

HMFSI : Response to HMFSI National Recommendations Arising from Local Area Inspection Reports Dec 2018

Action Plan

HMFSI Recommendation 1 (SP 3)	Liaise with the Asset Management Team within SFRS to ascertain if a suitable replacement for fire ground radios can be sourced. (Highland LAI Aug 2018)								
SFRS Current Position	National project for new fireground radios being rolled-out.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Introduce new fireground radios into LSO area as part of national procurement and roll-out.	Sep 2019	GM. Niall MacLennan and SM. Andy Dick	Sep 2019	Complete	Roll-out of project and introduction of new fireground radios has been completed for all Highland based stations with updated information being provided at NSDMT Meeting on 6 th June 2019.	Quarterly Local HMI Action Plan meetings and monthly verbal updates at Highland Area Management Team.	AM. R. Middlemiss	GM. F. Nixon / AM. R. Middlemiss	Asset Management / Response & Resilience

HMFSI Recommendation 2 (SP 3)	Liaise with SFRS's Property Management department to ensure that a suitable long term capital plan is in place to improve welfare facilities within the stations that are below a suitable standard for use by a diverse workforce. (Highland LAI Aug 2018)								
SFRS Current	Limited funding to meet predicted shortfalls (as per Audit Scotland Report – May 2018), local solutions to be progressed and wider capital plans being formulated.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Liaison with Finance and Contractual Services (FCS) – Asset Management (Property) to progress local needs.	Mar 2020	SM. Mike Colliar	Mar 2020	Complete	Meeting facilitated with Finance & Contractual Services – Property Manager to gather local information (including welfare and ICT condition reports) and cross-reference against Finance & Contractual Services strategic direction. This will form part of wider national report being taken forward in Q1 of 2019-20. 26th June 2019 – No further update available. 30.01.20. - Local work has been	Quarterly Local HMI Action Plan meetings and monthly verbal updates at Highland Area Management Team. Also Asset Management Liaison Board for consideration within wider Capital Plan.	AM. R. Middlemiss	GM. F. Nixon / AM. R. Middlemiss	Finance and Contractual Services – Asset Management (Property)

					done with finance and contractual services in addition to liaison with property colleagues. Locally we have informed the responsible departments of the situation in Highland which will now form part of their long-term planning for property. Action complete unable to influence anymore locally.				
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HMFSI Recommendation 3 (SP 3)	Explore the possibility of some specialist resources being relocated to RDS fire stations within the Highland area to reduce the training burden on Inverness Station. (Highland LAI Aug 2018)								
SFRS Current Position	Local solutions can be developed with national liaison as needed.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Review options for relocating local specialist resources at locations other than Inverness WT station.	Dec 2019	GM. Pat McElhinney / SM. Grant Inkson	Dec 2019	Complete	Initial review outcomes have led to responsibility for a Water Bowser and Welfare Unit being reintroduced to Inverness RDS staff in addition to Wholetime. A similar review to be undertaken to consider options for introduction of a new Command Support Unit. 12/06/2019- Training planned for NSDA CSU's: loggist training completed at Blackness road with Altens and Inverness to follow. A further ½ day training covering the CSU workstations and CSU operator role is being	Quarterly Local HMI Action Plan meetings and monthly verbal updates at Highland Area Management Team.	AM. R. Middlemiss	GM. F. Nixon / AM. R. Middlemiss	Finance and Contractual Services – Asset Management (Fleet and Equipment Workshops), Training and Employee Development (Command Unit training) and Response & Resilience

					<p>introduced. This will be supported by two small exercises with the aim of providing crews with training alongside local officers on their vehicle to allow a better understanding of the roles and expectations of crews and officers working together.</p> <p>26th June 2019 – Training for WT crews in the use of the new CSU has commenced. The review and reallocation of specialist appliances will now also include the introduction of new wildfire units, with 2 likely to be allocated to Highland.</p> <p>30.01.20. - Local plans are in place to relocate the Water Carrier from Inverness to one of the RDS stations out with Inverness area. In addition</p>				
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					<p>a paper was discussed at the last R&R SDLG where it was agreed that Inverness RDS staff should be trained in the new CSU in Inverness to provide resilience for its mobilising. This is currently on hold as the appliance is “off the run” due to mechanical and ICT issues. All of the special appliance relocations are dependent on the new wildfire equipment to be located in Highland, once this is known and we have the resources the other moves will take place. The Highland LSO and management team have a clear plan of how to progress this locally; action to be closed as options have been reviewed</p>				
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					locally and are now in progress.				
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HMFSI Recommendation 4 (SP 6)	Investigate the options to introduce additional uniformed District Support Officers across the Highland Area. (Highland LAI Aug 2018)								
SFRS Current Position	Year 1 introduction of Retained and Volunteer Support Managers has been implemented with Year 2 funding secured to continue roll-out of 3 Year project.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Support national working group and assist introduction of Retained and Volunteer Support Managers into local service delivery.	Aug 2018	GM. Fraser Nixon	Aug 2018	Complete	GM. Fraser Nixon acted as North Service Delivery Area lead to national working group, gathered information and presented proposals which were accepted. Four new post holders introduced in 2018-19 with further 10 scheduled over the next 2 years. 26th June 2019 – A further 3 posts have been allocated to Highland from year 2 finding of this project.	Quarterly Local HMI Action Plan meetings and monthly verbal updates at Highland Area Management Team.	AM. R. Middlemiss	GM. F. Nixon / AM. R. Middlemiss	Service Transformation / POD - Workforce Planning

HMFSI Recommendation 5 (SP 10)	Liaise with the People and Organisational Development Directorate to explore the possibility of introducing flexibility into its recruitment policy for RDS personnel, particularly within areas that have a limited number of people to select from. (Highland LAI Aug 2018)								
SFRS Current Position	National work streams are taking this forward as this is a common issue across SFRS.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Support national working group and assist introduction of recommendations to improve local service delivery.	Mar 2019	SM. Jamie Thrower	Mar 2019	Complete	<p>Attendance at SDA and national working groups for RDS / VDS recruitment and Terms & Conditions review by local senior managers. This is undertaken by GM. Ricky Dibble with local liaison and updates to Highland FDM's and subsequent briefings as needed at station level.</p> <p>Also recent changes introduced by HR/WFP to streamline RDS recruitment process with more autonomy to LSO area FDM's to progress potential candidates through to appointment.</p>	Quarterly Local HMI Action Plan meetings and monthly verbal updates at Highland Area Management Team.	AM. R. Middlemiss	GM. F. Nixon / AM. R. Middlemiss	People and Organisational Development (POD – Human Resources(HR) /Organisational Development(OD) – Work Force Planning

HMFSI Recommendation 6 (SP 10)	Liaise with TED to review the content of LCMS training packages and consider abbreviating training packages where appropriate, to focus on the salient points, perhaps providing a summary section, similar to those contained within SFRS SOPs. (Highland LAI Aug 2018)								
SFRS Current Position	Awaiting final decision on national Training Review Project recommendations.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Support national training review project and implement recommendations	Mar 2019	AM. Rab Middlemiss / GM. Dave Leishman	Mar 2019	Complete	AM. Rab Middlemiss and GM. Dave Leishman supported and contributed to the national training review project and the recommendations that have been taken forward from this, including the introduction of abbreviated LCMS Training Packages. Support to assist local implementation will be provided as needed.	Quarterly Local HMI Action Plan meetings and monthly verbal updates at Highland Area Management Team.	AM. R. Middlemiss	GM. F. Nixon / AM. R. Middlemiss	People and Organisational Development (POD) – TED (National Training Review)

HMFSI Recommendation 7 (SP 10)	Continue to work with his colleagues within TED, to improve the availability of TED staff in delivering training to individual stations. The provision of District Support Officers also provides limited training support to some stations and we suggest that the Service should explore the possibility of increasing this valuable resource. (Highland LAI Aug 2018)								
SFRS Current Position	Year 1 introduction of Retained and Volunteer Support Managers has been implemented with Year 2 funding secured to continue roll-out of 3 Year project. Further new post holders roles and responsibilities will be similarly assessed against local service delivery needs.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Liaison with TED and Service Transformation Business Partners to explore opportunities to improve training delivery through the introduction of Retained and Volunteer Support Managers.	Mar 2019	GM. Fraser Nixon	Mar 2019	Complete	The introduction of new post holders has been undertaken. Subsequent meetings have been facilitated to clarify roles and responsibilities. From those a partial training delivery and support roles are being undertaken where needed. 26th June 2019 – Further support may be allocated for local training staff from the TED National Review.	Quarterly Local HMI Action Plan meetings and monthly verbal updates at Highland Area Management Team.	AM. R. Middlemiss	GM. F. Nixon / AM. R. Middlemiss	POD – TED / Service Transformation

HMFSI Recommendation 8 (SP 10)	Liaise with SFRS senior management to look at options to standardise the level of management responsibility of fire stations throughout Scotland. HMFSI recognise the challenges that FDMs have in respect of management of stations and operational incidents in Highland, due to factors such as the road network, geography and rural nature, which the LSO should take cognisance of. (Highland LAI Aug 2018)								
SFRS Current Position	FDM numbers are currently set across SFRS and a review of this would be needed to determine whether further FDM's could be introduced or the realignment of FDM's from other LSO or Service Delivery Areas.								
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1. Consult with Service Delivery and other Business Partners as needed to progress proposals and seek a decision on whether any change will be approved and implemented.	Mar 2020	DACO. David Farries and AM. Rab Middlemiss	Mar 2020	Complete	Options Proposal Paper produced by GM. Fraser Nixon which was presented by AM. Rab Middlemiss to North SDA Management Team for comment. Agreed for this to be taken forward by DACO. David Farries for wider discussion with DCO and potential governance route for decision. 26th June 2019 – A further off-station structures and FDM review being planned nationally which would consider this.	Quarterly Local HMI Action Plan meetings and monthly verbal updates at Highland Area Management Team.	AM. R. Middlemiss	GM. F. Nixon / AM. R. Middlemiss	Service Delivery

					<p>30.01.20. - As previously stated and evidenced a paper was submitted by the LSO to the DACO for consideration with the wider Service Delivery strategic managers and in conjunction with the SFRS Off-Station structure review. We have now completed the action as detailed and await any further information as a result of national workstreams. This action is closed from a local perspective as it is now part of other SFRS projects and reviews.</p>				
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HMFSI Recommendation 9	The LSO should consider implementing a procedure whereby the offer of counselling services to personnel is undertaken in a discreet way that maintains anonymity. (North Lanarkshire LAI 2019)								
SFRRS Current Position									
SFRRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Engagement with station personnel to provide additional training, where appropriate and liaise with HSW and R&R to highlight issue.		JA		Complete	A local incident has been identified by the area and each individual independently contacted via e-mail to offer critical incident support and signposting. An updated national procedure will be in place in Jan 2020.		AM S Wright	AM S Wright	

HMFSI Recommendation 10	The central staffing unit is not within the control of the LSO, but the strength of feeling among personnel in North Lanarkshire, regarding deployment and time off, is so strong that we think that the LSO needs to consider the effect that those staffing issues are having on morale. (North Lanarkshire LAI 2019)								
SFRS Current Position									
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Liaise with R&R and continue to provide updates to station personnel by engaging in face to face visit.	On-going	SG	On-going	On-going	Regular discussions with SPOCS and R&R (central staffing) to improve efficiency and appliance availability.		AM S Wright	AM S Wright	

Corporate Governance (B)RAG – implemented Nov 2019

Blue	Task Complete
Red	Target completion date unattainable, further explanation provided
Amber	Target completion date extended to allow flexibility
Green	No identified risk, on target for completion date