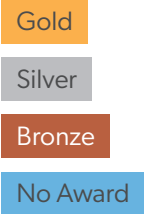
We will:

Continue to review risks to the SFRS and provide staff with relevant information on how to identify and manage risks. Additionally, support our business partners in reviewing all risks and technical assessments to ensure hazards are identified and appropriate control measures are implemented in accordance with the GANTT charts.

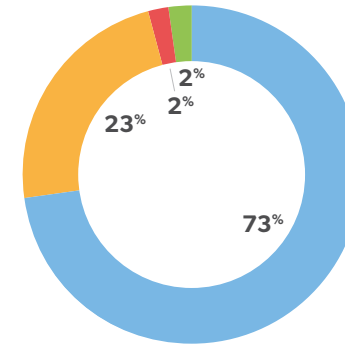
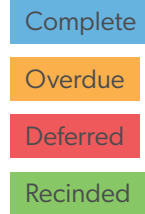
Performance Indicators 2023/24



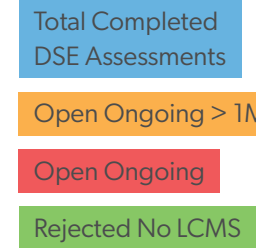
Support Reviews



MA Updates 16 in Total

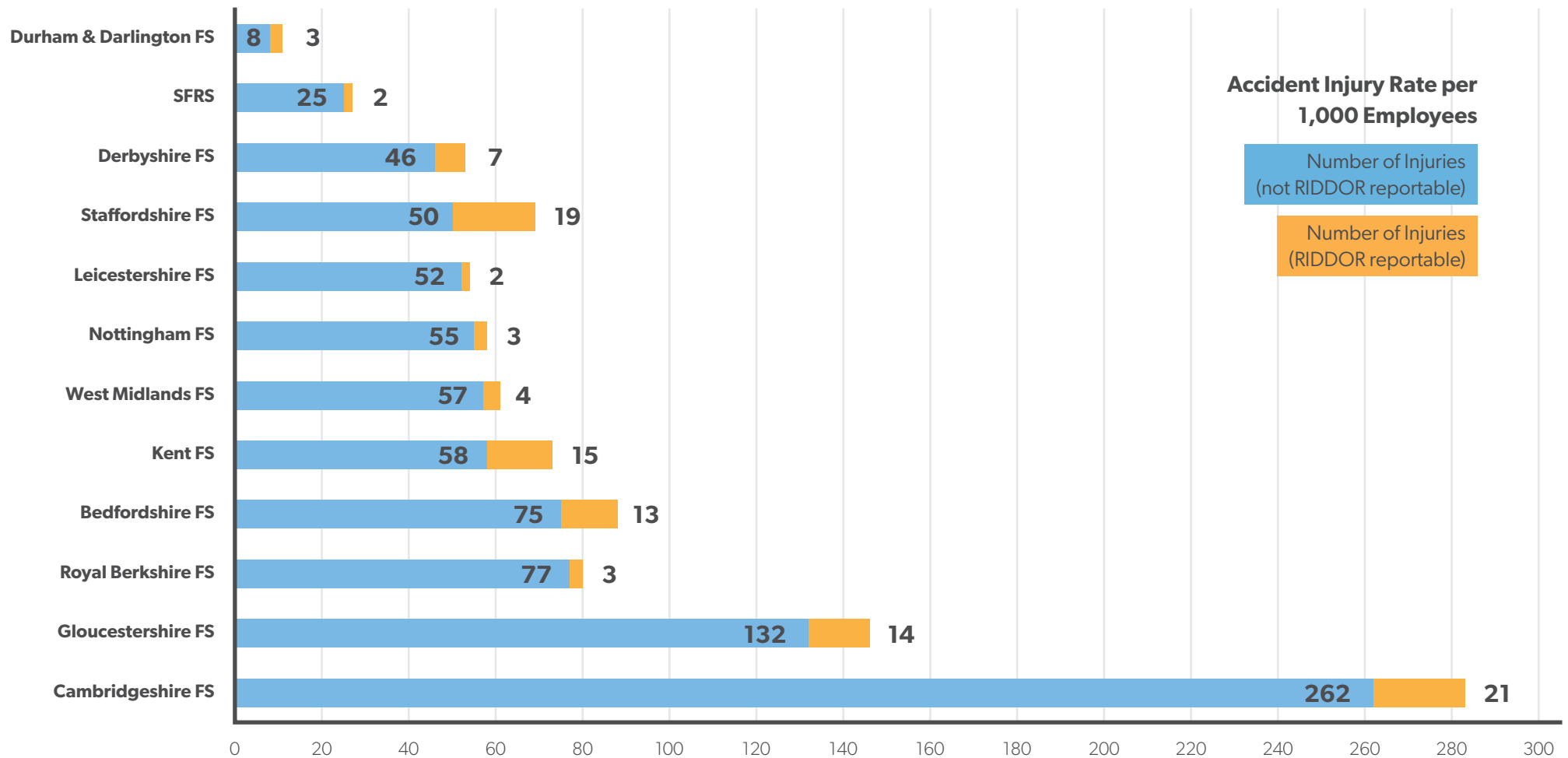


DSE Assessments



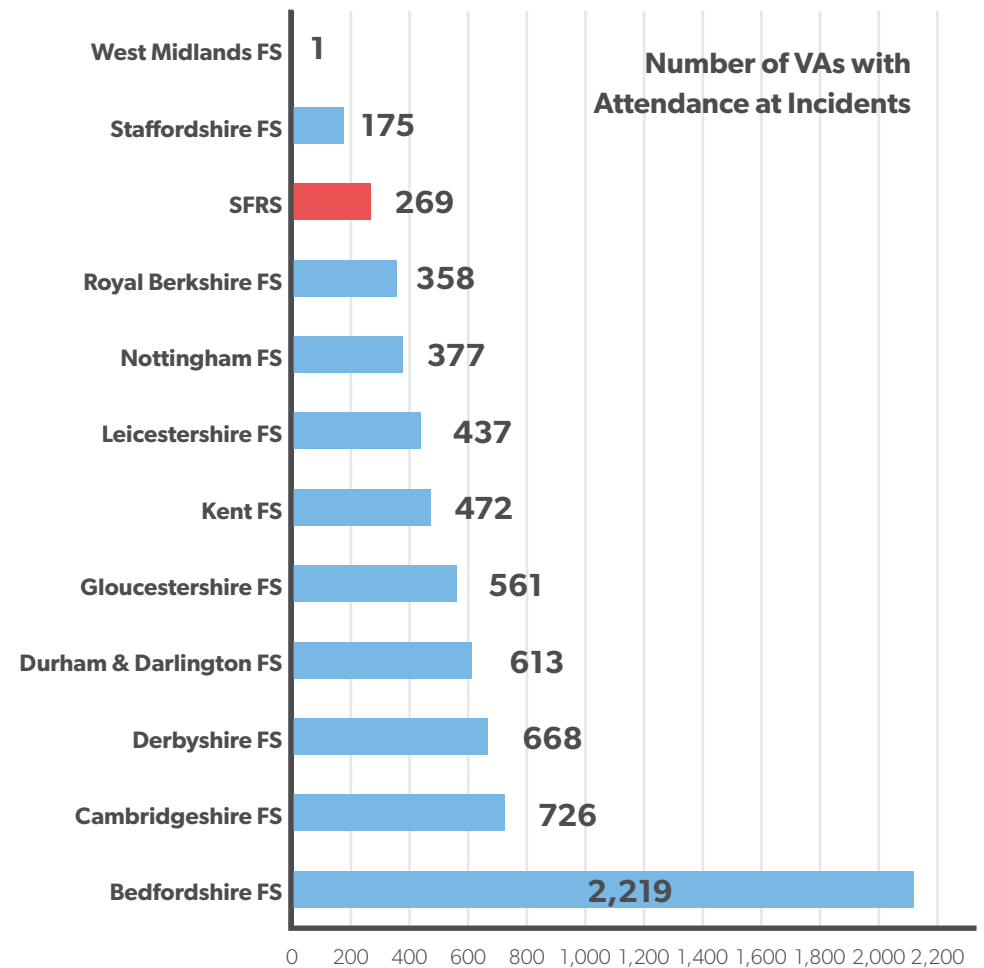
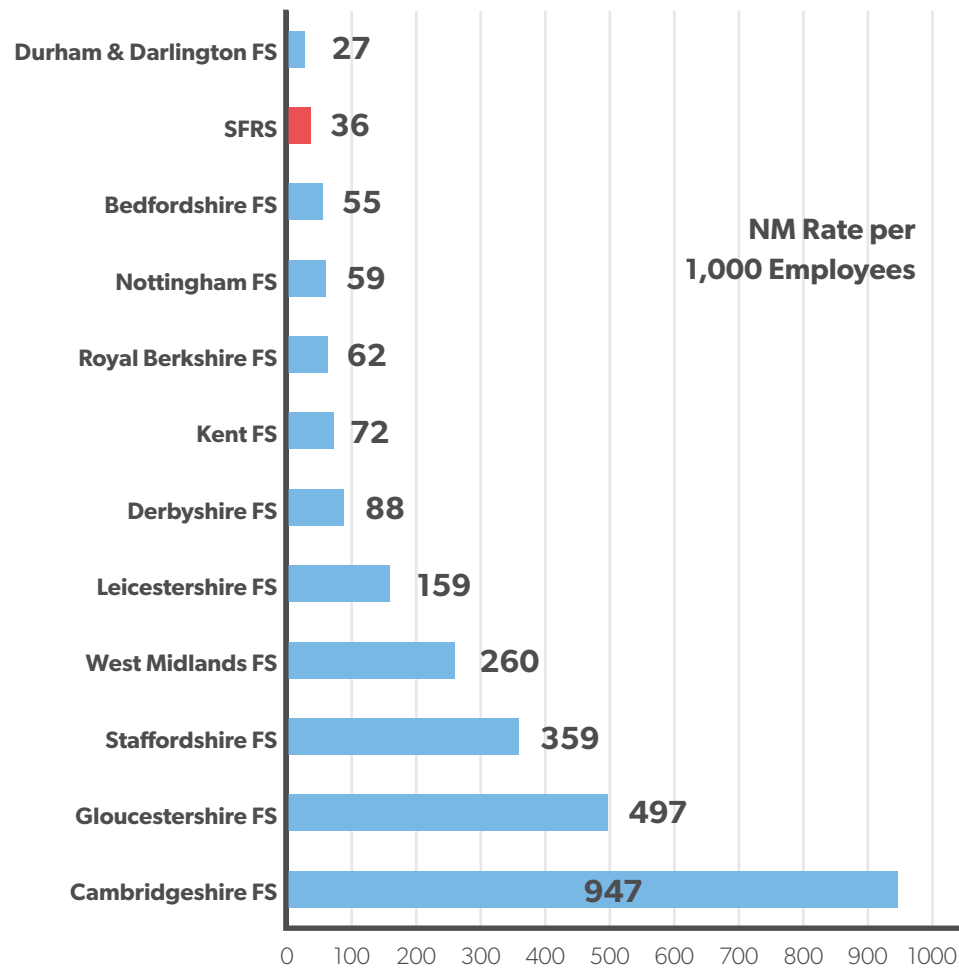
Benchmarking UK FRS

(01/04/2023 – 31/03/2024)



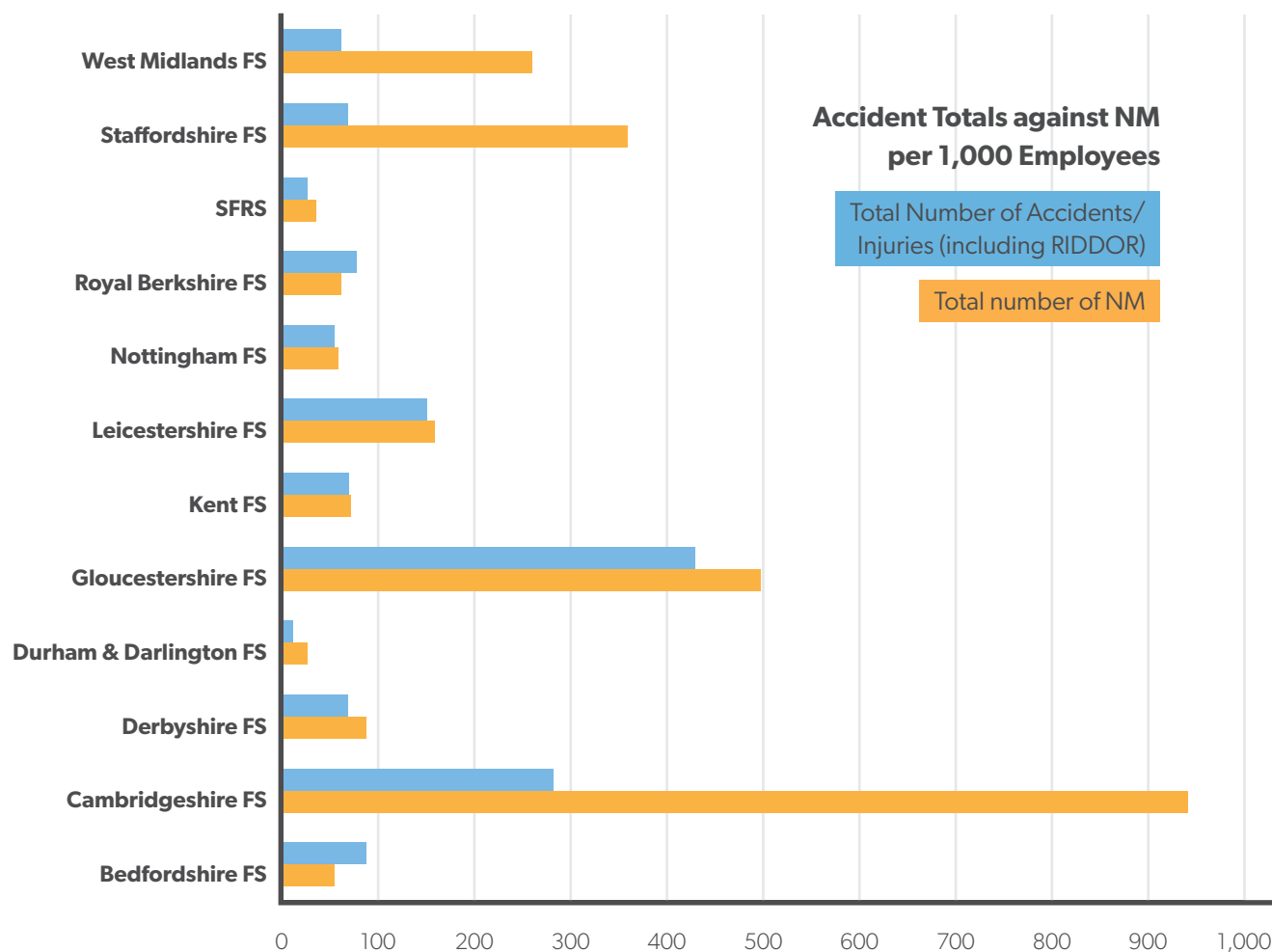
Benchmarking UK FRS

(01/04/2023 – 31/03/2024)



Benchmarking UK FRS

(01/04/2023 – 31/03/2024)



Each UK FRS has different reporting variables and as such we have used the figures per 1,000 employees to make benchmarking indicators applicable. Through data analysis of the figures provided there are areas of good performance and areas of improvement for the SFRS.

The data indicates high vehicle accident rate which the SFRS continues to monitor to take preventative measures and work continues through the DSG. Although the SFRS NM figures have increased this year, it is relatively low in comparison to the UK FRS per 1,000 employees. SA have included hazard perception to the Operational new recruits training together with local promotions to emphasise the importance of NM event and will continue to support directorates on NM reporting.

We will:

Continue to liaise and engage with other UK FRS through the NFCC HS Committee, sharing areas of best practice enhancing safety UK wide.



5 Act

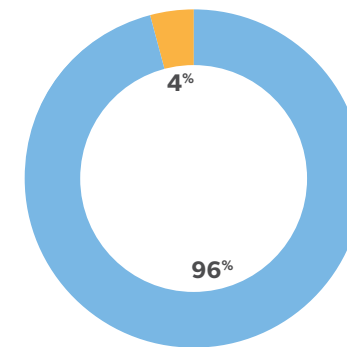
Directorate Summaries; Continual Improvement; and Looking Ahead

Training, Safety and Assurance (TSA)

(Training)

- Implementation of enhanced wildfire training to personnel at specialist Tier 3 Wildfire Stations ensuring that the appropriate SSoWs are implemented and training provided at specialist Tier 3 Wildfire Stations.
- Review of BA training delivery model, implementing a BA Recovery Plan. Phase one of the three phase plan has been successfully delivered during 2023/24. Phase 3 will introduce a new business-as-usual (BAU) training model.
- Working with Operations colleagues to provide a training package on the use of Thermal Image Cameras.
- Following attendee feedback, the wholetime BA acquisition training has been increased from 2 weeks to 3 weeks to provide exposure to realistic training whilst allowing for effective management of contaminants. The on-call elements are currently under review with the continuation of a 2-week timetable with the additional elements conducted in the station by Training Instructors.
- Implemented Service-wide Training Programme for Face Fit and on track to be fully delivered in 2024. This has involved the training of 146 Face Fit Instructors and over 2,500 face fit tests at the time of writing the report.
- Re-instated IOSH Training Courses aimed at improving safety awareness of Supervisory Managers, with over 150 personnel having achieved the IOSH Managing Safely award.
- Methods of Instruction (MOI) process rolled out. Acquisition and maintenance of skills through Crew Commander CEP process and through LCMS packages for all Supervisory Managers within SFRS.
- Procurement Framework Review - RTC Training - Scrap car / vehicle provision, improving the availability of vehicles.
- SSoWs are being developed by the Training Function, aligned to the Draft Contaminants SOP for the management of contaminants in training.

TSA Accident Summary	
Types of Events:	Top 3 causations:
<ul style="list-style-type: none"> • Accident (37) • NM (26) • VA (9) 	<ol style="list-style-type: none"> 1. Temperature, Manual Handling 2. Other 3. Slips, Trips and Falls



HS Improvement Plan

Complete

Outstanding

Training, Safety and Assurance (TSA)

(Safety and Assurance)

Policy and Objectives:

- SA collaborated with business partners to develop the 2024/2025 Improvement Plans, including briefs and Gantt charts, with a focus on addressing local risk areas.
- Creation of the Safety Culture Survey and analysis.
- Introduced a MA Framework, simplifying the HS Policy and its supporting arrangements, reducing content through flow charts.
- Review and update of the Operational Incident Risk Assessment (ARA/DRA) MA to enhance user orientation.
- Memorandum of Understanding for Terms of Occupancy enhanced to strengthen and reinforce safety priorities.
- SA continue to review the PUWER MA to ensure the document is more accessible for the end user

Risk Management:

Supporting the implementation of Risk and Technical Assessments and SSoW including;

- SDA, Training and Museum of Scottish Fire Heritage Handbook.
- PPE Assessments and Supporting Equipment Information Card for Draeger Xplore 8000 RPE Kits
- COSHH Assessment process simplified, and 181 documents reviewed and updated.
- Production of MSK, Methods of Entry and Manual Handling Reports
- Supporting the completion and actions for DSE Assessments

The following papers were progressed through governance;

- | | |
|---|---|
| • Firefighter Heat and Health guidance; | • AoV; |
| • BA Trend analysis; | • Vehicle Events (Low Speed Manoeuvres and; |
| • Local Exhaust Ventilation; | • Noise and Vibration. |
| • Food Safety Review; | |

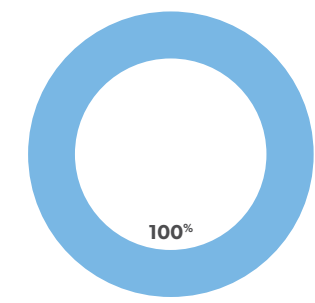
Training and Communication:

- Development of a safety culture, communication and training frameworks commenced.
- Four new LCMS e-learning modules developed: Vibration, Noise, Lone Working and Safety Signs and Signals;
- The following training and awareness content was delivered:
 - Safety and Assurance Coordinator and Liaison Officer Awareness and OA SPoC network;
 - Revised Fire Fighter HS Induction Package for new trainees;and
 - TASS Presentation during People Career Ready Week.
- Establish a COSHH working group and re-establish Noise working group to review, update and progress assessments and outstanding action plans.
- Staff awareness campaigns completed for Wellbeing and Inclusion calendar including Working in Hot and Cold Conditions, Asbestos Awareness, Lung Cancer Awareness, Returning to Work after Maternity Leave and Stress Awareness monthly campaigns.

Operations

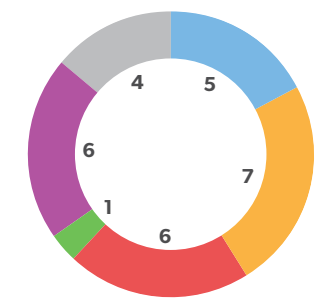
- Incident Command Policy and Operational Guidance, Organised Crime and Counter Terrorism Unit updated Code Red General Information Note (GIN);
- Severe Weather Plan GIN and Severe Weather Business Continuity Plan. The Incident Response, Flexi Duty Officer and Principal Officer Mobilising COPs published; and Flexi Duty Officer Mentoring and Support GIN and GIN Standards of Dress;
- The following Standard Operating Procedures (SOPs) were updated; Incidents Involving Asbestos, Timber Framed Buildings, The Post Fire Ventilation, Evacuation and Water Rescue and Flooding;
- Equipment Information Cards for the following have been published, BA, Branches and Ladders, Fire Escape Hood (FEH), Trauma Care, and Fire Service Pumps;
- The HAZMAT supporting document Initial Operational Response Protocol was updated;
- Awareness Brief was issued on BA testing and hygiene requirements;
- Marauding Terrorist Attack (MTA) - Joint Operating Principles Training was provided to all Operational Personnel on LCMS;
- Audits on Yellow 70mm Delivery Hose and Fire Extinguishers looking at Per- and Polyfluoroalkyl Substances requirements;
- Roll out of new and redistribution of Thermal Image Cameras and Introduction of Pulse Oximeters across the service and CD Oxygen Cylinder Flow Selector to West SDA to enhance trauma care practices and standardisation of equipment;
- An Operations Safety Subgroup (OSSG) was created to support progression of actions to manage risk in the operational environment;
- The Operations PM Meeting incorporates the progression of SFRS actions allocated to Operations via His Majesty's Fire Service Inspectorate in Scotland, as well as HS Action Plans; and
- Revised the Function Risk Register to enhance reporting and progression of Operations risks.

Operations Accident Summary	
Types of Events:	Top 3 causations:
<ul style="list-style-type: none"> • NM (30) • VA (21) • Accident (15) 	<ol style="list-style-type: none"> 1. Other 2. Sharp Object 3. Temperature



HSIP

- Complete
- Outstanding



- Urgent instructions
- Awareness Briefings
- Standard Operating Procedures
- Policy and Operational Guidance
- Equipment Info Cards
- General Info

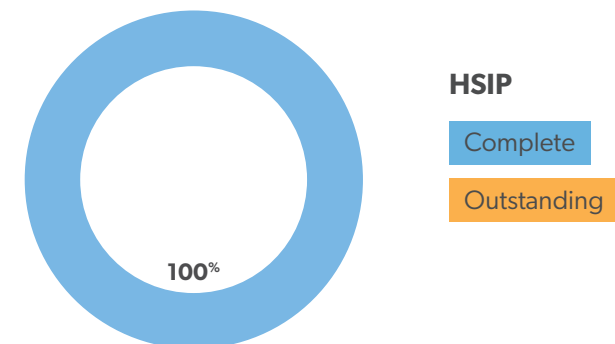
Service Delivery Areas (North)

- North SDA promoted the importance of NM reporting. North SDA-wide communication reinforced the importance of reporting HS events, the communication included a NM Fact Sheet and TASS guidance poster for station display. This has led to a significant increase in NM reporting compared to 2022-23;
- Following a large number of events involving exhaust smoke contaminating stations and PPE, being reported at stations across Highland that had non-Euro compliant LDV appliances and no LEV on station, Industry-standard filters were purchased for applicable appliances. Filters attach temporarily to exhausts for station movements, detaching for road driving. Filters remove all particles and contaminants. Training and operational guidance provided;
- Due to the large increase of Battery Energy Storage Sites (BESS) located within the ACAM area of the North SDA. ACAM created a SharePoint site for BESS sites throughout the area. This is maintained by PPP and information shared with SC's and Operational staff so crews can gather OI information to ensure Operational preparedness. This ensures that staff are fully

aware of associated risks and hazards and site layout enabling crews to identify and mitigate risks promptly, allowing them to take appropriate precautions during incidents;

- Multi agency complex Control of Major Accident Hazards exercise undertaken at St Fergus gas terminal in collaboration with staff and partner agencies from across the North SDA. This exercise rigorously tested our Command & Control, JESIP protocols, internal procedures, and external plans. Importantly, it addressed a critical issue concerning risks and hazards contained within the site along with the complex layout, which could pose severe hazards to firefighters and our partners' safety. The insights gained will be pivotal in enhancing our emergency response and ensuring the safety of all stakeholders;
- Derelict properties groups have been re-invigorated across the North SDA with a program in place for building inspections and a multi-agency groups working together to ensure buildings are secure. This is with a view to generating a reduction in secondary fires which has the added benefit of reduced Blue light journeys; and

North Accident Summary	
Types of Events:	Top 3 causations:
<ul style="list-style-type: none"> • NM (74) • Accident (44) • VA (44) 	<ol style="list-style-type: none"> 1. Slips, Trips and Falls 2. Other 3. Impact (Stationary Objects)



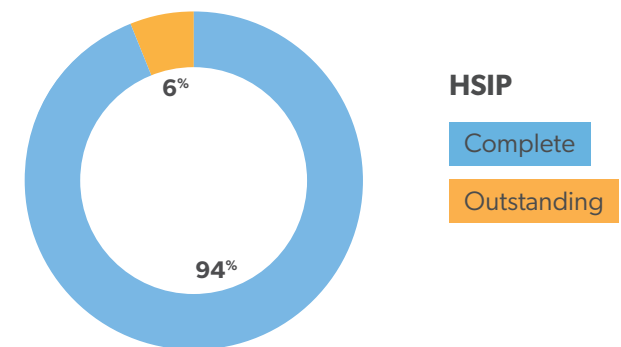
- Reinforced Aerated Autoclaved Concrete (RAAC) register created and held on Local Area SharePoint sites across the North SDA. This is maintained by PPP and information shared with SC's so crews can gather OI information. This is with a view to enhance firefighter safety as an understanding of the structural vulnerabilities of RAAC helps in safeguarding not only the lives of the firefighters but also the public and property, as crews can identify and mitigate risks promptly, enabling them to take appropriate precautions during incidents.

Service Delivery Areas (East)

- LSO area developed a quarterly HS newsletter for staff including performance against TASS KPIs and MSK awareness information;
- A multi-agency tabletop exercise was carried out to promote safe working practices and response to a full evacuation scenario at a high-rise residential tower block supported by all Blue light partners and Fife Local Resilience Partnership representatives. This exercise tackled an identified issue in relation to building construction that could pose a significant hazard to FF, Public and partner safety;
- Collaborative work with Falkirk council and blue light partners relating to a large derelict property complex in Falkirk town centre. SFRS staff engaged with owners and local authority to have the area properly secured prior to partial demolition and refurbishment;
- Commenced a pilot in relation to Contaminants control in advance of a HSIP and communicated this to LSO staff. They have used this template identified at Dalkeith Fire station to identify working solutions where minimal property adaptation was required;
- Anti-social behaviour initiative in conjunction with Police Scotland / Local Council / CAT Team and West Lothian Youth Action Project. Extensive work to reduce the significant anti-social behaviour issues and awareness sessions highlighting the role of firefighters and the dangers etc. This has resulted in a reduction of violence targeted at SFRS staff and appliances and a reduction of secondary fires (blue light mobilisation);
- Extensive engagement with local Prison. Along with supporting a reduction of operational incidents on site and the ongoing investigation with Police Scotland / Prison and the Crown Prosecution Service. Work has been carried out to put additional flame-retardant furnishings within cells, programme established to help and support prisoners being safe when they leave prison;
- A review was carried out to standardise the HS Notice boards in stations clearly promoting HS literature and presentation of PRP documentation. This has supported an improved HS culture and support the station audit process; and

- East LSO areas have seen a reduction in vehicle related events following positive engagement with staff relating to low-speed manoeuvres. Engaging with SAIG and action log.

East Accident Summary	
Types of Events:	Top 3 causations:
<ul style="list-style-type: none"> • NM (53) • Accident (47) • VA (44) 	<ol style="list-style-type: none"> 1. Other 2. Slips, Trips and Falls 3. Manual Handling



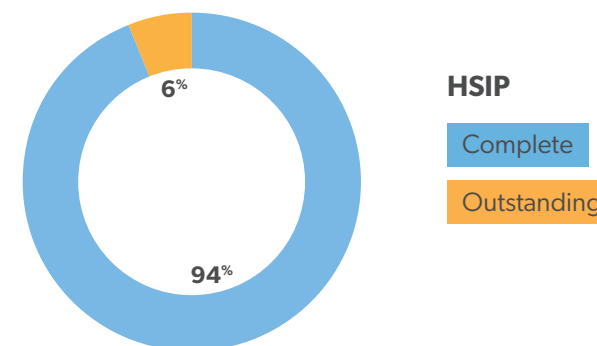
Service Delivery Areas

(West)

- Following a high number of staff changes throughout the year, SALOs and Deputy SALO prioritised their attendance at the SAC / SALO presentation delivered by SA;
- Face Fit Testing training provided, and staff will be completed within 2024. West provided best practice information from external organisations regarding face fitting test fail percentiles and measures put in place by the service;
- Event Management Support Review all six LSO areas, achieved a GOLD outcome from the Event Management Support Review;
- A pilot for VAs and in particular, Low Speed Manoeuvres was introduced in Lanarkshire LSO including equipment for on station training and carrying out robust investigations. Resulting in improved performance, actions identified were communicated to staff such as reinvigorate topography sessions to identify high risk streets for double parking and access issues. Crews provided SFRS Think Before You Park leaflets. ERRI enhanced appraisal process to include a key work objective, "Promote a positive HS culture to Reduce health and events and Low Speed Manoeuvre instances", This shows a positive decrease within the area;
- Due to high number of incidents within West SDA, staff refamiliarised with the LCMS Asbestos module;
- City of Glasgow (CoG) presented a good practice paper to the West SDA SAIG & SASG on their Thematic Review on the CoG Station Audit Programme. Looking at standardisation and best practice;
- Outcomes from OA processes and HS Investigations continue to provide valuable lessons for operational personnel. These processes, along with the establishment of added Command Group communication channels and bespoke learning events will continue be used;
- West proactively increased the reserve kit stock and put measures in place to access this in anticipation of the forthcoming contamination policy/procedure and provided a presentation to be distributed to all personnel regarding the risks and control measures to be adopted whilst awaiting formal SFRS procedures; and

- A local trend analysis was conducted following an increase in events associated with BA and events involving spare appliances and equipment. On conclusion reports were submitted to the local Safety and Assurance Improvement Groups for relevant action.

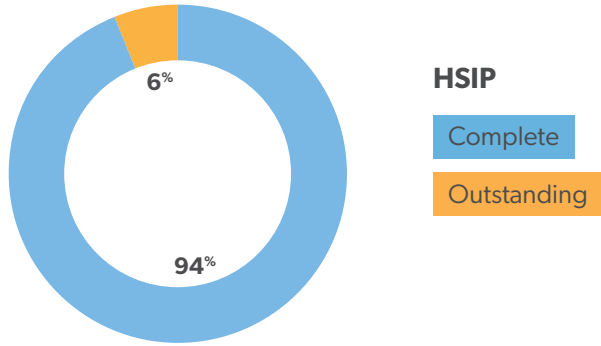
West Accident Summary	
Types of Events:	Top 3 causations:
<ul style="list-style-type: none"> • VA (73) • NM (69) • Accident (60) 	<ol style="list-style-type: none"> 1. Other 2. Slips, Trips and Falls 3. Sharp Objects



Financial and Contractual Services (FCS)

- In addition to the SFRS Building Surveyor quarterly Inspection program, Intrusive detailed surveys based on new Guidance from the Standing Committee on Structural Safety commenced in September 2023;
 - Projects to provide dignified facilities, contamination control and modernisation in fire stations is ongoing with the property estate;
 - Training provided for maintenance and repair of Electric Vehicles (EV) including the EV appliance that is based at Clydesmill. This enhances knowledge when called out to an EV event;
 - A light fleet review is being undertaken developing processes and procedures for better allocation of light fleet and range of options for the provision of FDO vehicles which best meets the Service’s cost of risk profile, in the face of an ageing fleet;
 - Personal Safety Device (PSD) includes a person down system is implemented within Fleet to support lone working;
 - Respiratory Protective Equipment (RPE) poster and awareness training session implemented within Fleet on “Protection of your lungs.
- Alternative RPE was procured to provide protection for local requirements;
- Personal Protective Equipment (PPE) distributed to firefighters for various activities e.g. wildfire. SFRS will facilitate wearer trials and sizing and feedback to NFCC water rescue PPE project. Current reserve stock and sizing profiles is being reviewed with a view to increasing existing stock levels and assist in contaminant controls;
 - An electronic system was created for “reserve PPE availability list” allowing stations to view reserve stock of PPE and the sizes available within holding stations within their areas;
 - The introduction of Personal Protective Equipment (PRE) to replace Hydraulic Rescue Equipment (HRE) is now in phase 5 to reduce the risk of pressurised injection injuries to operational staff;
 - Hand and Arm Vibration Syndrome (HAVS) awareness training accompanied by the implementation of a monthly HAVS monitoring system to reduce the likelihood of contracting HAVS; and
- Work with SA on vehicle insurance claims incurred, ensuring lessons learned can be considered and population of directorate risk registers to identify significant risk and associated controls.

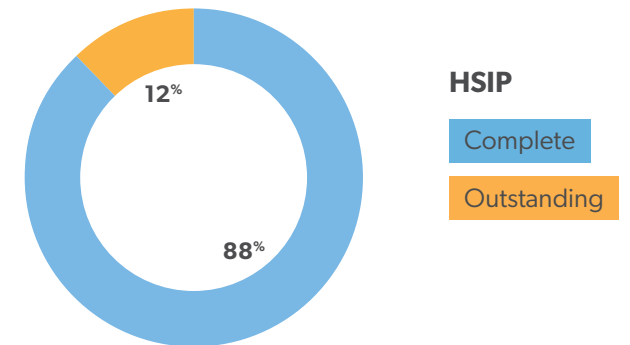
FCS Accident Summary	
Types of Events:	Top 3 causations:
<ul style="list-style-type: none"> Accident (8) VA (3) NM (1) 	<ol style="list-style-type: none"> Impact (Stationary object) Other Manual Handling



People

- MSK Injury Reduction Group re-established with strengthened alignment between physical and mental wellbeing;
- Career Ready Programme ran across 2023/24;
- Launch of the SFRS Colleague Experience Survey;
- Cultural Engagement Sessions were held across all staff groups and SDAs which informed the development and subsequent pilot of the “People Management Essentials”, the first element of the wider SFRS Management Development Framework;
- Commenced review of eyesight standards for firefighters;
- Development and launch of Agile Working Manager’s Toolkit and supporting LCMS module;
- Preparatory work to establish an SFRS Confidential Reporting Line commenced;
- Train the facilitator programme delivered to enable SFRS colleagues to take forward Lifelines programme across the Service;
- Introduction of a Pre-Recruitment Engagement Programme aimed at providing 1:1 support and guidance to help candidates prepare for the formal fitness assessment and the practical selection tests;
- Work with Collective Learning Partnership and Union Learning continues to provide access to lifelong learning opportunities across a broad range of topics including first aid for mental health. Pre- and post-natal exercise and nutrition and menopause cafes;
- Support of the Service Delivery Model Programme as the Services continues to improve its response to risk and demand across Scotland; and
- Creation, review and implementation of various policies and procedures that support a culture of health, wellbeing and safety across the Service.

People Accident Summary	
Types of Events:	Top 3 causations:
<ul style="list-style-type: none"> • Minor Injury (2) 	<ol style="list-style-type: none"> 1. Impact (moving object) 2. Other 3. NA

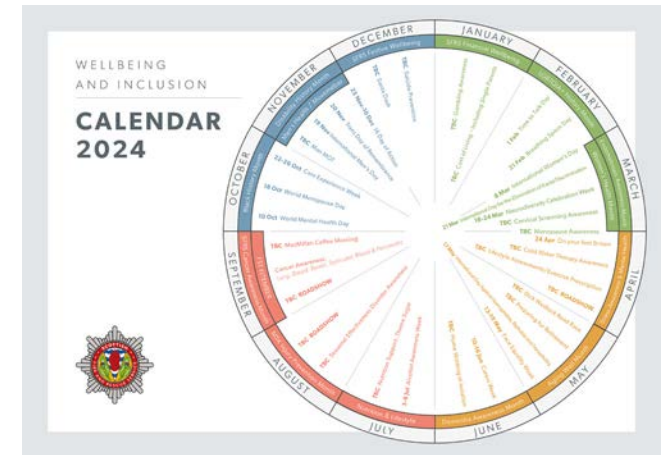


People

(Wellbeing)

Over 170 Wellbeing Champions in SFRS to support colleagues

- Implementation of the 2024 Wellbeing, Inclusion and Learning Calendar of activities with inclusion from SA in all Wellbeing events and initiatives.
- Collaboration with NFCC and The Fire Fighters Charity commissioning of Nottingham Trent University to carry out research into the health and wellbeing of UK fire and rescue service staff, which has now been published.
- Participation in His Majesty’s Fire Service Inspectorate Inspection on mental wellbeing support for staff within SFRS.
- Creation and training of a network of circa 170 Wellbeing Champions provision support to colleagues across SFRS.
- Training for wellbeing professionals to provide support on mental wellbeing and neurodiverse conditions.
- Review of Post Incident Support Procedure and arrangements to improve inclusion and encourage wider engagement.
- Improved and created partnerships with a broad range of health and wellbeing Charities to expand support for colleagues including the Fire Fighters Charity and the SFRS Family Support Trust.
- Established a working group to develop a sustainable programme of mental health learning resources to support employees through their career lifecycle including a revised modular approach to Lifelines.
- Completed a wellbeing survey to establish employees’ views on wellbeing support provided by SFRS.
- Bespoke development programme delivered to improve the wellbeing of Operational Control colleagues.

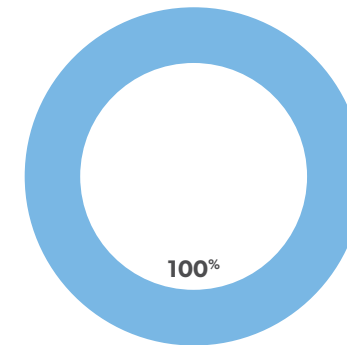


Portfolio Office, PPP and SPPC

(Portfolio Office)



Portfolio Office Accident Summary	
Types of Events:	Top 3 causations:
<ul style="list-style-type: none"> Accident (2) 	<ol style="list-style-type: none"> Manual Handling Impact (Moving Object) NA



HSIP

Complete

Outstanding

Have undergone structure change and increase in membership this year. Throughout these changes, proactive design of the Portfolio Office SAIG, and local management processes have ensured achievement and maintenance of 100% improvement plan compliance this year and across the last three years.

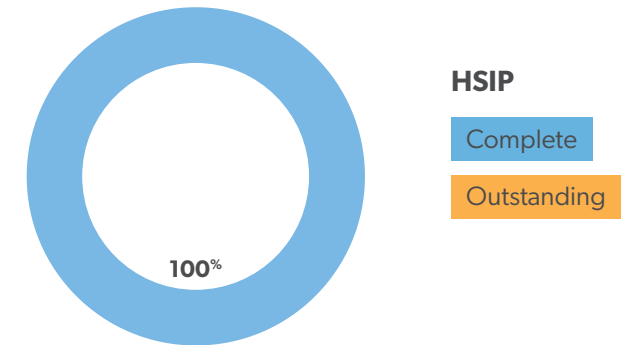
In addition, high levels of commitment to staff safety continue to be exhibited in achievement of full LCMS mandatory training undertaken by the Portfolio Office to March 2024.

Portfolio Office, PPP and SPPC

(Prevention, Protection and Preparedness)



PPP Accident Summary	
Types of Events:	Top 3 causations:
<ul style="list-style-type: none"> • NM (1) • VA (1) • AoV (1) 	<ol style="list-style-type: none"> 1. NA 2. NA 3. NA



PPP have implemented the Established Electrical Infrastructure Working Group, focusing on Lithium-ion batteries and Battery Energy Storage Systems.

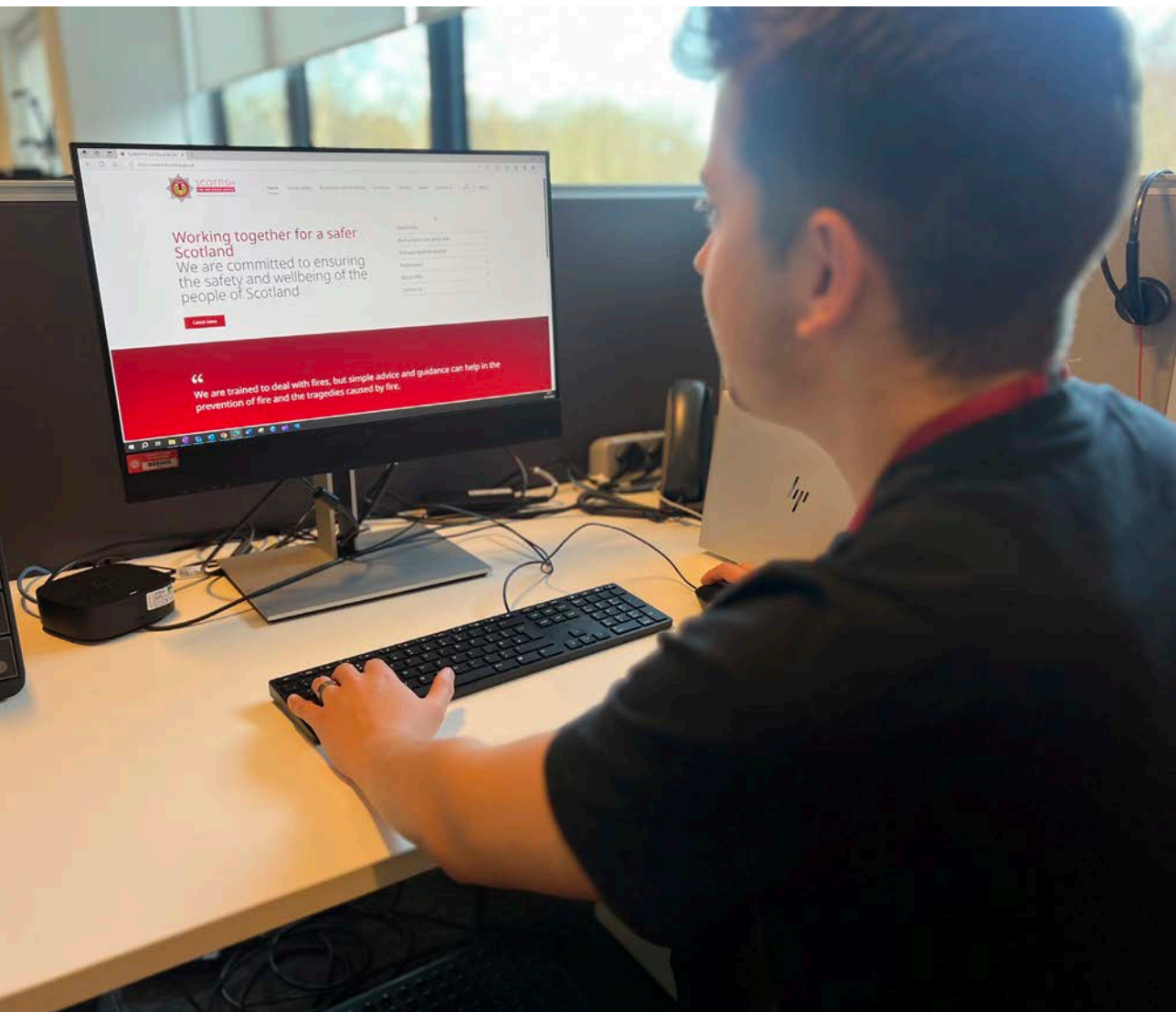
Cross functional work on Fatal Accident Inquiries for the Crown Office and Procurator Fiscal following fire incidents.

Complex multistage formal notices such as Edinburgh Royal Infirmary.

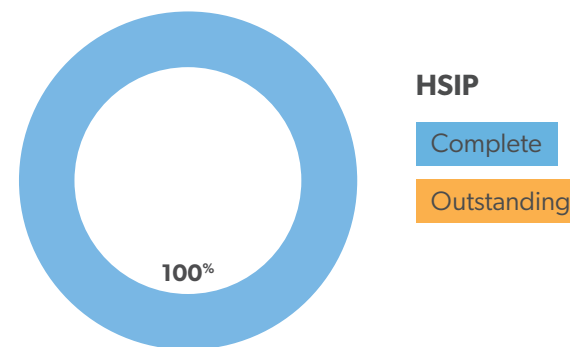
Work with Local Authority Building Standards Scotland on new best practice approach for formal Building Warrant consultations.

Portfolio Office, PPP and SPPC

(Strategic Planning, Performance and Communication)



SPPC Accident Summary	
Types of Events:	Top 3 causations:
<ul style="list-style-type: none"> Injury (1) VA (1) 	<ol style="list-style-type: none"> Manual Handling NA NA



Introduced a Power BI dashboard to support the tracking of the HS action plan requirements. We use this to track completion and ensure everything is actioned in line with the plan which proves to be useful.

Continual Improvement

SA Improvements

- SA contributed to SFRS Performance Appraisal mandatory behaviours and guidance to better support our safety culture;
- Introduction of KPI utilising PowerBI;
- Review of Operational Assurance function recommending 21 updates to OARRS;
- OLG action tracker updated to include live updates and dashboard to provide analysis of information, resulting in a reduction of long-term outstanding actions;
- ISO45001 Gap Analysis and Maturity Model under development identifying areas of improvement; and
- Introduction of KPI and iPowerBI and updating of performance reports.

Support Reviews

Support Reviews continue to be carried out throughout each Quarter.

SRs is a tool to provide assurance with SFRS requirements, and in addition supports legal compliance. The aim of the SR is to promote and share areas of best practice or highlight where improvements can be made to allow standardisation throughout the service.

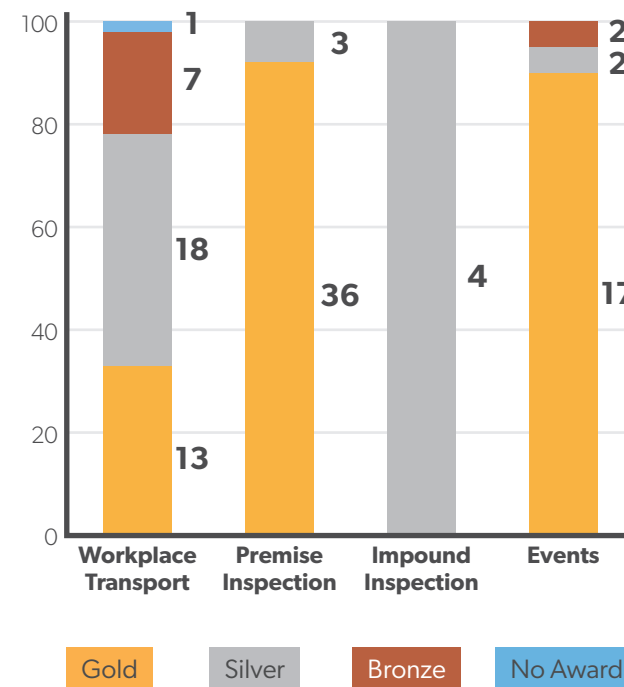
The following topics were completed in 2023/24:

- Workplace Transport;
- Premise Inspection;
- Impound Inspection; and
- Event Management.

As a result of the SRs areas of national learning have been identified and continue to be addressed through various workstreams such as the review and update of the Impound Inspection MA to amalgamate the documentation to simplify for the end user.



Support Reviews



Continual Improvement

(Operational Assurance)

2023/24 Service Delivery completed the Station Audit process utilising the Operational Assurance Reporting and Recoding System (OARRS).

A total of 99 audits were reported:

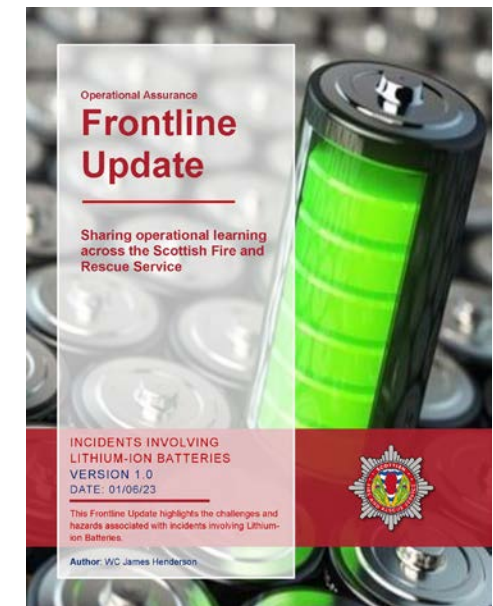
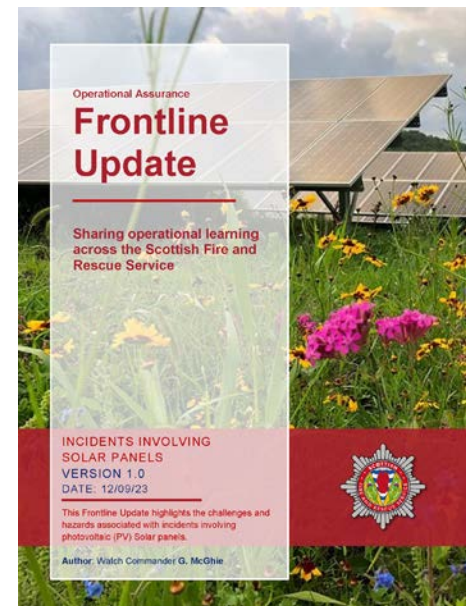
- North SDA 16 audits,
- East SDA 35 audits,
- West SDA 48 audits.

Actions continue to be monitored where significant improvement is required, and where minor areas of improvement was identified these actions were resolved at local level.

OA have published 4 Frontline Updates

- Incidents Involving Solar Panels
- Incidents Involving Lithium-Ion Batteries
- Incidents Involving Disused Mining Operations
- Katherine Street, Livingston Incident

The purpose of these updates is to provide staff with an overview of the challenges and hazards associated to increase knowledge and share learning across the Service.



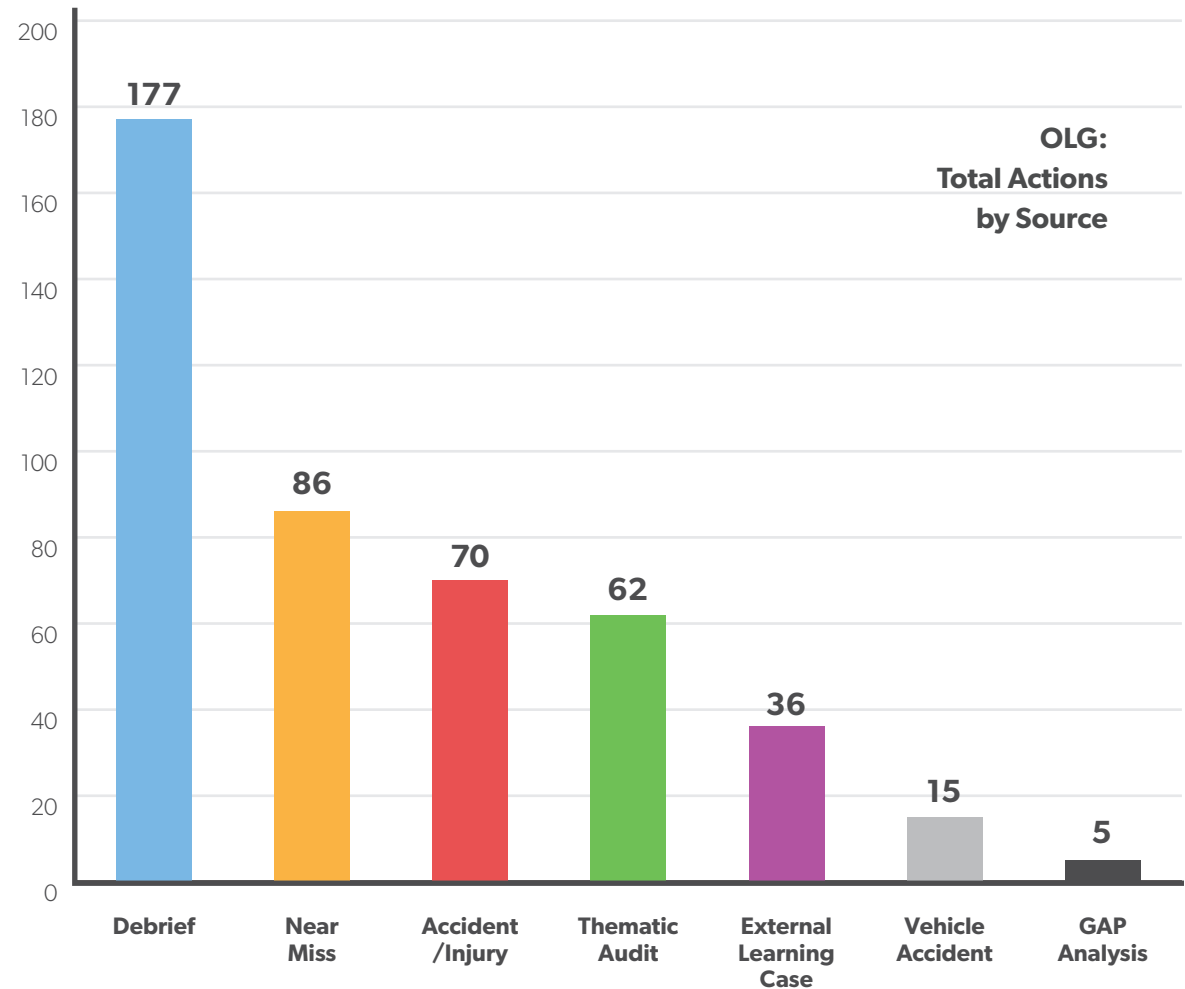
Continual Improvement

(Organisational Learning Group)

Since the introduction of the reformed OLG meeting risk owners continue to manage recommendations from various sources.

In the year 2023/24 the OLG tracker was redesigned to a “live dashboard” allowing risk owners to populate as required, prior to final decision at the OLG meeting. This allows key stakeholders to review live statistics, identify trends and monitor progression to enhance the HS to staff and others.

Since the dashboard was created a total of 325 recommendations have been completed and numerous actions remain ongoing. Of these 325 actions a total of 86 actions were completed in 2023/24 highlighting the risk owner’s dedication. Due to the nature, a large amount of these sit with the Operations directorate and it is acknowledged the work undertaken to prioritise actions.



Continual Improvement

(Organisational Learning Group)

Significant Event Summary

The SFRS carried out a total of 3 Significant/ Safety and Assurance 21 (SA21) events;

Beauly ATV Incident

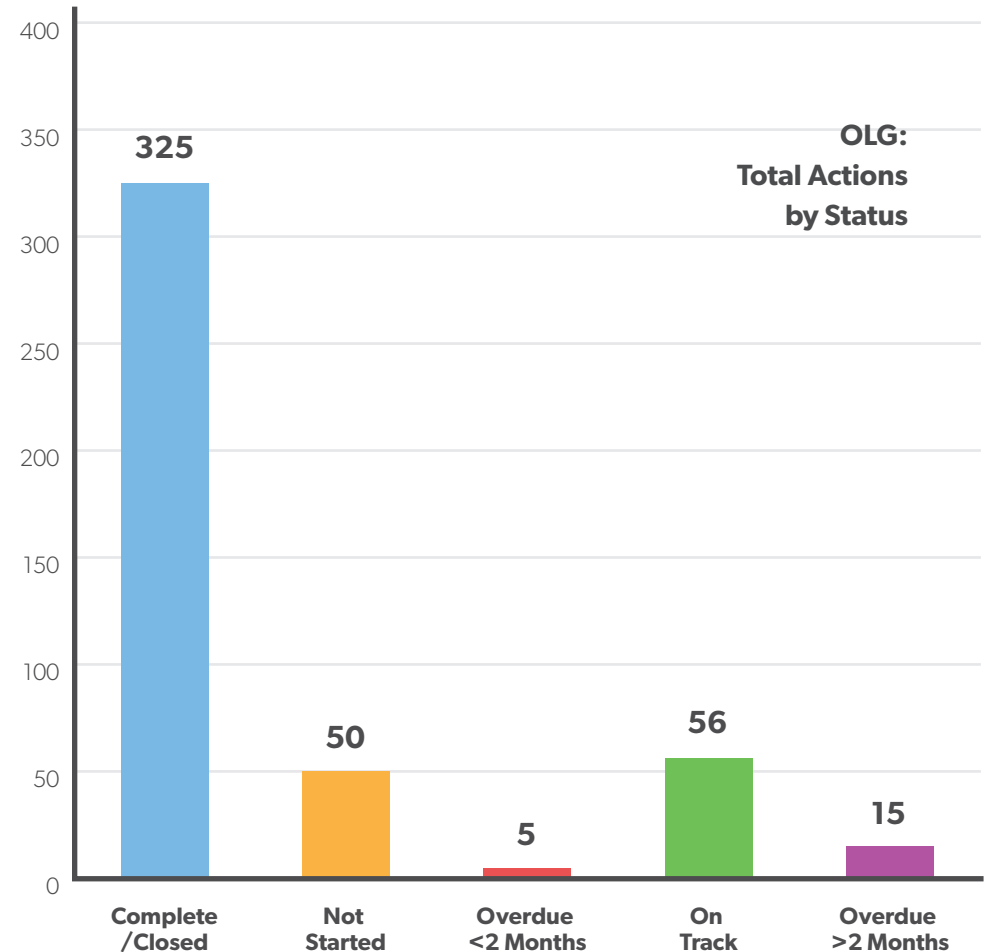
Description: An All-Terrain Vehicle (ATV) was in use at a wildfire incident. While traveling up a gradient across moorland, the ATV overturned and landed on its roof, resulting in injuries to SFRS staff. Outcome: Following the investigation, 8 recommendations were made.

Pollok Fire Involving Asbestos

Description: SFRS staff attended a large building fire where the gable end and roof collapsed. It was later suspected that the building contained asbestos-containing material. Outcome: An SA21 investigation was conducted, leading to a thematic audit due to further incidents involving asbestos. As a result, 19 recommendations were made.

Polmadie Road Traffic Collision (RTC)

Description: An appliance was mobilised to an incident and, while en-route, approached a junction with red lights and collided with a public vehicle. Outcome: The significant investigation concluded with 8 recommendations.





Looking Ahead

SA will focus on developing the strategy and vision and implementing supporting SA Frameworks.

We will continue to lead on arrangements for the management of fire contaminants through engagement with national groups and review of research from academic and industry experts.

Our focus will remain on continual improvement and Organisational learning through robust investigation and assurance arrangements.

We will prioritise the safety of our people through strengthened risk and technical assessments and supporting documentation to ensure risks to our people are managed and mitigated, so far as is reasonably practicable.

Lastly, we will continue to enhance our communication and engagement activities to ensure our staff are informed of all relevant safety matters.

For further information of enquiries please contact HealthandSafety@firescotland.gov.uk

Our goal is to ensure that our people are safe, healthy and protected from risks they are faced with whilst carrying out their work activities.

The continued focus on safety relies on application of the SFRS values;



We sincerely thank all employees for continually contributing to the health, safety and wellbeing of our people and creating a Safer Scotland.



Glossary of Terms

The following glossary is an alphabetical list of terms and/or abbreviations contained within the report with their corresponding meanings or explanations.

Accident/Injury Rate: The total number of reported Accidents/Injuries divided by total number of employees multiplied by 1,000 to give the accident injury rate per employee

AoV: Acts of Violence

ATV: All-terrain Vehicle

BA: Breathing Apparatus

BAU: Business as Usual

CoG: City of Glasgow

COSHH: Control of Substances Hazardous to Health

DSG: Drivers Safety Group

EV: Electric Vehicle

FBU: Fire Brigades Union

FCS: Fleet and Contractual Services

FDO: Flexi Duty Officer

FEH: Fire Escape Hood

GIN: General Information Note

GRA: Generic Risk Assessment

HRE: Hydraulic Rescue Equipment

HS: Health and Safety

HSE: Health and Safety Executive

HSIP: Health and Safety Improvement Plan

HSMS: Health and Safety Management System

IP: Injured Person

KPI: Key Performance Indicators

LCMS: Learning Content Management System

LEV: Local Exhaust Ventilation

LSM: low-speed manoeuvres

LSO: Local Senior Officer

MA: Management Arrangement

MOI: Methods Of Instruction

MSK: Musculoskeletal – Referring to the musculoskeletal system including bones, ligaments, muscles, tendons, nerves and other connective tissues

MTA: Marauding Terrorist Attacks

NFCC: National Fire Chiefs Council



Glossary of Terms

NM: Near Miss

OARRS: Operational Assurance Recording and Reporting System

OCSG: Operational Competency Strategy Group

Operational Accident/Injury Rate:
Total number of reported Accidents/Injuries divided by total number of incidents multiplied by 100 to give the accident injury rate per incident attended

OLG: Organisational Learning Group

OSSG: Operations Safety Subgroup

People: People Directorate

PIT: Periodic Inspection and Testing

PPE: Personal Protective Equipment

PPP: Prevention, Protection and Preparedness Directorate

PRP: Premise Responsible Person

RIDDOR: Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

RPE: Respiratory Protective Equipment

RTC: Road Traffic Collision

SAIG: Safety and Assurance Improvement Group

SA: Safety and Assurance

SCS: Safety Culture Survey

SD: Service Development

SDA: Service Delivery Area

SFRS: Scottish Fire and Rescue Service

SOP: Safe Operating Procedure

SPPC: Strategic Planning, Performance and Communication

SSOW: Safe System of Work

TASS: Think, Act, Stay, Safe

VA: Vehicle Accident



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SFRS Safety and Assurance
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