

Response to HMFSI Inspection Report: SFRS Control Room Dundee and Service Delivery and Support in Highlands, Western Isles, Orkney Islands and Shetland Islands 2017

Action Plan

HMFSI Recommendation 1	We recommend that the staffing level and the number of competent managers on duty in the Dundee OC should be monitored at the highest level within the Service, and that those senior people satisfy themselves that contingency plans are in place and activated when needed, so as to maintain minimum staffing levels at all times.								
SFRS Current Position	<p>Staffing levels are managed locally by the GM within Dundee OC and the overall establishment for OC is monitored by Workforce Planning department within HROD.</p> <p>Although succession planning contingencies are in place for retirements there are unknown numbers of other leavers due to a variety of circumstances which makes it more challenging to accurately confirm numbers for recruitment.</p> <p>The management of minimum staffing levels is done locally by the responsible OC Managers.</p> <p>Initially staffing was monitored on a daily basis and reported to R&R managers. As staffing improved it was reported on a weekly then monthly basis. This reporting highlights any potential issues and the measures being taken to mitigate these. Overtime has been utilised along with out of pattern roster reserve hours and the recruitment of trainees. The instances where Dundee OC has been running below minimum staffing has dramatically reduced and this is now a very rare occurrence with Dundee OC managing to staff above minimum on a more regular basis. In relation to competent managers we aim to maintain 3 on duty at all times, it is very rare that this is not achieved as overtime and acting up duties are normally sufficient to fulfil this.</p>								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting Reference
1. Staffing Levels reported to R&R Management	Continually monitored and issues reported	GM J. Barber	April 2018	Complete	Staffing Reports	R&R Directorate Team Meeting	AM L.Logan	GM D. Murdoch	N/A
2. Maintain 3 supervisors on duty at all times.	Continually monitored	GM J. Barber	April 2018	Complete	Staffing Reports	R&R Directorate Team Meeting	AM L.Logan	GM D. Murdoch	N/A
3. Liaise with OC Manager to monitor and manage establishment levels within Dundee OC.	March 2019 Continually monitored	GM Brenda Gillan	Dec 2019	Complete	The TOM statistics for OC is managed within the Workforce Planning Department within HROD. This is reported at POD	Any gaps in establishment levels are reported to the OC AM and OC and overall OC stats are highlighted by	AM L Logan	AM J Sharp	

					DMT Performance quarterly meetings and sent to OC AM. 5 Year staffing plan agreed at Oct meeting now BAU.	HROD within POD DMT Performance quarterly meetings. 5 Year staffing plan agreed at Oct meeting now BAU.			
4. Ensure there are suitable succession planning arrangements within OC from FF to GM.	March 2019 Continually monitored	OC GOC POD GM Jaqui MacDonald	Dec 2019	Complete	5 Year staffing plan agreed at Oct meeting now BAU. Selection process scheduled to take place annually and pools created to fulfil unexpected vacancies.	Any gaps in establishment levels are reported to OC AM and also highlight by HROD within POD DMT Performance quarterly meetings.	AM L Logan	AM J Sharp	

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HMFSI Recommendation 2	We recommend that a staff succession plan for Dundee OC be formulated and implemented.								
SFRS Current Position	<p>Succession planning arrangements for specific OCs is done locally and liaison with HROD is carried out for any necessary recruitment. At present this is considered on a national basis only. There is initial discussion about carrying out another national recruitment at FF, CM and WM level at the end of 2018.</p> <p>Following a succession planning workshop, staffing projections were formulated and a report submitted to SFRS SLT with a recommendation to overstaff in preparation for retirements over the next 10 years. During 2017 there were 3 intakes of new staff into Dundee which resulted in a total of 11 new trainees starting in Dundee OC. A recruitment plan is now in place to ensure that the numbers in Dundee OC continue to remain stable.</p>								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting Reference
1. Succession Plan Workshop to be held in relation to Dundee OC.	Jan 2017	SM P. Morrison	Jan 2018	Complete	Report of workshop	R&R Directorate Team Meeting	AM D.Young	GM D. Murdoch	N/A
2. Paper to SFRS SLT to approve succession plan programme.	Jul 2017	AM D. Young	Jul 2017	Complete	SLT report	SLT	AM D.Young	GM D. Murdoch	N/A
3. Progress National recruitment campaign for OC's.	Nov 2018	AM L.Logan	Nov 2018	Complete	Recruitment paperwork	R&R Directorate Team Meeting	AM D.Young	GM D. Murdoch	N/A
4. Trainee Programme commenced.	Jan 2018	AM L.Logan	Jan 2018	Complete	Training programme	R&R Directorate Team Meeting	AM D.Young	GM D. Murdoch	N/A
5. Ensure there are suitable succession planning arrangements within OC from FF to GM.	Mar 2019	OC POD GM Jacqui MacDonald	Dec 2019	Complete	OC POD GM provides a quarterly report on OC staffing for OC AM. An annual Resource Plan is provided by the Workforce Planning	Any gaps in establishment levels are reported to OC AM and also highlight by HROD within POD DMT Performance	AM L Logan	AM J Sharp	

					<p>Department within HROD which considers the expected leaver profile and forecast.</p> <p>5 Year staffing plan agreed at Oct meeting now BAU.</p>	quarterly meetings.			
6. Consider national recruitment in 2018 to cover any specific vacancies in Dundee OC.	Dec 2018	AM L Logan	Dec 2019	Complete	Recruitment took place in 2018 and completed in 2019 All OCs are now over established as part of the 5 Year staffing plan agreed at Oct 2018 meeting now BAU.		AM L Logan	AM J Sharp	

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HMFSI Recommendation 3	<p>We recommend that the Service should consider the new firefighting technologies, such as cold cutting or high pressure misting, for remote rural locations where there are recruitment or reduced availability issues, as safe systems of work with fewer firefighters might be constructed that would allow a firefighting intervention to be made.</p>								
SFRS Current Position	<p>The sustainability challenges of the Retained Duty System (RDS) model, not just within Scotland, but across the UK have been well recognised. Because of this the SFRS has undertaken some specific research into the RDS, which has resulted in some improvements being made. These include the provision of enhanced training facilities in some RDS areas, and improvements to recruitment processes.</p> <p>Notwithstanding these improvements, more sustainability will be built into the RDS and Volunteer model through the introduction of Rapid Response Units (RRU's), which will be strategically, located using an evidence-based methodology. Within a rural environment the introduction of RRU's will be coordinated to maximise the opportunity they will present to build some much needed resilience into the current RDS/Volunteer model.</p> <p>Due to the RRU's incorporating new firefighting technologies, it is anticipated that they could be deployed to operational incidents utilising an alternative crewing model, with the ability to make a significant and safe early intervention; additional support would be deployed from surrounding stations where required.</p> <p>As well as impacting positively on community safety, the use of new technologies, including Ultra High Pressure Lances, will enhance firefighter safety. Recent research, published in the Fire Simulation and Cardiovascular Health in Firefighters report (available at http://circ.ahajournals.org/content/135/14/1284) identified a link between heat and physical exertion during fire suppression activities and increased risk of acute myocardial infarction (heart attack) in firefighters. Any technology that reduced the heat exposure and physical exertion associated with firefighting would therefore be expected to reduce this inherent risk.</p>								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting Reference
1. Production of a High Level Specification for RRU's.	May 2017	DACO J. Dickie	Mar 2018	Complete	SLT Report	POB/TMPC	ACO L. Ramsay	DACO R. Haggart (Transformation)	ST0002

								GM D. Murdoch (R & R)	Included in R&R AOP and functional plans
2. Creation and authorisation of RRU Business Case.	Jul 2017	GM Watt	Sep 2018	Complete	SLT Report	POB/TMPC	ACO L. Ramsay	DACO R. Haggart (Transformation) GM D. Murdoch (R & R)	ST0002
3. Analysis and subsequent identification of initial deployment locations for RRU's.	Aug 2017	GM Watt	Sep 2018	Complete	SLT Report	POB/TMPC	ACO L. Ramsay	DACO R. Haggart (Transformation) GM D. Murdoch (R & R)	ST0002
4. Amendments to relevant SOP's/COP's, etc. to support use of new appliances, equipment and firefighting techniques.	Sep 2018	GM D. Murdoch (R & R)	Sep 2018	Complete	All relevant SOPs and COPs now live to support RRU roll out.	POB/TMPC	ACO L. Ramsay	DACO R. Haggart GM D. Murdoch (R & R)	ST0002 Included in R&R Functional Plans
5. Development of deployment plans for RRU's.	Sep 2018	GM D. Murdoch	Sep 2019	Complete	RRU's now live. Deployment schedule agreed with RRU Board and led by project manager.	POB/TMPC	ACO J Dickie	DACO SPPC GM D. Murdoch	ST0002

					Closing Report scheduled to go to SLT Q1 2019/20. Closing Report has been submitted and approved. This action can now be closed.				
6. Implementation of training and deployment plans for RRU's.	Sep 2018	AM P. King	Mar 2019	Complete	<p>Project Dossier/ Highlight Reports</p> <p>Training has now been completed for the first 13 stations and training is currently underway at a further four stations. The training dates for the remaining 17 stations have now all been scheduled with all training being completed on target by 31st March 2019</p> <p>05.02.19 - Training now delivered to 24 stations with remaining ten scheduled prior to end of March 2019.</p> <p>28/03/19 Training has been</p>	POB/TMPC	DACO P. Stewart	AM P. King	

					completed for all 34 RRU's and all are now allocated to operational duties.				
7. Implementation of Fog Spike trial in North SDA	Mar 2019	GM D. Murdoch	Mar 2019	Complete	<p>Project Board Approval was approved but trial currently suspended by Project Lead. 03.04.19. A formal evaluation will be carried out regarding Health and Safety concerns (RM).</p> <p>Following a review by R & R and H & S this trial will not be progresses as it does not align with current R & R operations strategy.</p>		ACO J Dickie	GM D. Murdoch	

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HMFSI Recommendation 4	We recommend that the SFRS designs and implements a separate flexible duty management system for these island groups, so that first call officer attendances can be available at all times within each island group. We think that this is required to improve the prospect of establishing a command system to resolve larger incidents and to ensure the health and safety arrangements for staff, who by their remoteness and island isolation have limited operational experience.								
SFRS Current Position	<p>Workforce Planning has identified that recruitment is required in WIOS and Highland over the next 2 years as a result of retirements and other leavers.</p> <p>There is a planned recruitment for temporary SM and GM with an advert closing in January 2018.</p> <p>There is a planned recruitment for substantive SM and GM with an advert closing in February 2018.</p> <p>Response and Resilience researched options for addressing this recommendation. An SLT paper outlining these was accepted in August 2017. SLT has authorised R&R to commission a project team to further develop a resilient and sustainable Flexible Duty Manager (FDM) system. This project team will report options to a staffing project board. The NSDA DACO has recruited FDMs to fill vacancies with current island FDM establishment.</p>								
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1. Consider immediate vacancies on Orkney.	Feb 2018	AM Iain MacLeod WIOS	Feb 2018	Complete	Note of Interest for short term SM and GM vacancies realised 3 successful candidates.	Informal update from DACO North SDA to HROD.	AM Iain MacLeod WIOS	AM S.Wright	
2. Establish a process to ensure a Flexi Duty Manager Delivery Model for WIOS.	Apr 2018	AM Iain MacLeod WIOS	Apr 2018	Complete	<p>Vacancy advert provided with closing date end of February 2018.</p> <p>The recruitment process is now complete with all FDM posts filled substantively.</p>	Informal updates from DACO North SDA to HROD and upon completion of the process notification will be provided.	AM Iain MacLeod WIOS	AM S. Wright	

3. FDM SLT options paper.	Dec 2018	SM M. Purss	Dec 2018	Complete		SLT	AM D.Young	GM D. Murdoch	
4. SLT update paper Flexi Duty Manager Proposals.	Mar 2018	GM S Brymer	Sep 2019	Amber	Work to commence Q1 2019/20 between SD, R&R and POD. SLT paper on FDM capacity and resilience to be presented 26 th September 2019.	SLT/ Project Board	DACO J McNeil	GM D. Murdoch	
5. Business case for Island Flexi Duty Manager proposals. R&R Paper	Dec 2018	GM S Brymer	May 2019	Complete	Work to commence Q1 2019/20 between SD, R&R and POD. Revision of FDM structure within Western Isles, Orkney Shetland (WIOS). Creation of 1 x Group Manager and 2 x Station Manager posts. These posts are now within the the north SDA structure and ths actin can now be closed.	SLT/ Project Board	DACO J. McNeil	GM D. Murdoch	
6. Commence Implementation of proposals. R & R paper.	Jul 2018	GM S Brymer	Nov 2019	Red	Work to commence Q1 2019/20 between SD, R&R and POD. Oban Strategic Mobilising Location (SML) puilot due to be completed	SLT/ Project Board	DACO J. McNeil	GM D. Murdoch	

					October 2019. Following this, a review will be completed to inform the revision of the SML General Information Note (GIN)				
7. Over the next 2 years recruitment and succession planning of FDMs on WIOS and Highland.	Dec 2020	DACO D. Farries North SDA	Dec 2020	Green	Recruitment is considered at National SM, GM and AM level and there is also bespoke recruitment for the NSDA including WIOS taking place in January and February 2018. As part of the Workforce Planning arrangements consideration of the succession planning requirements has been considered and this is now included within the annual Resource Plan.	Any updated recruitment information is provided at HROD Managers meeting.	DACO D. Farries North SDA	AM J. Sharp	

Key for RAG status for overall performance against deadline

Green (achieved or on track for completion by target date)

Amber (approaching slippage for completion by target date)

Red (behind schedule for completion by target date)

Blue (complete)