



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE
THURSDAY 22 AUGUST 2024 @ 1000 HRS
LECTURE ROOM (1ST FLOOR), PERTH FIRE STATION,
401 OLD HIGH STREET, PERTH, PH1 1PL / VIRTUAL (MS TEAMS)

AGENDA

- 1 WELCOME**
- 2 APOLOGIES FOR ABSENCE**
- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 4 DECLARATION OF INTERESTS**
Members should declare any financial and non-financial interest they have in the items of business for consideration, identifying the relevant agenda item, and the nature of their interest.
- 5 MINUTES OF PREVIOUS MEETING: TUESDAY 29 MAY 2024 (attached)** *T Wright*
The Committee is asked to approve the minute of this meeting.
- 6 ACTION LOG** *Board Support*
The Committee is asked to note that there were no outstanding actions.
- 7 SERVICE DELIVERY UPDATE (attached)** *S Stevens*
The Committee is asked to scrutinise the attached report.
- 8 INSPECTIONS/AUDITS**
 - 8.1 Update from HM Fire Service Inspectorate (attached)** *HMFSI*
 - 8.2 Independent Audit/Inspection Action Plan Update (attached)** *R Whetton**The Committee is asked to scrutinise the attached reports.*

Please note that the public meeting will be recorded for minute taking purposes only.
The recording will be destroyed following final approval of the minutes.

OFFICIAL

9 SERVICE DELIVERY PERFORMANCE REPORTING

- | | | |
|-----|--|------------|
| 9.1 | Quarterly Performance Report for Q1 2024/25 (<i>attached</i>) | S Stevens |
| 9.2 | Unwanted Fire Alarm Signals Update (<i>verbal</i>) | D Lockhart |
| 9.3 | Incidents Involving Recycling Management and Battery Storage (<i>attached</i>) | D Farries |

The Committee is asked to scrutinise the attached reports.

10 SERVICE DELIVERY RISK REGISTER

- | | | |
|------|--|------------|
| 10.1 | Committee Aligned Directorate Risks (<i>attached</i>) | S Stevens |
| 10.2 | Risk Spotlight: Fire Safety Enforcement (<i>to follow</i>) | D Lockhart |

The Committee is asked to scrutinise the attached reports.

11 FORWARD PLANNING

- | | | |
|------|--|----------|
| 11.1 | Committee Forward Plan (<i>attached</i>) | T Wright |
| 11.2 | Items for Consideration at Future IGF, Board and Strategy/Information and Development Day meetings (<i>verbal</i>) | T Wright |

12 REVIEW OF ACTIONS

Board Support

13 DATE OF NEXT MEETING

Tuesday 26 November 2024

REPORTS FOR INFORMATION ONLY:

- National Water Safety Project Review: April 2022 to March 2024 (*attached*)
- Clinical Governance Technical Working Group Annual Report 2023/24 (*attached*)

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PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

WEDNESDAY 29 MAY 2024 @ 1000 HRS

**MORAY ROOM, 16 HARBOUR ROAD, INVERNESS COMMUNITY FIRE STATION,
INVERNESS, IV1 1TB / VIRTUAL (MS TEAMS)**

PRESENT:

Tim Wright, Chair (TW)
Madeline Smith (MS)

Paul Stollard, Deputy Chair (PS)
Andrew Smith (AS)

IN ATTENDANCE:

Stuart Stevens (SS)
David Farries (DF)
Andy Watt (AW)
David Lockhart (DL)

Deputy Chief Officer
Assistant Chief Officer, Director of Operational Delivery
Assistant Chief Officer, Director of Training, Safety and Assurance
Assistant Chief Officer, Director of Prevention, Protection and Preparedness
Head of Governance, Strategy and Performance
Business Intelligence and Data Services Manager (Item 9.1 only)
Chief Officer
Chair of the Board
HMFSI
Group Commander, Board Support Manager
Board Support Executive Officer
Business Support Executive / Minutes

Richard Whetton (RW)
Chris Fitzpatrick (CF)
Ross Haggart (RH)
Kirsty Darwent (KD)
Robert Scott (RS)
Kevin Murphy (KM)
Heather Greig (HG)
Iona Milne

OBSERVERS

Michael Humphries (MH)
Karla Stevenson (KS)

Area Commander, Local Senior Officer, Highland
Station Commander, Highland

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those present and participating via MS Teams.
- 1.2 Those participating via MS Teams were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question. This meeting would be recorded for minute taking purposes only.

2 APOLOGIES

- 2.1 Angiolina Foster, Board Member

3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE

3.1 The Committee agreed there were no agenda items to be taken in private.

4 DECLARATION OF INTERESTS

4.1 There were no declarations of conflict of interests made.

5 MINUTES OF PREVIOUS MEETING: 27 FEBRUARY 2024

5.1 The minutes were agreed as an accurate record of the meeting subject to an amendment at 7.1 with the change of name from function structure to directorate structure.

5.2 Matters Arising

5.2.1 There were no matters arising.

5.3 **The minutes of the meeting held on 27 February 2024 were approved as a true record of the meeting.**

6 ACTION LOG

6.1 The Committee considered the action log, noted the updates and agreed the closure of actions subject to a minor typographical amendment.

6.2 **The Committee noted the updated Action Log and approved the removal of completed actions.**

7 COMMITTEE STATEMENT OF ASSURANCE 2023/24

7.1 The Chair provided a brief update on the Committee Statement of Assurance for the period 2023/24 which outlined evidence of how the Committee supports the effective functioning of the Board.

7.2 **The Committee approved the Committee Statement of Assurance.**

8 SERVICE DELIVERY UPDATE

8.1 SS introduced the update report detailing relevant matters from a Scottish Fire and Rescue Service (SFRS) Service Delivery perspective, which comprises SFRS Operational Delivery, Prevention, Protection and Preparedness and Training, Safety and Assurance Directorates. The report covers the period from February 2024 to May 2024, albeit some issues may precede and extend beyond this period and highlighted the following:

- The report has been restructured to align with SDC priority areas set out within the SDC Terms of Reference.
- Focussed on strategic themes.
- Positive feedback received in relation to the context of the report.

8.2 The Committee noted there were examples of good practice within Service Delivery Areas (SDAs) on identifying partners to work with regarding supporting vulnerable people and communities and enquired how good practices were being shared so they can be replicated in different areas. DL advised there are arrangements in place where the Directorate supports regular engagement across all the Community Action Teams and Local Authority Liaison Officers who are embedded within the Local Senior Officer (LSO) areas and it is a forum where information can be shared. There is also a central depository in the form of a community safety engagement shared site and local areas can upload information around activities that they are conducting. There is also an opportunity to share good practice through the Scottish Community Safety Network.

8.3 Regarding the Joint Mobilising pilot the Committee asked how this had helped with recruitment. DF advised that the pilots arose from the On Call Improvement Programme and were local solutions being explored especially in the Highland area. There were many strands to this including the encouragement with recruitment, the positive impact on a

community to have a fire appliance available and the ability to make a difference within that community. DF asked MH if he could provide some further information.

- 8.4 MH noted that in remote rural areas there was under crewing in certain stations and a solution was borne where two appliances could meet at a meeting point and then go to the incident with safe numbers of crewing.
- 8.5 In rural areas people want to join SFRS to help with their local communities and this pilot encouraged people to join SFRS, as it enabled them to attend incidents as a result of having sufficient crews available and also helped with morale in the stations with existing staff. The initial pilot started in Bettyhill and Tongue fire stations 2 years ago and has now been expanded out to the whole of the Highlands.
- 8.6 The Committee enquired if this was compromising on response times and if it would be quicker to respond from somewhere else. KS advised that in most rural areas it was quicker to joint mobilise and provided an example where the next nearest appliance was 90 minutes away. DF advised the crewing model and duty systems informed the thinking for the Strategic Service Review Programme (SSRP) and different ways for viable options moving forward.
- 8.7 The Committee enquired if SFRS had an accurate picture of National Resilience assets. DF provided assurance around this.
- 8.8 Regarding the Continual Improvement and Development (CID) team the Committee asked how it focused on continued improvement in regard to SSRP. DF advised the team is made up of two middle managers who are focused on ensuring watch and station standards are maintained and there is a direct link into Operational Assurance, particularly for pre incident activity. There is no direct link to SSRP as it comes under business as usual while looking into the future.
- 8.9 The Committee asked how often SFRS receive appeals on enforcement notices. DL noted that, since the inception of SFRS, there had only been one appeal to an enforcement notice.
- 8.10 Regarding partnership working and 'Carers of West Dunbartonshire' offering a high-risk Home Fire Safety Visit (HFSV) the Committee enquired what research or audit had been undertaken to identify the take up of these and had this influenced greater fire safety in residents. DL provided information on past research which indicated key partners that SFRS should be engaging with. Recently, SFRS reviewed Fatal Fire Analysis to identify trends to establish if there were other opportunities to engage with partners.
- 8.11 Locally through community safety partnership arrangements there was a good understanding of partners who engage with most vulnerable groups and display vulnerable characteristics that align with fire fatalities and casualties. To ensure the take up of HFSV, SFRS engage with partners, provide fire recognition training and explain HFSV benefits. Research by the National Fire Chiefs Council (NFCC) highlighted a national decline in the take up of HFSV since the pandemic and SFRS were continuing to evaluate this.
- 8.12 Regarding new research, the Prevention, Protection and Preparedness project within SSRP is currently in the discovery stage but looking to commission a piece of research to review the Scotland Together report from 2009 and build in external research identified throughout the United Kingdom.
- 8.13 The Committee enquired if the CID team linked in with the Portfolio Office (PO). SS advised there was a Service Improvement team within the PO and trained service improvement staff across the Service. This was a key area of focus through SSRP to drive the culture of continuous improvement, however, although there was currently no linkage with the PO work was underway to improve this.

- 8.14 The Committee asked how the Service was assured with the robustness of monitoring staffing levels at station level. DF noted there were a number of ways to record Wholetime staffing that assure staffing levels through the Central Staffing team forecasting staffing levels, recording staff movements, Operations Control calling round wholetime stations to capture staffing levels, as well as local recording, all of which provide assurance and can identify patterns. On Call is recorded differently through Gartan which will be moving to the new Rostering system.
- 8.15 The Committee asked if there was a critical trigger that would lead to this being escalated to SDC. DL advised it was monitored through the Operational Availability Group and was a focus of the Strategic Leadership Team (SLT).
- 8.16 In regard to Glasgow Caledonian University not continuing their Fire Engineering course, the Committee enquired if the University had provided an end date, specific factors as to why it was ending and what risk did it pose. DL advised there had been engagement with the University and it was understood the discontinuation was due to the financial viability of running the programme.
- 8.17 SFRS were currently in discussions with Edinburgh University to consider alternatives. The last of the Fire Engineering Degrees were coming to a close. The University of Central Lancashire provide an apprenticeship course that runs over 4 years and was also being considered as an alternative. This has been identified as a risk in the Prevention, Protection and Preparedness risk register and will come forward in future SDC meetings. The risk is associated to the timelines Local Authorities are working on. The Committee suggested other universities for consideration.
- 8.18 The Committee referred to a training exercise that took place in Lanarkshire. DF provided the history on the project and how it related to SVQ work and advised that the model has now been rolled out across the Service, as it allows some criteria requiring completion by trainee firefighters to be satisfied. AW advised this model would be fundamental to the new training business strategy, with work ongoing to support local areas to take ownership of training outwith the national refresher courses.
- 8.19 Regarding workforce profile/succession planning the Committee noted there were a number of vacancies in Crew Commander roles and asked how this would be rectified. DF advised a full Crew Commander recruitment process would commence shortly and provided an overview of what the process would involve. The Committee enquired if there were sufficient resources for the selection process and training. DF stated that there was not a dedicated resource, however, SS advised that SSRP would look at realigning resources.
- 8.20 **The Committee scrutinised the report.**

9 INSPECTIONS/AUDITS

9.1. Update from HM Fire Service Inspectorate

9.1.1 RS presented the report to the Committee to provide an update on HMFSI inspection and reporting activity. The following key points were highlighted:

- West SDA inspection field work has concluded and informal conversations taken place with Directors. Formal consultation is currently taking place and will conclude on 30 May 2024. The informal consultation has been productive and comments have been taken on board. Due to the UK general election the report could be laid in parliament later than anticipated.
- North SDA inspection has commenced. Meetings with DACO Steven Wood have taken place and field work within Aberdeen City, Aberdeenshire and Moray has been conducted. Field work to start shortly in Perth, Kinross, Angus and Dundee. The time delay for the North is due to budget allocation. As travel and accommodation

costs are expensive the inspection will be undertaken over two financial years. The report will be published in Summer 2025.

- Organisational Culture inspection has started and data requested from the Service. Following receipt of the data a desktop review and fieldwork will then take place. It was noted that Professor Paresh Wankhade, Professor of Management and Director of Research, Edge Hill University; and Mark Cashin, former Chief Officer, Cheshire Fire and Rescue Service had been appointed to assist with the inspection. Both external appointees will visit Scotland on 19 June 2024 and meet with staff. Audit Scotland will also provide resources to support the inspection.
- Operational Assurance inspection will focus on monitoring of performance on the incident ground and how the monitoring leads to improvements around training and performance at an operational level. Terms of reference and a data request have been sent to the Service. The final report is due to be published in Spring 2025.
- His Majesty's Inspector of Constabulary and Fire and Rescue Services (HMICFRS) have made comments on their desire to improve their legislative powers and move from an organisation that provides recommendations and advice to one which has power to enforce the recommendations. RS has made it clear to the Chief Inspector in England and the Scottish Government Minister and officials that these powers are not required in Scotland as HMFSI can see the recommendations being taken on board and the improvements being made.
- Two secondments from SFRS (GC Lynne Gow and Shirley Hartridge) to HMFSI have taken place and RS thanked the Service for their support.

- 9.1.2 The committee enquired about the timelines for the East and West SDA Inspections and if there were any opportunities to learn from those inspections to improve the process for the North SDA inspection. RS advised that the East SDA inspection concluded on 31 March 2023, however due to the tragic Jenners incident, HMFSI were unable to publish or share the report at that time and advice was sought from the Crown Office Procurator Fiscal Service regarding publishing the inspection report when there was an ongoing investigation. The report was subsequently published in October 2023 with the Service having sight of it prior to this. As the report had been written it allowed for the West SDA inspection to begin in June 2023.
- 9.1.3 With regards learning opportunities RS advised that prior to the SDA inspections, local area inspections were undertaken (16 out of 32 reports previously published), however, it would require a further 8 years to complete all 32 local authority areas which RS deemed unacceptable and therefore moved to SDA inspections.
- 9.1.4 With regards lessons learned, 51% of stations within the East were included as part of the inspection, however, upon reflection that was considered to have been too ambitious and it was therefore reduced for the West and North SDA inspections ensuring that each LSO area will be visited. RS advised that the process would not be on a three-year rolling basis but would be a light touch/refresher in subsequent years.
- 9.1.5 The Committee asked for an Executive perspective regarding learning and value from the SDA inspection process. SS stated that, although there had been improvements made, due to the timings of the East and West SDA inspections it was difficult to capture these improvements within the West SDA report, however he welcomed RS's views.
- 9.1.6 RW noted there were ongoing conversations to look at the process for co-ordinating inspection reports, health and safety findings and audit findings and how the improvements/lessons learned are being captured, how they are managed and to ensure there are no overlaps in the processes.
- 9.1.7 RS advised that HMFSI would anticipate that any duplication of actions arising from the West SDA inspection that were already captured within the East SDA inspection action plan could be merged rather than having the same action on both action plans.

9.1.8 **The Committee noted the report.**

(C Fitzpatrick joined the meeting at 1118hrs)

10 SERVICE DELIVERY PERFORMANCE REPORTING

10.1 Quarterly Performance Report for Q4 2023-24

10.1.1 SS provided a brief update on the performance report for Quarter 4, noting it was a positive report with good progress being made and focus from the Directors in terms of prioritisation of performance.

10.1.2 The Committee queried the forecast in relation to the reduction in UFAS incidents. DL informed the Committee that a further reduction was anticipated as the Service continued to engage with Alarm Receiving Centres. A further decline was predicted when the new mobilising system is implemented, which will allow a variation to response depending on the time of day.

10.1.3 In regard to KPI16 - On Call first appliance availability, the Committee asked what the key reasons for non-availability were. DF advised that although there had been an upturn on availability during the reporting period, daytime availability was still proving challenging, the key reasons for this being primary employers not releasing staff to attend incidents or people moving outwith the community for work and therefore unable to meet the attendance time to reach the station.

10.1.4 DF continued that work was ongoing to look at options to overcome some of the challenges. The bank rostering scheme had been effective and different models were being applied to see which ones were most effective. DF highlighted that true data was not yet available with pilot schemes and initiatives being manual workarounds and not included in the availability recording, however, this should be resolved through the new rostering system.

10.1.5 Regarding lack of robust availability at this stage the Committee enquired if the New Mobilising System (NMS) would help with monitoring. DF advised that between the rostering system and NMS it would be far more functional and intuitive. It was noted that inflexibility of contracts also contributed to low day time availability, however, through SSRP there was the potential to make contracts with less hours in certain areas.

10.1.6 The Committee noted the difficulties around scrutiny of data if it was not a true reflection. SS noted that conversations had taken place regarding the next iteration of the performance management framework and the requirement to have an outcome based approach with a KPI relating to appliance availability and how that translates into operational demand/incident demand, types of incident etc. SSRP would then look at what changes might be made in order to make sure there was sufficient resilience to try and take the pressure away from the On Call duty system.

10.1.7 The Committee asked what impact Operational Intelligence had on fire prevention and preparedness. DL clarified the process for Operational Intelligence and highlighted that it was not for fire prevention purposes but for firefighter safety. In terms of assurance on this, HMFSI have commented on the process with no negative feedback being received.

10.1.8 With regards to KPI30 Assist Other Agencies Incidents and KPI31 Effect Entry/Exit Incidents, the Committee noted the significant rise in both. SS advised that demands on the Service were changing which required changes to be made, in order to deal with these types of incidents. Conversations were ongoing both internally and with partners to discuss such areas.

10.1.9 **The Committee scrutinised the report.**

10.2 **Unwanted Fire Alarm Signals Update**

10.2.1 DL presented a report to the Committee to provide an update on the introduction of the Unwanted Fire Alarm Signals (UFAS) response model for the reporting period of Q2 – Q4 2023-24 and highlighted the following:

- 55% reduction in UFAS incidents for the reporting period compared to the past 5 previous years.
- Average of 52 non attended incidents within a 24-hour period.
- A total of 14,372 non – attended incidents.
- UFAS now accounts for 19% of all incidents, down from 32%.
- Full evaluation will take place in September 2024.
- SFRS are working alongside Alarm Receiving Centres to try and reduce the number of calls received by Operations Control, this has not declined with any significant rate. The purpose of the engagement is to clarify information to assess if SFRS are required to attend or not and if the duty holder has been contacted.
- Operational Assurance reduction policy has identified 55 occasions where SFRS have attended subsequent incidents within 100 meters or in a 12-hour timeframe of a non-attended UFAS incident. There have been no occasions identified with issues to the call challenge process, however, the policy will help to establish any learning in this regard.
- There has been over 50% reduction to On Call activity.
- 52% of UFAS incidents that SFRS continue to attend have been identified as premises in the care sector and SFRS continue to engage with this sector.

10.2.2. Regarding the Operational Assurance process the Committee asked if the review process was robust and accurate and if it was subject to audit. DL advised that the Operational Assurance process was undertaken by the Training, Safety and Assurance Directorate and the process, which has been in place for a number of years, was very robust and would shortly be subject to an HMFSI thematic review.

10.2.3 The Committee enquired if there had been any significant fires (in relation to the 55 occasions identified above) experienced after attending the second call when the first call had been unattended. DL advised that the same process had been applied each time and in that regard the responsibility was placed with the dutyholder. It was noted that there had been circumstances where the dutyholder may not have attended and subsequently a second call was received where smoke/fire had been identified and on occasion the fire had developed further than it may have if the dutyholder had attended at the first call, however these events were minimal. SS stated that this area would be included in the formal review report.

10.2.4 **The Committee scrutinised the report**

10.3 **Fatal Fire Analysis Report**

10.3.1 DL presented a report to the Committee to provide the Fatal Fire Analysis for 2022/23. The following key points were highlighted:

- Scottish Index of Multiple Deprivation (SIMD) information has been added to the report.
- Enquiries have been made regarding previous SFRS contact/Home Fire Safety Visits (HFSV), but it is difficult due to tenancy changes. At this stage it will not be added into the report but it will continue to be worked on.
- Regarding peer comparison there are ongoing conversations with New Zealand colleagues and whether or not there is an opportunity to compare, but at this time it has not been added into the report.
- There were 43 fatalities over the 2022/23 period. In the official publication it was

recorded as 42 fire fatalities but since the publication of the report there has been an additional fatality added.

- 42 fire fatalities were recorded as preventable.
- The statistics show that men over 60 years of age are most at risk due to mobility, alcohol or drugs as contributory factors.
- Smoke detectors were present in under 70% and around 60% successfully activated the alarm.
- The Fatal Fire Analysis Group meet quarterly and continue to review information provided through the Investigation of Fatal Fires and look to implement actions against the events.

10.3.2 Regarding the causes of the fires the Committee enquired what the word “other” referred to. DL advised the categories are related to the Incident Reporting System (IRS) and is a UK Government system. Out of the 11 others, 3 are unknown with ongoing fire investigations, 2 are undetermined and 3 are related to explosions or gas.

10.3.3. The Committee enquired how the statistics are used to increase public awareness on how to protect themselves. DL noted the information from the analysis contributes to action plans and campaigns throughout the year and one of those is Make the Call campaign which highlights the causes of fires and the importance of working smoke alarms and evacuation plans, however due to the small number of events the Service must be cautious with specific details.

10.3.4 SS highlighted that SFRS have influenced legislative changes, the data is based on IRS data and there is some work ongoing within the Home Office to update the IRS data. CF advised the Home Office has been working on a new system for the past 12-18 months and involved all Fire Services within the UK. The categorisation is an issue but there needs to be more investigation when it relates to other. There has to be a form of customisation so if there is something that does not fit it can be investigated and modified to fit the purpose. NFCC are supporting the work and want the system to be fit for purpose on launch and have been supportive regarding investigations. There will be a soft launch in September 2024 with the existing system and by April 2025 the National Fire Data System will be launched. There are currently two IRS's in Scotland and this will be resolved next year.

10.3.5 **The Committee scrutinised the report.**

11 SERVICE DELIVERY RISK REGISTER

11.1 Committee Risk Report

11.1.1 SS presented a report to the Committee to provide an overview of current risks highlighted by Directorates rated at 15 or above. The following key point was highlighted:

- There is currently one specific risk rated at 15 and above and the risk relates to failure to mobilise to an incident due to a technical failure of the existing mobilising systems.

11.1.2 Regarding the delay to the procurement of a NMS the Committee enquired if this was raising the risk for mobilising to an incident. SS advised that there were control measures being considered and implemented however the permanent solution was the implementation of the NMS. DF advised that SFRS have not failed to mobilise at any point.

11.1.3 **The Committee scrutinised the report.**

(C Fitzpatrick left the meeting at 1227hrs)

11.2 Risk Spotlight: Management of Contaminants

11.2.1 AW presented the risk spotlight to the Committee to provide an update on the management of contaminants. The following key points were highlighted:

- Research has been produced which was commissioned by the Fire Brigades Union (FBU).
- SFRS Contaminants Group has been progressing recommendations.
- Workshop with CivTech has taken place and the Service are looking at its sensory technologies that identify contaminants. RW explained the CivTech process and that CivTech is a Scottish Government funded Innovations Accelerant programme.
- SLT approved budget of £3.2million, which will support full implementation of the contaminants Standard Operating Procedure (SOP). Work is ongoing within the Contaminants Group regarding this.
- Fire Contaminants trial of elements of the SOP has concluded in East, North and South Ayrshire LSO Area and a report is being finalised.
- Decontamination procedures have been implemented in Inverness Training Centre.
- Work is ongoing to record exposure on PDRpro.
- Health and Wellbeing are to capture cancer screening questions.
- LCMS now has a dedicated contaminants section.
- Through Health and Safety improvement plans SFRS are working towards completion of control measures at stations with zoning/signing and this is due to be completed by the end of September 2024.
- A meeting has taken place with the FBU regarding a joint communication which will be released in the coming weeks.
- Professor Stec conducted a pilot last year with around 1000 firefighters in the UK and is now finalising the report. Professor Stec is currently writing a proposal for a year's pilot on health monitoring.
- Health and Safety Executive are aiming to have a Fire Contaminants enforcement criterion in the next 2-3 years which will give SFRS a legislative benchmark.
- Home Office and NFCC are working towards a contaminants framework.
- There is currently a supply issue for PPE at the moment.

11.2.2 The Committee enquired if SFRS were looking at modular units that could be moved around before the stations are improved. AW advised that the Service was not currently considering that option.

11.2.3 The Committee enquired if there would be a proposal for health monitoring. AW advised that Professor Stec has had conversations with SG and the advice was to put forward a proposal for a one year's pilot firstly to prove the concept. Once the pilot has been completed and the markers are clear SFRS would look to progress.

11.2.4 With regards investment in the estate and any contaminants considerations the Committee asked what the Service's position was. AW noted there was a challenge with the property backlog and the capital funding available to refurbish stations, however, the Service was doing what it could to support contaminants control measures within the current estate and building contaminants considerations in for future station upgrades/new builds.

11.2.5 The Committee asked if contaminants was discussed at the People Committee (PC). AW confirmed that a contaminants update was provided at the PC.

11.2.6 **The Committee scrutinised the report.**

12 REPORTS FOR INFORMATION ONLY

12.1 Response to FBU Firestorm Report

12.1.1 SS presented the report to provide the Committee with an overview of the Service's position regarding the matters raised in the FBU 'Firestorm' report and to provide an overview of the subsequent action plan produced. The following key points were highlighted:

- SFRS are committed to working together with Trade Unions in Scotland.
- The report supports the ambitions for the continued improvement, developing culture and informing work of SSRP.
- Many items stated in the report were already being progressed.

12.1.2 **The Committee noted the report.**

13 FORWARD PLANNING

13.1 Committee Forward Plan

13.1.1 The Committee noted the forward plan.

13.2 Items for Consideration at Future Integrated Governance Forum, Board and Strategy/Information and Development Day Meetings

13.2.1 There were no items for consideration.

14 REVIEW OF ACTIONS

14.1 KM confirmed that there were no formal actions recorded.

14.2 KM asked the Committee to confirm that the remaining 2 actions on the action log could be closed as they had been discussed during the course of today's meeting. The Committee agreed that the actions could now be marked as complete.

15 DATE OF NEXT MEETING

15.1 The next meeting is scheduled to take place on Thursday, 22 August 2024.

There being no further matters to discuss, the public meeting closed at 1250hrs.

Private Session

16 AOCB

16.1 A private discussion took place to update members on a recent Health and Safety event.

There being no further matters to discuss, the private meeting closed at 1254hrs.

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/18-24

Agenda Item: 7

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	22 AUGUST 2024							
Report Title:	SERVICE DELIVERY UPDATE REPORT							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		A	B	C	D	E	F	G
1	Purpose							
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on relevant matters from a Scottish Fire and Rescue Service (SFRS) service delivery perspective.							
2	Background							
2.1	The overall purpose of SDC is to scrutinise and challenge the safety, quality and performance of service delivery across Scotland, providing assurance to the SFRS Board.							
2.2	To support SDC in this role, this Service Delivery Update Report is presented by the Deputy Chief Officer at each meeting of the committee. This highlights key issues from an SFRS service delivery perspective.							
2.3	For the purposes of the committee's role, and this update report, service delivery comprises SFRS' Service Delivery, and Training, Safety and Assurance Directorates.							
3	Main Report/Detail							
3.1	Each Service Delivery Update Report provides details to SDC of key issues across SFRS' service delivery. Although these updates are provided at each quarterly meeting of the committee, some issues are longer-term and will span beyond the immediate timescale being reported upon.							
3.2	This report covers the period from May 2024 to August 2024 albeit as outlined in 3.1 above, some issues highlighted in Appendix A may precede this time period and/or extend beyond it.							
4	Recommendation							
4.1	SDC is invited to scrutinise the detail provided in Appendix A of this report.							
5	Key Strategic Implications							
5.1	Risk							
5.1.1	A specific Service Delivery Risk Register is also provided to each meeting of SDC, which complements this update report.							

5.2 5.2.1	Financial Any financial implications associated with this report will be considered by the Strategic Leadership Team and SFRS Board where this is out with the normal budgetary arrangements for the Service Delivery, and Training, Safety and Assurance Directorates. Where appropriate, this will be done through the Service's Business Case process.
5.3 5.3.1	Environmental & Sustainability Although there are no direct environmental or sustainability implications associated with this report, SFRS is committed to protecting the environment from a service delivery perspective.
5.4 5.4.1	Workforce Any workforce issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.5 5.5.1	Health & Safety Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.6 5.6.1	Health & Wellbeing Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.7 5.7.1	Training Specific details in relation to operational training are contained within Appendix A.
5.8 5.8.1	Timing This report covers the period from May 24 to August 24 and, where appropriate, the period prior to and following this.
5.9 5.9.1	Performance A specific Service Delivery Quarterly Performance Report is also provided to each meeting of SDC, which complements this update report.
5.10 5.10.1	Communications & Engagement Where appropriate, issues highlighted within Appendix A are communicated internally and externally.
5.11 5.11.1	Legal Any legal issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.12 5.12.1	Information Governance DPIA completed Yes/No. If not applicable state reasons. A Data Protection Impact Assessment is not required as no personal information has been used in the creation of this report.
5.13 5.13.1	Equalities EHRIA completed Yes/No. If not applicable state reasons. A specific Equality Impact Assessment is not required for this report, albeit these will have been undertaken where appropriate for relevant issues highlighted within Appendix A.
5.14 5.14.1	Service Delivery This report provides an update to SDC on service delivery related matters.

6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Stuart Stevens, Deputy Chief Officer
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.3	Rationale:	Due to the breadth and depth of activity being undertaken across the Service the DCO can offer the Committee reasonable level of assurance that SFRS is fulfilling its statutory duties and meeting the commitments as set out within the Strategic Plan. Concerns remain around capacity and backlog caused by the pandemic and recent other concurrent demands, including industrial action. Primary concerns are around training backlog and workforce profile challenges.
8	Appendices/Further Reading	
8.1	Appendix A – Service Delivery Update.	
Prepared by:		Operational Delivery, PPP and Training, Safety and Assurance Directorates
Sponsored by:		Stuart Stevens: Deputy Chief Officer
Presented by:		Stuart Stevens: Deputy Chief Officer
Links to Strategy and Corporate Values		
This report supports the SFRS Objectives of <i>Prevention, Response and People</i> , and all four Values of <i>Safety, Teamwork, Respect and Innovation</i> .		
Governance Route for Report		Meeting Date
<i>Service Delivery Committee</i>		<i>22 August 2024</i>
		Report Classification/ Comments
		<i>Scrutiny</i>

SERVICE DELIVERY COMMITTEE HIGHLIGHT REPORT

SAFETY AND RISK REDUCTION	
OPERATIONAL DELIVERY DIRECTORATE	
OPERATIONS	
<u>Item</u>	<u>Commentary</u>
<u>National Resilience – Tac Ad’s</u>	The Operations team have conducted an Annual review of The Service’s specialist advisors within the Officer cadre, Tactical Advisors (“Tac Ads”) to ensure national resilience. This has allowed training to be planned and skills to be balanced between the National Command Groups. Examples include CBRN, Hazmat/DIM, NILO and USAR and they are an integral part of our pre-planned response to a range of diverse incidents.
<u>National Resilience – CSU</u>	Operations Managers have conducted a visit to two English FRSs (Lancashire and Tyne & Wear) as part of the development/exploratory work to enhance our Incident Command vehicles replacement and development strategy. This included discussions on drone technology and Enhanced Logistical Support (ELS), which is a capability being developed UK-wide in the Fire Sector as part of the National Resilience framework.
<u>National Resilience – Capability replacement</u>	The Operations (National Resilience) Team continue to work in partnership with SFRS Assets and fleet to scope and develop a maintenance and replacement strategy for National capabilities. This includes short term funding allocated to Capabilities to bridge gaps and increase FF safety, management and updating of the risks (held by Scottish Government Resilience / CONTEST) and direct engagement with the Sponsor unit and Resilience Leads to highlight the current condition of capabilities, and also prioritise the allocation of any future funding.
<u>National Resilience – High reach capability</u>	Working in partnership with fleet, training and Local Senior Officer Teams, the Operations Team are developing an implementation plan to support the arrival of two new High-Reach Appliances and the removal of the eldest and/or least reliable fleet in their place. This is consistent with the HRA Strategy and should see these appliances available operationally in the next 3-5 months.
<u>Future Concepts, Strategy & Policy - Fire Contaminants</u>	In support of the National initiative to reduce and manage the risk to crews associated with Fire Contaminants, The Operations Policy Team have developed and progressed the draft Fire Contaminants Standard Operating Procedure (SOP) and circulated for first consultation with identified stakeholders from Contaminants group. In addition, they have supported the initial Fire Contaminants practical implementation trial days.

	<p>Exercise Storm Cloud was organised in direct response to the Scottish Multi-Agency Resilience Training and Exercise Unit (SMARTEU) debrief following an incident that occurred within the West of Scotland.</p>
	<p>EAST</p>
<p><u>Item</u></p> <p><u>Operational exercising</u></p> <p><u>Partnership working</u></p>	<p><u>Commentary</u></p> <p>The Continual Improvement and Development team are developing a standardised approach for the planning and delivery of multi pump exercises across the East. This will form a vital part of pre-incident operational assurance and will support FF development and safety.</p> <p>As part of the agreement providing office facilities at Newbridge, Neighbourhood Watch Scotland (NWS) are delivering training to SFRS staff regarding the NWS alert system. This will allow SFRS to issue safety messages to communities across Scotland including advice in relation to seasonal activities and severe weather.</p> <p>Training is being provided to new Community partners on CSET referral pathways. This will support the ability to reach those most vulnerable in our communities in addition to strengthening links with key partners.</p> <p>Clackmannanshire, Fife & Stirling (CFS) LSO Area have developed and established a Road casualty reduction group established with partners in Fife. The aims are to</p> <ol style="list-style-type: none"> 1. Oversee road safety activities and work with partners to coordinate initiatives and share data 2. Work in partnership to raise awareness of the Scottish Government Framework for Road Safety up to 2030 3. Develop and deliver road safety associated education programmes and events. 4. Utilise Partnership Prevention Calendar to plan themed activities and community events throughout the year. <p>Once fully established, there will be opportunities to consider an extension of this approach to other LSOs areas in the East.</p>
	<p>NORTH</p>
<p><u>Item</u></p> <p><u>Orkney NorthLink Ferry Exercise</u></p>	<p><u>Commentary</u></p> <p>Crews from Stromness participated in a multi-agency exercise simulating an electric vehicle fire on a passenger ferry as embarkation was under way. In dealing with the EV fire an innovative fogging system that was designed by an engineer from NorthLink was deployed to be used in tandem with an EV fire blanket. The exercise was complemented by the RNLI who were utilised within the exercise and provided water safety for the crews during the event. Operational learning has been forwarded to Operational Assurance.</p>

<p><u>Cost of Living Crisis</u></p>	<p>In addition to Challenge Poverty initiatives currently running across the North SDA, Peterhead Community Fire station has been a trailblazer within Aberdeenshire, Aberdeen City and Moray (ACAM) LSO area with its Out of Hours Foodbank and plans are being put in place for this to be extended across strategically located North Aberdeenshire Community Fire Stations with a potential go live date in the Autumn. Working with Aberdeenshire Council Social Work and the Trussell Trust, each station will have a cabinet, made by various Men's Shed (mental health support groups), where Social Work or Trussell Trust will message the fire station champion and a food parcel will be placed in the cabinet to be collected. The initiative will be evaluated with a view to later extending to South Aberdeenshire.</p> <p>Warm Spaces/Cuppa with the Crew initiatives continue to be held all across the North SDA, bringing the SFRS into the heart of our communities, with events being well attended by members of the public. The initiative has become embedded with Police, Ambulance, Coastguard and other partners now supporting the events.</p>
<p><u>Safe Aberdeenshire</u></p>	<p>A "Safe Aberdeenshire" initiative was piloted at Mintlaw Academy with the SFRS and partners from Police Scotland, SAS, HM Coastguard, NHS Grampian and Aberdeenshire Council attending and delivering inputs on Fire, Road, Water and Internet safety as well as awareness of the issues caused by drug and substance misuse, tackling poverty and inequalities and CPR training.</p> <p>The initiative is targeted at S3 and S4, will be programmed in every two years and will be rolled out across ACAM in the coming academic year.</p>
<p><u>WIOS CPR Initiative</u></p>	<p>A CPR initiative in Western Isles, Orkney & Shetland (WIOS) area has commenced with local sports clubs being given CPR training to raise awareness and improve safety across the area.</p> <p>The initiative was born after a member of the SFRS suffered a heart event whilst refereeing a Shinty match and was given lifesaving first aid by two off duty members of the SFRS who were participating in the match. The initiative has been well received across the islands with local football, shinty and rugby teams participating and has led to an increased interest in the SFRS with 15 attendees applying to join SFRS as on-call Firefighters and names being generated for a recruitment intake in November.</p>

QUALITY ASSURANCE, BENCHMARKING, AND STANDARDS	
OPERATIONAL DELIVERY DIRECTORATE	
OPERATIONS	
<u>Item</u>	<u>Commentary</u>
<u>National Resilience</u>	The Operations Team have continued the ongoing self-assessment and assurance process through the 10-year assurance program contained within the Capability Performance Framework.
<u>National Resilience</u>	To ensure national oversight, Quarterly and annual reports are produced through the ongoing monitoring of assets using the Report on Capability Availability (RoCA) by the Operations National Resilience Team.
<u>On Call Improvement – Evaluation Framework</u>	To adequately provide monitoring and transparency, an evaluation Framework and Tracker has been created by the On-call Improvement support team to provide a consistency in all On Call Improvement pilots and reporting.
<u>Operations Control - UFAS</u>	Operations Control have developed a monthly Operational Assurance process and this has now been implemented.
SERVICE DELIVERY AREAS	
WEST	
<u>Item</u>	<u>Commentary</u>
<u>Staff Development – Crew Commander Promotion</u>	<p>LSO areas within the West SDA undertook practical On Station Assessment of Incident Command Competence (OSAICC) development session in preparation of the West AICC process.</p> <p>Areas also delivered further interview master classes to support candidates as part of the National Crew Commander (CC) promotion campaign, which has recently concluded for the West.</p>
<u>Fire Contaminants</u>	<p>The fire contaminants trial in East, North and South (ENSA) Ayrshire which began on 1 January 2024 and after consultation with the Contaminants Sub-Group the Fire Contaminants Test of Change Pilot was extended for 4 weeks and concluded on Tuesday 30 April.</p> <p>The key focus areas included the assessment and enhancement of recording processes, the refinement of standard operating procedures (SOPs), the integration of additional reserve personal protective equipment (PPE), and the implementation of zoning strategies within fire stations.</p> <p>The strategic trial aims to fortify our capabilities and ensure the utmost safety for firefighters engaged in carbonaceous fire incidents.</p> <p>Overall, the pilot was received positively by all staff, however numerous challenges have been identified including the practicalities of zoning in stations, and in particular On-Call Community Fire Stations. Findings have been passed to Contaminants Group.</p>

PERFORMANCE AND OUTCOMES

OPERATIONAL DELIVERY DIRECTORATE

OPERATIONS

<u>Item</u>	<u>Commentary</u>																																																																																																																																																									
<p><u>National Resilience - CBRN capability</u></p> <p><u>On Call Improvement Team – Evaluation of On Call Improvement Pilots. Operations Control (OC)</u></p>	<p>Multi-agency SMARTEU CBRN ‘show and tell’ event held at NTC (29 May). CBRN Gap analysis carried out and submitted to SG. CBRN response plans reviewed, and findings shared with emergency service partners.</p> <p>Evaluation reports concluded for:</p> <ol style="list-style-type: none"> 1. Crew Rostering 2. Bank Working Scheme 3. Employer Recognition Scheme <p>Existing mobilising and telephony systems continue to be monitored closely in relation to faults.</p> <div data-bbox="491 869 1184 2078"> <p>EOC Critical Faults April 2023 to July 2024</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Total</th> <th>Linear (Total)</th> </tr> </thead> <tbody> <tr><td>Apr-23</td><td>19</td><td>17</td></tr> <tr><td>May</td><td>16</td><td>16</td></tr> <tr><td>Jun</td><td>14</td><td>16</td></tr> <tr><td>Jul</td><td>10</td><td>15</td></tr> <tr><td>Aug</td><td>15</td><td>15</td></tr> <tr><td>Sept</td><td>19</td><td>15</td></tr> <tr><td>Oct</td><td>18</td><td>15</td></tr> <tr><td>Nov</td><td>20</td><td>15</td></tr> <tr><td>Dec</td><td>19</td><td>14</td></tr> <tr><td>Jan</td><td>14</td><td>14</td></tr> <tr><td>Feb</td><td>5</td><td>14</td></tr> <tr><td>Mar</td><td>12</td><td>14</td></tr> <tr><td>Apr-24</td><td>15</td><td>14</td></tr> <tr><td>May</td><td>13</td><td>13</td></tr> <tr><td>Jun</td><td>16</td><td>13</td></tr> <tr><td>Jul</td><td>13</td><td>13</td></tr> </tbody> </table> <p>DOC Critical Faults April 2023 to July 2024</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Total</th> <th>Linear (Total)</th> </tr> </thead> <tbody> <tr><td>Apr-23</td><td>16</td><td>8</td></tr> <tr><td>May</td><td>8</td><td>8</td></tr> <tr><td>Jun</td><td>6</td><td>8</td></tr> <tr><td>Jul</td><td>3</td><td>8</td></tr> <tr><td>Aug</td><td>7</td><td>8</td></tr> <tr><td>Sept</td><td>7</td><td>8</td></tr> <tr><td>Oct</td><td>10</td><td>8</td></tr> <tr><td>Nov</td><td>16</td><td>8</td></tr> <tr><td>Dec</td><td>9</td><td>8</td></tr> <tr><td>Jan</td><td>7</td><td>8</td></tr> <tr><td>Feb</td><td>6</td><td>8</td></tr> <tr><td>Mar</td><td>7</td><td>8</td></tr> <tr><td>Apr-24</td><td>15</td><td>8</td></tr> <tr><td>May</td><td>7</td><td>8</td></tr> <tr><td>Jun</td><td>8</td><td>8</td></tr> <tr><td>Jul</td><td>15</td><td>8</td></tr> </tbody> </table> <p>JOC Critical Faults April 2023 to July 2024</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Total</th> <th>Linear (Total)</th> </tr> </thead> <tbody> <tr><td>Apr-23</td><td>8</td><td>7</td></tr> <tr><td>May</td><td>9</td><td>7</td></tr> <tr><td>Jun</td><td>6</td><td>7</td></tr> <tr><td>Jul</td><td>2</td><td>7</td></tr> <tr><td>Aug</td><td>8</td><td>7</td></tr> <tr><td>Sept</td><td>8</td><td>7</td></tr> <tr><td>Oct</td><td>3</td><td>7</td></tr> <tr><td>Nov</td><td>12</td><td>7</td></tr> <tr><td>Dec</td><td>6</td><td>7</td></tr> <tr><td>Jan</td><td>3</td><td>7</td></tr> <tr><td>Feb</td><td>1</td><td>7</td></tr> <tr><td>Mar</td><td>15</td><td>7</td></tr> <tr><td>Apr-24</td><td>5</td><td>7</td></tr> <tr><td>May</td><td>7</td><td>7</td></tr> <tr><td>Jun</td><td>6</td><td>7</td></tr> <tr><td>Jul</td><td>3</td><td>7</td></tr> </tbody> </table> </div>	Month	Total	Linear (Total)	Apr-23	19	17	May	16	16	Jun	14	16	Jul	10	15	Aug	15	15	Sept	19	15	Oct	18	15	Nov	20	15	Dec	19	14	Jan	14	14	Feb	5	14	Mar	12	14	Apr-24	15	14	May	13	13	Jun	16	13	Jul	13	13	Month	Total	Linear (Total)	Apr-23	16	8	May	8	8	Jun	6	8	Jul	3	8	Aug	7	8	Sept	7	8	Oct	10	8	Nov	16	8	Dec	9	8	Jan	7	8	Feb	6	8	Mar	7	8	Apr-24	15	8	May	7	8	Jun	8	8	Jul	15	8	Month	Total	Linear (Total)	Apr-23	8	7	May	9	7	Jun	6	7	Jul	2	7	Aug	8	7	Sept	8	7	Oct	3	7	Nov	12	7	Dec	6	7	Jan	3	7	Feb	1	7	Mar	15	7	Apr-24	5	7	May	7	7	Jun	6	7	Jul	3	7
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SERVICE DELIVERY AREAS	WEST, EAST & NORTH																						
<u>Item</u>																							
KPI's		Q1 23-24	Q1 24-25																				
	1. Total incidents attended	26232	18051 (+2619 from Q4)																				
	2. Total HFSV's	8969	9746 (+75 from Q4)																				
	3. ADF casualties	82	93 (-19 from Q4)																				
	4. ADF fatalities	12	7 (-4 from Q4)																				
	5. On Call availability:																						
	East total	64%	64%, (-5% from Q4)																				
	North total	74%	74% (-7% from Q4)																				
	West total	75%	76% (-3% from Q4)																				
	<p><u>Commentary</u></p> <ol style="list-style-type: none"> The large decrease in overall incidents compared to Q1 last year is due to UFAS reduction. The increase from the previous Q is largely due to seasonal activity and secondary fires. HFSV totals continue to improve mainly due to a refocus by P&P and Operational Delivery teams. Whilst we have seen a slight increase in ADF casualties compared to Q1 last year, its positive to note the decrease from the previous Q. ADF fatalities show a positive trend when comparing with Q1 last year and the previous Q. We have seen a slight decrease in On Call appliance availability from the previous Q however this is typical for this time of year including staff accessing annual leave. 																						
<u>SSRP</u>	<p><u>Commentary</u></p> <p>Operational Delivery teams have contributed significantly to the pre-consultation phase of the SSRP. This has resulted in an impressive total in terms of stakeholder engagement activity.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">SDA</th> <th style="text-align: center;">Staff engagement events</th> <th style="text-align: center;">Partner/Public sessions</th> <th style="text-align: center;">Pop up events</th> </tr> </thead> <tbody> <tr> <td>West</td> <td style="text-align: center;">232</td> <td style="text-align: center;">35</td> <td style="text-align: center;">20</td> </tr> <tr> <td>East</td> <td style="text-align: center;">50</td> <td style="text-align: center;">18</td> <td style="text-align: center;">17</td> </tr> <tr> <td>North</td> <td style="text-align: center;">120</td> <td style="text-align: center;">50</td> <td style="text-align: center;">15</td> </tr> <tr> <td>Totals</td> <td style="text-align: center;">402</td> <td style="text-align: center;">103</td> <td style="text-align: center;">52</td> </tr> </tbody> </table>			SDA	Staff engagement events	Partner/Public sessions	Pop up events	West	232	35	20	East	50	18	17	North	120	50	15	Totals	402	103	52
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	WEST, EAST & NORTH																						
<u>High Risk HFSV</u>	<p><u>Commentary</u></p> <p>A key focus for the across the SDAs has been to improve the number of high-risk home fire safety visits (HFSV) being delivered. Community Action Teams (CAT) and Local Authority Liaison Officers (LALO) have been working hard to improve the number of partnership referrals by delivering sign posting training to several key community partners.</p> <p>As indicated in the KPI analysis, this is having a positive effect however will require a continual focus and many of high-risk referrals are reliant on a partnership approach.</p>																						

HORIZON SCANNING	
<u>OPERATIONAL DELIVERY DIRECTORATE</u>	
OPERATIONS	
<u>Item</u>	<u>Commentary</u>
<p><u>National Resilience – DIM</u></p>	<p>Work ongoing with internal and external partners around Detection, Identification & Monitoring (DIM) framework in line with the uplift program and any opportunities that may exist with current UK procurement arrangements.</p>
<p><u>Future Concepts, Strategy & Policy - Document Conversion Project</u></p>	<p>Operations are now progressing with the delivery of this project following the completion of the new iHub redesign. Training has been arranged to commence at the end of July 2024, which will enable documents to be hosted on the new platform. This, along with the progression of a launch strategy and associated interdependencies, is intended to facilitate delivery during the Autumn.</p>
<p><u>On Call Improvement Team</u></p>	<p>Work continues to support the formalisation of On Call Migration in to the SFRS Recruitment and Selection processes. Work should conclude next quarter.</p> <p>The following ongoing pilots will be subject to evaluation next quarter:</p> <ol style="list-style-type: none"> 1. Local Fitness Testing 2. Local Practical Selection Tests (PST) 3. Modular Task and Task Management (TTM) 4. Pre-Recruitment Engagement Programme (PREP and PREP2)
<p><u>Operations Control (OC)</u></p>	<p>Working with Talent Acquisition to have Firefighter Control National Recruitment Campaign ready to commence in August 2024.</p>
<p><u>Frontline Support</u></p>	<p>Review of FF(C) Training Programme (TP) completed. Further review of timescales for course, methods of delivery and resourcing is ongoing.</p> <p>BA Sector Commander Boards will go live on identified resources in August.</p>
SERVICE DELIVERY AREAS	WEST
<u>Item</u>	<u>Commentary</u>
<p><u>Female Networking and Support</u></p>	<p>A new networking and support group has started among female firefighters in East & West Dunbartonshire and Argyll & Bute (EWDAB) LSO Area. Initial setup meetings have taken place in Arrochar and Campbeltown. Topics discussed include driver training/mentors, trainee pathway, on call seminars and radio message guides. Once established the group plan to expand the invitation to other LSO areas within the West.</p>
<p><u>HMFSI WSDA Inspection</u></p>	<p>His Majesties Fire Service Inspectorate have issued their final report and in relation to the recent inspection of the West SDA. Each LSO area will now undertake a local action plan to target and consider the improvements of the recommendations identified within the report.</p>

SAFETY AND RISK REDUCTION	
PREVENTION	
Item	Commentary
Revised Home Fire Safety Visit System	<p>A seven-week pilot commenced on 11 July 2024 to test the revised Home Fire Safety Visit system, with particular focus upon the Partners sign up module. The Pilot is being supported by a number of Partner Organisations along with Operational and Community Action Team personnel from City of Glasgow, Lanarkshire, Stirling, Clackmannanshire & Fife, Highland and Western Isles, Orkney & Shetland LSO Areas.</p> <p>Evaluation processes have been incorporated and a <i>Home Safety Guide</i> has been produced which provides details of safety in the home plus information on partner organisations who can provide additional help and support; this will be left at every household which receives a visit.</p>
Older People	<p>The '<i>Ageing Safely – Living Well, A Support Framework for Older People</i>' has been published to assist Operational and Community Action Team personnel to support our older population by highlighting common contributory factors involved in fire injuries and deaths, along with new emerging risks such as the danger of falls, lithium-ion batteries in general household goods/mobility scooters, and polypharmacy to name a few. The document incorporates several objectives identifying key areas of work to ensure our services are tailored and delivered to meet the needs of an ageing population.</p> <p>AgeingSafelyLivingWellSupportFrameworkOlderPeople</p>
Water Safety	<p>Recently published Drowning statistics for Scotland during 2023 RoSPA Annual Trend Report have recorded the lowest number of drownings (94) since 2018. Whilst it is not possible to evidence direct links to the educational work of Water Safety Scotland, supported by SFRS, due to the implementation of the Drowning and Incident Review (DIR), data capture in Scotland is significantly improved and more accurately reflects the contributory factors of drownings.</p> <p>Q2-Q4 data has been produced in association with the BI team (see separate report for details on performance).</p>
Unwanted Fire Alarm Signals	<p>The one-year anniversary of the introduction of the new UFAS policy was recognised and promoted via the Weekly Brief and national media, including social media feeds.</p> <p>A review the first twelve months' worth of UFAS data will commence in August, with a resulting paper being produced containing data analyses and recommendations for further actions for SFRS to consider to further reduce the impact of UFAS incidents upon the Service.</p> <p>SFRS are actively supporting a newly formed NFCC UFAS working group, created to share lessons learned from FRSS who have</p>

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<p>Museum of Scottish Fire Heritage</p> <p>Youth Volunteer Scheme</p>	<p>already implemented a UFAS policy. Further meetings to be held to pave the way to a 'best practice' model for UK FRSs.</p> <p>The MoSFH recently welcomed its 15,000th visitor since opening in June 2023 and continues to develop educational and outreach offerings, which include two recently opened temporary exhibitions in Edinburgh, at the Museum of Edinburgh and the City Chambers, in support of the James Braidwood Bicentenary celebrations.</p> <p>Recent activities across YVS units includes:</p> <ul style="list-style-type: none"> • 100-hour Saltire Award certificates have been achieved for the first time in YVS by seven YVs in Stranraer. • YVS Shetland held a Tree Planting event on Skerries Island. • A Presentation on the life of James Braidwood was delivered to YVS by Diana Hamilton-Jones, the great-great-great granddaughter of James Braidwood. • Representatives from YVS Stranraer have been identified to attend the Remembrance Parade at London Cenotaph in November.
PROTECTION	
<p><u>Item</u> Prosecutions and Investigations Update</p> <p>Enforcement Notices</p>	<p><u>Commentary</u> Three potential prosecution cases continue to be considered by the Crown Office and Procurator Fiscal.</p> <p>There continues to be seven live investigations being progressed, which includes incidents at the New County Hotel, Perth and HMP Addiewell. Fire Investigation and Fire Safety Enforcement Officers continue to work closely with multi-agency and SFRS partners towards completion and submission of final reports.</p> <p>Appeals against Enforcement Notices issued to an NHS Board and associated duty holders, have had an initial hearing to consider the content of the various summary applications. A Formal hearing is scheduled for August and dialogue between the various parties involved continues.</p>
PREPAREDNESS	
<p><u>Item</u> Resilience Training Workshops</p>	<p><u>Commentary</u> Two workshops have recently been held, in relation to:</p> <ul style="list-style-type: none"> • Scottish Risk Assessment (SRA) facilitated by Iain Huggins from Scottish Government. Attended by Flexi Duty Officers (FDO) cadre and SFRS Resilience team. • Military Aid to Civil Authority (MACA) facilitated by Joint Regional Liaison Officers (JRLO). Attended by FDOs, Operations Control (OC) staff and SFRS Resilience team.

QUALITY ASSURANCE, BENCHMARKING, AND STANDARDS	
PREVENTION	
Item Safeguarding	Commentary A Quality Assurance Process for Safeguarding referrals by LSO Area personnel has been developed and implemented. This will be a continuous process throughout the year and an Annual Report produced.
PROTECTION	
Item Local Enforcement Delivery Plans 2024/25	Commentary LEDPs for 2024/25 have been developed and are currently undergoing quality assured by the Protection Function. Final versions LEDPs will be published on the SFRS website.
PREPAREDNESS	
Item Warning and Informing	Commentary Meeting held with stakeholders from Operations Function, Operations Control and Corporate Comms regarding statutory requirements for SFRS to warn and inform the public in the event of an emergency that has an impact on surrounding area. Agreement for Awareness Briefing to be produced and update to ICPOG.

PERFORMANCE AND OUTCOMES	
PREVENTION	
Item Home Fire Safety Visits	Commentary A total of 12,283 HFSVs have been conducted from 1 April 2024 to 23 July 2024.
PROTECTION	
Item Local Enforcement Delivery Plans 2023/24	Commentary Q4 2023/24 LEDP returns have been received by the Protection Function for quality assurance and end of year performance review. Once finalised in liaison with the Business Intelligence team, end of year statistics for each area will be published on the SFRS website for public scrutiny and awareness of where we deploy our resources against risk.
PREPAREDNESS	
Item Royal Week event Scottish and Open Golf Championship	Commentary In preparation for Royal Week 2024, Operation Unicorn National Event Operational Plan updated to reflect additional locations where King Charles III may be in residence. Safely delivered events through multi-agency planning and SFRS Event Operational Plans.

HORIZON SCANNING	
PREVENTION	
<u>Item</u>	<u>Commentary</u> N/A
PROTECTION	
<u>Item</u> Grenfell Tower Inquiry, Phase 2 Recommendations	<u>Commentary</u> Recommendations from Phase 2 of the GTI will be released on 4 September 2024. Consideration is being given to resource requirements to support recommendation implementation in SFRS.
PREPAREDNESS	
<u>Item</u> Scottish Government Resilience Division re structure Scottish Water Partnership	<u>Commentary</u> SFRS awaits outcome of structural changes to SG Regional Resilience Partnership Co-ordinators and any subsequent changes to Local Resilience Partnership arrangements and support requirements from SFRS Civil Contingency Officers. Water Planning team are in consultation with Scottish Water (SW) to identify possible shared use of SW mapping system to allow SFRS information overly and recording.
<u>Item</u> New Mobilising Systems	<u>Commentary</u> Currently in the Procurement Phase of the Project. Following identification of a preferred supplier the Full Business Case will progress through governance and assurance. Scottish Government Programme, Portfolio, Project Assurance (PPPA) Gateway 3, Investment decision review is programmed for August 2024 and will provide external assurance to support award of contract.

SAFETY AND RISK REDUCTION	
<u>TRAINING, SAFETY AND ASSURANCE DIRECTORATE</u>	
OPERATIONAL ASSURANCE	
<u>Item</u>	<u>Commentary</u>
Significant Incident	On 23 June 2024, there was a level 3 incident at the Linwood Recycling Plant, an electrical and battery recycling facility. A Debrief will be conducted on the 23 August 2024.
TRAINING FUNCTION	
<u>Item</u>	<u>Commentary</u>
QUALITY ASSURANCE, BENCHMARKING AND STANDARDS	
<u>TRAINING, SAFETY AND ASSURANCE DIRECTORATE</u>	
OPERATIONAL ASSURANCE	
<u>Item</u>	<u>Commentary</u>
HMFSI Operational Assurance Audit	HMFSI are starting to audit Operational Assurance mid-July. Pre-audit planning is going. There has been a data request for OA documentation, which has been provided via a secured SharePoint file. The HMFSI have arranged meetings with personnel from across the service.
National Fire Chiefs Council NFCC Updates	<p>NFCC issued an Action Note relating to the use and limitations of Gas Monitoring equipment with recommendations that SFRS carry out a review of documentation and procedures. OA have produced an external learning case report with findings and recommendations.</p> <p>NFCC published an Information Note relating to the 999 Outage in 2023 where a technical fault resulted in a UK-wide disruption to BT 999 emergency call services. OA produced an external learning case report containing recommendations relating to external agencies.</p>
TRAINING FUNCTION	
<u>Item</u>	<u>Commentary</u>
British Standards Institute (BSI) Audit	<p>In July an audit was undertaken by BSI at our National Training Centre. The objective of the assessment was to conduct a surveillance assessment and look for positive evidence to verify elements of the scope of BSI certification.</p> <p>The audit objectives were all achieved and met intended outcomes, with no nonconformities raised during the audit.</p>

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Casualty Care Programme	A review of the SFRS casualty care programme is now complete. The review considered; course content, delivery model, quality assurance, acquisition and refresher training options, with benchmarking against the NFCC NOG and framework standards set out by the Faculty of Pre-Hospital Care (FPHC).
RTC Resource provision	A review of the Procurement Framework (Scrap Car / Vehicle supply in support of RTC acquisition and maintenance training) is now complete. Main findings were that the current suppliers can meet the requirements of the Training Function / Service Delivery. However improved delivery arrangements have been identified and will be implemented to improve provision at the point of need.
Driver Training	A collaborative approach between Police Scotland and SFRS in the assessment of new drivers now implemented with successful assessment outcomes.

PERFORMANCE AND OUTCOMES

TRAINING, SAFETY AND ASSURANCE DIRECTORATE

OPERATIONAL ASSURANCE

<u>Item</u>	<u>Commentary</u>
Station Audit Inspection Programme	Analysis is ongoing following the reported outcomes from the 2023/24 Station Audit Programme. A total of 99 audits were reported through Operational Assurance Recording and Reporting System (OARRS). Local actions are noted and a trend analysis under review to capture organisational learning.

TRAINING FUNCTION

<u>Item</u>	<u>Commentary</u>
BA	BA Recovery Plan Phase 2: A first full quarter (Apr-Jun'24) has now been completed with over 800 Firefighters through the bespoke 1-day BA course (incorporating Tactical Ventilation (TV), BA Search & Rescue, and Compartment Fire Behaviour (CFBT)). The course is designed to be modular to allow for flexibility in training and ensure all required learning outcomes continue to be achieved.
Wildfire	Initial training for all Tier 3 wildfire stations has now been completed. Delivery of Level 2 courses at Tier 2 wildfire stations is progressing, two courses delivered in June and a further eight scheduled for July.

HORIZON SCANNING	
TRAINING, SAFETY AND ASSURANCE DIRECTORATE	
OPERATIONAL ASSURANCE	
<u>Item</u>	<u>Commentary</u>
Group Attendance	Electrical Infrastructure Group has now been initiated. OA will provide a business report relative to Lithium-ion incident activity and provide updates on any trend analysis from OARRS. This is due to recent significant incidents involving Lithium-ion powered devices. OA are also attending the Lithium-Ion working group.
Frontline Update	Renewable Energy Technologies Frontline update has been published to Operational staff highlighting the challenges and hazards involved. Following publication, this has received 3020 (55%) views to date.
TRAINING FUNCTION	
<u>Item</u>	<u>Commentary</u>
EXIT Project	Partnership engagement with the EXIT Project initiative, this project is looking at new extrication techniques which focus on improved patient outcomes following Road Traffic Collisions. SFRS Training Working established to consider implementation of new training delivery content based on Project findings.



HM Fire Service Inspectorate

Report to:	SCOTTISH FIRE AND RESCUE SERVICE, SERVICE DELIVERY COMMITTEE
Date:	22 August 2024
Report By:	HM Fire Service Inspectorate

Subject:	Routine report on HMFSI business
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1. PURPOSE

- 1.1 To provide the Service Delivery Committee with an update on HMFSI inspection and reporting activity.

2. RECOMMENDATIONS

- 2.1 That the Committee notes the update from HMFSI.

3. ACTIVITY AND PROGRESS

3.1 Service Delivery Area Inspection

Following the publication of the East Service Delivery Area (ESDA) in October 2023 and the West Service Delivery Area (WSDA) inspection in June 2024 we have begun our inspection of the North Service Delivery Area (NSDA).

The NSDA inspection team has made good progress with visits to ACAM stations almost complete. Orkney and Shetland will be visited in September, with the itinerary for these having been agreed with North SDA Officers. Planning for the PKAD phase of the inspection is also now complete, with these visits now underway. Running concurrently with all station visits, there are a number of key personnel, and external stakeholder interviews, these are ongoing and will continue over the coming months. There are a number of planning challenges relating to the geography and accessibility of some areas of the NSDA, these are being considered in conjunction with SFRS colleagues as each phase of the inspection plan is produced and finalised. It is envisaged that the North SDA Inspection will be published in the Summer of 2025.

3.2 Thematic Inspection Work

Organisational Culture

HMFSI are currently undertaking a desk-top review of a substantial amount of data supplied by the Service in support of our inspection aims. There were initial technological issues related to the data transfer between the Service and HMFSI which resulted in a delay in commencing this part of the inspection. Following this analysis phase, fieldwork interviews will commence, initially with People Directorate staff, followed by a representative sample from across the rest of the SFRS.

We anticipate this inspection will take around 8-12 months to complete.

Operational Assurance

HMFSI are currently carrying out an inspection of Operational Assurance within the SFRS as per the agreed outline. Fieldwork started on 25 July 2024 and will continue throughout the summer and autumn with engagement meetings, interviews and station visits scheduled throughout the Service. Data analysis, report development and consultation will commence late autumn with the final report due to be published in Spring 2025.

3.3 Additional Inspection Activity

Chief Inspector's Plan 2025 -2028

The Chief Inspector is legally obliged to publish an inspection plan providing detail on inspections planned, and information on how inquiries will be carried out. The Chief Inspector's plan for 2022/25 is due to be reviewed and updated. Work will soon commence to consider potential areas of inspection for 2025/28. The Chief Inspector will consult with the Service in due course and is keen to consider areas of inspection that SFRS feel might add value.

4. Additional Update Information

The Chief Inspector is pleased to advise the Committee that, following a comprehensive recruitment process, Calum Bruce has been appointed to the position of Inspection Support Officer. Calum took up post on 8 May 2024.

HM Chief Inspector Robert Scott QFSM

Date: 22 August 2024



Report No: C/SDC/20-24

Agenda Item: 8.2

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	22 AUGUST 2024						
Report Title:	INDEPENDENT AUDIT/INSPECTION ACTION PLAN UPDATES AND CLOSING REPORTS						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on audit and inspection action plans and closing reports.						
1.2	At this meeting SDC are asked to scrutinise the progress of the action plans relating to His Majesty's Fire Service Inspectorate (HMFSI) report on: <ul style="list-style-type: none"> • Firefighting in High Rise Buildings • Contingency Planning for Industrial Action • Inspection of the Scottish Fire and Rescue Service: East Service Delivery Area • Climate Change: managing the operational Impacts of fires and other weather-related emergencies 						
1.3	An update on a newly published report and progress in developing the associated Action Plans has also been provided in this paper.						
1.4	There are no closing reports to consider.						
2	Background						
2.1	HMFSI inspects and reports on the Scottish Fire and Rescue Service (SFRS) with the purpose of assuring the public and Scottish Ministers that we are working in an efficient and effective way, and to promote improvement in the Service.						
2.2	Each year, HMFSI sets out its intended programme of thematic and local area inspections. Additional reviews may also be carried out at any time at the request of Scottish Ministers.						
2.3	Following the publication of reports, an action plan is prepared to address the issues or recommendations that are highlighted within the report.						
2.4	In line with the new thematic process agreed in May 2020, once approved, progress on the individual action plans will be presented to SDC for scrutiny on a quarterly cyclical basis.						

3	Main Report/Detail
3.1	The SDC is presented with the current overview dashboard, attached as Appendix A for noting. This provides high level details of all action plans.
3.2	Firefighting in High Rise Buildings
3.2.1	The HMFSI report on Arrangements for Firefighting in High Rise Buildings was published in September 2022. The action plan contains a total of 8 actions and is attached as Appendix B .
3.2.2	During the reporting period, three actions were completed (see 1, 4 and 5) and one action (action 6) has a red status.
3.2.3	SDC members are asked to note the following: <ul style="list-style-type: none"> • Action 6: A second revised due date from March 2024 to September 2024 has been provided as there has been slippage in the original timeline due to an interdependency with the iHub and Website Project.
3.2.4	It is anticipated that the remaining action will be completed by the next reporting period.
3.2.5	The overall RAG rating for this action plan is red and is estimated at 95% complete. <i>(Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).</i>
3.3	Contingency Planning for Industrial Action
3.3.1	The HMFSI report on contingency planning arrangements in relation to potential industrial action was published in May 2023. The action plan contains a total of 7 actions and is attached as Appendix C .
3.3.2	During the reporting period, three actions were completed (see 1.1, 3 and 4) and four actions have an amber status.
3.3.3	SDC members are asked to note the following: <ul style="list-style-type: none"> • Action 1.2: An initial revised due date from April 2024 to August 2024 has been provided as there has been slippage in the original timeline due to resourcing. • Action 2.1: An initial revised due date from April 2024 to August 2024 has been provided as there has been slippage in the original timeline due to resourcing. • Action 2.2: An initial revised due date from April 2024 to August 2024 has been provided as there has been slippage in the original timeline due to resourcing.
3.3.4	It is anticipated that three of the remaining four actions will be completed by the next reporting period, with the final action (see 1.3) progressing to completion as planned in December 2024.
3.3.5	The overall RAG rating for this action plan is amber and is estimated at 45% complete. <i>(Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).</i>
3.4	East Service Delivery Area (ESDA)
3.4.1	The HMFSI report on the East Service Delivery Area (ESDA) was published in October 2023. The action plan contains a total of 9 actions and is attached as Appendix D .
3.4.2	During the reporting period, eight actions were completed (see 1, 3.1, 3.2, 4, 5, 6, 7 and 8) and one action has a green status (see 2.)
3.4.3	The overall RAG rating for this action plan is green and is estimated at 95% complete. <i>(Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).</i>

<p>3.5</p> <p>3.5.1</p> <p>3.5.2</p> <p>3.5.3</p> <p>3.5.4</p> <p>3.5.5</p> <p>3.6</p> <p>3.6.1</p> <p>3.6.2</p> <p>3.6.3</p>	<p>Climate Change – Impact on Operational Activity</p> <p>The HMFSI report on Climate Change – Impact on Operational Activity was published in September 2023. The action plan contains a total of 12 actions and is attached as Appendix E.</p> <p>During the reporting period, eight actions were completed (see 1, 3, 4, 5.1, 5.3, 7, 8.2 and 8.3), one has been proposed completed (see 6), one action has a red status (see 8.1), one action has an amber status (see 5.2), and one action has a green status (see 2).</p> <p>SDC members are asked to note the following:</p> <ul style="list-style-type: none"> • Action 5.2: A second revised due date from April 2024 to August 2024 has been provided as there has been slippage in the original timeline due to resourcing and conflicting priorities. • Action 6: It is proposed that this action should be closed on the basis that the Operations Function, in conjunction with key stakeholders (Assets, Contaminants Working Group, Operational Delivery, Wildfire Scottish National User Group, Safety & Assurance) intend to develop an SFRS Incident Welfare Strategy as part of the 2024/25 Functional workplan. This HMFSI recommendation will be incorporated within the working group objectives and outcomes. • Action 8.1: A second revised due date from April 2024 to August 2024 has been provided as there has been a slippage in the original timeline due to resourcing and conflicting priorities. <p>It is anticipated that the remaining actions will be completed by the next reporting period.</p> <p>The overall RAG rating for this action plan is green and is estimated at 90% complete. <i>(Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).</i></p> <p>Action Plans currently in development</p> <p>On 17 July 2024, the Strategic Leadership Team were presented with the report: <u>Inspection of the Scottish Fire and Rescue Service West Service Delivery Area</u>.</p> <p>At this meeting, Deputy Chief Officer Stuart Stevens was appointed as Executive Lead and given responsibility of developing an Action Plan to address the 29 recommendations made.</p> <p>It is anticipated that this Action Plan will be presented to the Strategic Leadership Team for approval in September 2024.</p>
<p>4</p>	<p>Recommendation</p>
<p>4.1</p>	<p>The SDC is invited to:</p> <ul style="list-style-type: none"> • Note the progress of all action plans as presented in the audit and inspection dashboard, attached as Appendix A. • Review the Arrangements for Firefighting in High Rise Buildings action plan, attached as Appendix B and agree the recommendations made. • Review the Contingency Planning for Industrial Action Plan, attached as Appendix C, and agree the recommendations made. • Review the Inspection of the Scottish Fire and Rescue Service: East Service Delivery Area Action Plan, attached as Appendix D. • Review the Climate Change: managing the operational Impacts of fires and other weather-related emergencies Action Plan, attached as Appendix E, and agree the recommendations made.

5	Key Strategic Implications
5.1	Risk
5.1.1	There are no risks associated with the recommendations of this report.
5.2	Financial
5.2.1	There are no financial implications associated with the recommendations of this report.
5.3	Environmental & Sustainability
5.3.1	There are no environmental implications associated with the recommendations of this report.
5.4	Workforce
5.4.1	There are no workforce implications associated with the recommendations of this report.
5.5	Health & Safety
5.5.1	There are no health and safety implications associated with the recommendations of this report.
5.6	Health & Wellbeing
5.6.1	There are no health and wellbeing implications associated with the recommendations of this report.
5.7	Training
5.7.1	There are no training implications associated with the recommendations of this report.
5.8	Timing
5.8.1	Each relevant HMFSI Action Plan will be reported to the SDC on a quarterly cycle until completion.
5.9	Performance
5.9.1	This process supports robust challenge and scrutiny of our performance against HMSFI recommended improvements.
5.1	Communications & Engagement
5.1.1	There is no implication associated with the recommendations of this report.
5.11	Legal
5.11.1	The arrangements for independent inquiries into the state and efficiency of the SFRS are a statutory requirement as laid out in Section 43 of the Fire (Scotland) Act 2005.
5.12	Information Governance
5.12.1	A Data Protection Impact Assessment (DPIA) is not required for this report as there is no sensitive information to consider.
5.13	Equalities
5.13.1	An Equality and Human Rights Impact Assessment (EHRIA) is not required for this report. These will be captured by Directorate and LSO EHRIAs.
5.14	Service Delivery
5.14.1	There are no service delivery implications associated with the recommendations of this report.
6	Core Brief
6.1	Not applicable.

7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.2	Rationale:	Following receipt of Audit Reports, Action Plans are developed in conjunction with Directorates and approved via the Strategic Leadership Team and the nominated Executive Committee of the Board. Quarterly reporting is made to the Senior Management Board and nominated Executive Board until full completion of the Action Plan.
8	Appendices/Further Reading	
8.1	Appendix A: Audit and Inspection Overview Dashboard	
8.2	Appendix B: Arrangements for Firefighting in High Rise Buildings Action Plan Update	
8.3	Appendix C: Contingency Planning for Industrial Action Update	
8.4	Appendix D: Scottish Fire and Rescue Service: East Service Delivery Area Action Plan	
8.5	Appendix E: Climate Change: managing the operational Impacts of fires and other weather-related emergencies Action Plan	
Prepared by:	Louise Patrick, Planning and Partnerships Coordinator	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Planning	
Presented by:	Richard Whetton, Head of Governance, Strategy and Planning	
Links to Strategy and Corporate Values		
Our audit and inspection process contributes to Strategic Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.		
Governance Route for Report	Meeting Date	Report Classification / Comments
<i>Corporate Board</i>	<i>24 June 2024</i>	<i>For Recommendation</i>
<i>Service Delivery Committee</i>	<i>22 August 2024</i>	<i>For Scrutiny</i>

APPENDIX B

HMFSI Arrangements for Firefighting in High Rise Buildings - Action Plan Progress

Action Plan Owner: DACO Iain Macleod, Prevention and Protection

Updated	Next Update
May-24	Aug-24

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
<p>We recommend that the SFRS firms up its policies and internal guidance on fire safety standards in high rise domestic buildings with a view to influencing a standard risk-based approach in the provision of:</p> <p>a. fire warning systems, and b. SFRS controlled evacuation systems.</p> <p>This should take into account the suitability of these systems and potential problems and interactions.</p>	1	Prevention and Protection and Operations to review Policy and Guidance to include Fire Warning and Emergency Evacuation Systems.	AC McGoldrick/AC Getty	Jul-23	Mar-24	Complete	<p>21 February 2024: Prevention and Protection have been in discussion with Scottish Government and Local Senior Office Areas around the consistent approach to fire warning systems in High Rise Domestic Buildings (HRDBs). The Operational Assurance Visit procedure is currently being redrafted to reflect this alongside the guidance for Evacuation Alert Systems, Premise Information Boxes and Personal Emergency Evacuation Plans. We are also in discussion with Operations Delivery around revision requirements of the High Rise Standard Operating Procedure. Due to ongoing challenges, conflicting priority work and changes in structures, it is requested this action is further extended until the end of March 24 taking it past the 6 month original due date. There is a managed workload ongoing to consider and revise existing guidance and policy for this action which has required internal and external engagement though is now progressing well. Operations continue to standby ready to support any subsequent actions i.e. should Prevention & Protection determine a change to policy is required following their scheduled meetings, Operations will support by ensuring any required changes are reflected within operational documentation.</p> <p>Timeline if required would be 10-12 weeks following the identification of Policy changes; 2 weeks re-write, 4 weeks consultation, up to 2 weeks update post consultation, 4 weeks familiarisation period- Go-Live.</p> <p>This action has moved from amber to red due to the second slip in timescale. [Proposed revised due date from December 2023 to March 2024]</p> <p>22 May 2024: Progress on all tasks identified have been reviewed, progressed and updated. Work has been completed against tasks and this has been recorded in the evidence column as of 27.03.2024: Task 1: Update Operational Assurance Visits (OAV) procedure Task 2: Ensure information captured on the High Rise Domestic Checklist in relation to Premises Information Boxes is conveyed to Department Heads. Task 3: Alter letter templates to reflect change in OAV procedural document.</p> <p>This action has moved from red to blue and is now complete.</p>	100%	Mar-24	Blue	<ul style="list-style-type: none"> Section 7 in the OAV procedure document references Emergency Alert Systems (EAS) and provides a link to LCMs training module which contains the NFCC guidance document. Question H3a within the High Rise Domestic Building Checklist asks if a system is present. This will allow SFRS to assess the number of systems fitted within each area and identify any retrospective installations. A guidance document is available via LCMs (NFCC guidance document) Following consultation with FE, there have been limited plans for new builds indicating an EAS being installed. This task was primarily to gather information relating to the extent that these systems may be present in Scotland. Moving forward, any EAS will be identified during HRDB checks carried out by operational crews. National Training Centre (NTC) have received a EAS system from a company called 'Advanced' for training purposes. There has been a delay in using/installing the system due to issues relating to advertising and promoting the company. The system has not yet been installed but operates through wifi so should not be too complex once approval has been given. The system will be installed into one of the buildings at NTC. A second system has been offered to NTC which is a mobile system. This can be transported to various locations for training staff at local training centres to facilitate training scenarios. Following discussions with Scottish Government Building Standards, an agreement and policy setting of not supporting common alarm systems in high rise buildings has been established other than for the actuation of firefighting systems. This supports the stay put policy adopted across Scotland and avoids confusion for residents. This can be reconsidered on an individual basis such as requirements to support high risk issues relating to cladding.
<p>The SFRS should develop its own policy on the suitability of 'Premises Information Boxes' for high rise domestic blocks so that a standard approach can be taken where housing providers may propose to introduce these boxes for their buildings.</p>	4	Prevention and Protection to produce a Policy and supporting guidance for Premises Information Boxes.	AC Getty	Jul-23	Mar-24	Complete	<p>21 February 2024: The SFRS have provided a proposed standard template to the Scottish Government around the High Rise Identification Plate for their consideration and inclusion in the Building Standards Technical Handbook, Premises Information Box and Personal Emergency Evacuation Plans are considered in the revised Operational Assurance Visit procedural document as updated in Action 1. This will reference the standard guidance issued by the Fire Industry Association and National Fire Chiefs Council, with further detail on guidance for SFRS crews on what they are and what they should consider when coming across them. It is requested in line with the above action, that this is extended until end of March 24.</p> <p>This action has moved from amber to red due to the second slip in timescale. [Proposed revised due date from December 2023 to March 2024]</p> <p>22 May 2024: Progress on all tasks identified have been reviewed, progressed and updated. Work completed against tasks have been recorded in the evidence column as of 27.03.2024: Task 1: Update Operational Assurance Visits procedure Task 2: Ensure information captured on the High Rise Domestic Checklist in relation to Premises Information Boxes is conveyed to Department Heads. Task 3: Alter letter templates to reflect change in operational Assurance Visits procedural document.</p> <p>This action has moved from red to blue and is now complete.</p>	100%	Mar-24	Blue	<ul style="list-style-type: none"> Section 4.3 (E) with the OAV procedure makes reference to PIBs under "further areas for consideration" as this is not covered under legislation. The presence of PIB information is captured on the checklist however this specifically sits in section "For Internal Fire service use only" The information relating to PIBs on the checklist has now been moved to the main body of the checklist covered by 'non-mandatory items' (questions H31, H31a & H31b). New corresponding standard terms have been added for inclusion in any outcome letters for dutyholders. The standard term directs Dutyholders to the NFCC guidance note for PIBs, recommending they are provided and what should be provided within them. All SFRS advice on PIB's will follow NFCC guidance Templates and procedures have been updated and are going through internal QA prior to issue. <p>In addition to the above, any information relating to PIBs will be shared with OI and where appropriate, recorded on mobile information systems to ensure all attending crews are aware.</p>
<p>The SFRS should reconsider the introduction of a risk-based Operational Assurance Visit inspection frequency, in line with what exists for fire safety audits and Operational Intelligence inspections generally, where appropriate.</p>	5	Operational Assurance (OA) to review the current Policy for OA High Rise Visits and consider a risk based approach.	AC Duffy	Dec-23	Mar-24	Complete	<p>21 February 2024: The pilot is underway at McDonald Road Community Fire Station and the evaluation report is due for drafting in March 2024.</p> <p>This action remains amber due to slip in original timescale but is on target by completion by the revised due date of March 2024.</p> <p>22 May 2024. A risk based approach to Operational Assurance Visits in High Rise buildings has been considered with a pilot due to be undertaken in City of Edinburgh. Following a number of recent High Rise incidents demonstrating hidden fire spread, the fire safety issues arising from Operational Assurance Visit inspections and further information from local authorities around cladding and remediation issues, the introduction of single building assessments by Scottish Government that is expected to require operational intelligence gathering, and the forthcoming Grenfell Phase 2 Report being published, this has been put on hold and will be reconsidered once the above impact can be determined. This will be picked up through the Prevention, Protection and Preparedness review and Strategic Service Review Programme identifying capacity and resource improvements moving forward.</p> <p>This action has been marked as blue and is now complete.</p>	100%	Mar-24	Blue	
<p>We are mindful that a general document conversion programme is in progress and that rewrite of the high rise Standard Operating Procedure by the Service is well advanced.</p> <p>The Standard Operating Procedure rewrite should consider the issues we mention in this report to improve its usability for the end users.</p>	6	Operations to capture recommendations in the final version of the High Rise Standard Operating Procedure (SOP).	AC Duffy	Dec-23	Mar-24 to Sep-24	In Progress	<p>21 February 2024: This action remains aligned to, and dependent on the Communications and Information Governance Project for the Website/iHub redesign.</p> <p>Completion of the aforementioned will allow for the go-live of the Document Conversion Project and the publication of the Standard Operating Procedure detail.</p> <p>This action is amber due to the slip in original timescale and updated timescales regarding the iHub and Website project is expected by the next update.</p> <p>22 May 2024: The published High-Rise Standard Operating Procedure continues to be amended following the introduction of new pieces of equipment and the introduction of an Evacuation Standard Operating Procedure. Fire Escape Hoods are now available on all appliances with a Breathing Apparatus capability and the deployment of Smoke Curtains have been captured in draft High-Rise and Firefighting in Buildings Standard Operating Procedures. Fire Ground digital radios are currently being rolled out across the country and Thermal Imaging Cameras are now available in every Community Fire Station. The Document Conversion Project High-Rise Operating Procedure and supporting information, when it is available to all personnel, will capture these improvements. Information Governance will provide document upload training to Operations Function personnel mid-late May 2024, which will enable the packages within the Document Conversion Project to be published on iHub thereafter.</p> <p>This action is red due to the slip in the original timescale.</p> <p>[Proposed revised due date from March 2024 to September 2024]</p>	70%		Red	

HMFSI Contingency Planning Arrangements for Industrial Action in the Scottish Fire and Rescue Service - Action Plan Progress

Updated	Next Update
May-24	Aug-24

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
The SFRS should ensure that Business Continuity Plans are routinely updated and refreshed to ensure that it can respond to foreseeable risks. Regular training and exercising in relation to potential service interruption should be programmed into annual training programmes.	1.1	Following the Multi Agency Industrial Action Debrief in June 23, review the Business Continuity Plan and National Event Plan.	Group Commander, Preparedness (Mark Cleland)	Nov-23		Complete	22 May 2024: A full review of the Industrial Action Business Continuity Plan and National Event Plan by members of the Resilience Team has taken place. Updates to the documents are required regarding nomenclature, etc. Confirmation required that this document will now move over from Operations to the Preparedness Function. A Working Group will be established within the Resilience team and former Industrial Action Planning Team to update the document based on feedback. This action has been marked blue and is now complete.	100%	Feb-24	Complete	N/A
	1.2	Update review process to ensure Business Continuity Plans, including Industrial Action Preparedness, are reviewed annually as part of the Governance Cycle.	Group Commander, Preparedness (Mark Cleland)	Apr-24	Aug-24	In Progress	22 May 2024: Section 12 of the Industrial Action Business Continuity Plan is to be updated to include an annual review. This will also be captured in Prevention, Protection and Preparedness Policy review procedures. This action has been marked amber due to the slip in original timescales and a revised due date of August 2024 has been proposed. [Proposed revised due date from Apr-24 to Aug-24]	75%		Amber	
	1.3	Develop programme for annual 'table-top' training and exercising events with Training, Safety and Assurance, and SMARTEU.	Group Commander, Preparedness (Mark Cleland)	Dec-24		In Progress	22 May 2024: Dialogue with the Scottish Multi-Agency Resilience Training and Exercise Unit and Training, Safety and Assurance has taken place and no 'table-top' training or exercising has been arranged since the conclusion of the Industrial Action. It has been agreed that a working group will be established to rectify this. This action has been marked green as work progresses to the target date.	25%		Green	
The SFRS should fully consider all options available for the provision of emergency cover, including those that may be available via private fire service providers, in pursuance of its duties under section 9(2a) of the Act. The SFRS should maintain an ongoing awareness of resources that may be available from private providers and consider this option as part of its ongoing review of Business Continuity Plan arrangements. This is particularly relevant when no realistic, planned alternative for operational capability gaps can be put in place prior to Industrial Action.	2.1	Carry out a review of hierarchical options for emergency cover during Industrial Action, including the use of private fire service suppliers, and include reviewed hierarchy within Business Continuity Plans.	Group Commander, Preparedness (Mark Cleland)	Apr-24	Aug-24	In Progress	22 May 2024: Section 8.5 'Additional Resourcing' of the Industrial Action Business Continuity Plan includes options for emergency cover. As part of the document review process, this section will be amended to provide a hierarchical approach. This action has been marked amber due to the slip in original timescales and a revised due date of Aug-24 has been proposed. [Proposed revised due date from Apr-24 to Aug-24]	75%		Amber	N/A
	2.2	Develop a register of UK private fire service suppliers with available resources and contact details for inclusion within Business Continuity Plans.	Group Commander, Preparedness (Mark Cleland)	Apr-24	Aug-24	In Progress	22 May 2024: There are no private fire service suppliers in Scotland but a list of UK private fire service suppliers has been identified. This will be amended as an appendix, although the possibility of securing their services will be slim as any strike is likely to impact the full of the UK. This action has been marked amber due to the slip in original timescales and a revised due date of August 2024 has been proposed. [Proposed revised due date from Apr-24 to Aug-24]	75%		Amber	
The SFRS should continue to develop robust Business Rules for use of Community Asset Register resources during Industrial Action. These rules should be developed by the Service and promulgated to Industrial Action Operations Control staff as well as Flexi Duty Officers in advance of any Industrial Action to ensure that they are clearly understood.	3	Review existing Community Asset Register provision and logistics and augment where identified as necessary within Business Continuity Plans.	Group Commander, Preparedness (Mark Cleland)	Dec-23	N/A	Complete	22 May 2024: The review of Community Asset Register Assets is included within the Industrial Action Business Continuity Plan (Section 8.11.2). These resources have been refreshed and validated as part of the Industrial Action Pre-Planning Process. This action is complete.	100%	Dec-23	Complete	N/A
The SFRS should continue to engage with local Fire Brigades Union representatives to develop a common approach to mobilising to a range of incidents during times of Industrial Action.	4	Liaise and engage with FBU Region 1 (Scotland) to explore and agree mobilising protocols to incidents involving community life risk during periods of Industrial Action.	Group Commander, Preparedness (Mark Cleland)	Dec-23	N/A	Complete	22 May 2024: An agreement is in place with the Fire Brigade Union that personnel may return to duty for the declaration of a major incident. This action is complete.	100%	Dec-23	Complete	Responding to Major Incidents during periods of strike action - Scotland

HMFSI - East SDA Recommendations
Executive Lead: DCO Stuart Stevens

Updated	Next Update
May-24	Aug-24

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update/Commentary	% Complete	Completion Date	BRAG	Evidence
We recommend that the Service conducts a review of its staffing strategy and how it relates to the current under-resourced Target Operating Model.	1	Review staffing strategy to confirm that the requirements of the interim Target Operating Model continue to be met and regularly reported.	Fiona Munro	Feb-24	N/A	Complete	22 May 2024: The People Directorate continue to develop analysis, data and forecasting around workforce planning and resourcing which is reported to Strategic Leadership Team and other forums to outline approach, challenges and risks. We have developed a flexible and agile approach to promotion activity to ensure it is evidence led and a resourcing group is currently stood up to progress actions to maintain the Target Operating Model. This action has been marked blue and is now complete.	100%	Feb-24	Blue	
We recommend that the Service resolves the roofing problems at the affected fire stations as a matter of urgency.	2	Identify solutions for permanent resolutions to those stations in the East SDA that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing.	Ijaz Bashir	2024/25 (Date TBC)	N/A	In Progress	22 May 2024: Crews/Toilets is currently subject to a feasibility study and structural investigations with regards remediating Reinforced Autoclaved Aerated Concrete Roof and reconfiguring station for Digitified Facilities and Contaminant Control. Galashiels work currently in progress to remediate Reinforced Autoclaved Aerated Concrete roof and reconfigure station for Digitified Facilities and Contaminant Control. Dalkeith, a preferred new site, has been identified and design of new fire station is in progress with a view to commence construction in next financial year. At Livingston, a project has been initiated to demolish the existing station and rebuild on current site using Newcraighall as a temporary location for the duration of the works. Livingston, Hawick, Marstonville, and Tranent subject to site searches and continue to be regularly inspected to monitor condition awaiting outcomes of Strategic Service Review Programme. This action is progressing as planned with work ongoing and has been marked green	40%		Green	SFRS Capital program approved by Board in March 2024 - solutions in place for 3 of 8 sites
The Service should standardise its recording of electronic innovations already in use.	3.1	Carry out a review of the current provision of documentation and policy in relation to Standard Testing.	DACO Garry Mackay	May-24	N/A	Complete	22 May 2024: The Operations Function has successfully completed the Equipment Information Card project. The project aimed to develop and implement Equipment Information Cards by merging Periodic Inspection Tests and Technical Information Notes, thereby providing standardised recording templates. This action has been marked blue and is now complete.	100%	May-24	Blue	EICMasterFamilyV4.0 (sharepoint.com)
	3.2	SFRS Operations Team will make recommendations for improvements in relation to consistency and the use of technology.	DACO Garry Mackay	May-24	N/A	Complete	22 May 2024: Operational Assurance 2 Station Audit form contains a section reviewing operational equipment ensuring it is maintained in accordance with Equipment Information Cards. The Operations Function will continue to monitor, review and embed any improvements as a result of new technologies brought into the SFRS. This action has been marked blue and is now complete.	100%	May-24	Blue	https://oars.sfrswebites.net/5/tationAudits/Create
It is of concern that there are still issues with the reliability and functionality of the Getac tablet which may result in firefighters not having access to up-to-date risk information at time of need. Action should be taken as soon as possible to resolve the technical issues with the system.	4	ICT to re-issue Corporate Communications reminding all stations to log any issues relating to Getacs and/or Operational Intelligence with the ICT Service Desk in the first instance.	Greg Aitken	Feb-24	N/A	Complete	22 May 2024: A Corporate Communications was re-issued to all stations via the iHub requesting that any issues relating to Getacs and/or Operational Intelligence should be logged with the ICT Service Desk in the first instance. This action has been marked blue and is now complete.	100%	Feb-24	Blue	
As we recommended in our inspection report on command and control, we continue to suggest that more could be done to promote the existence of the CAR, and to encourage the use of assets contained on the list, where appropriate.	5	SFRS Operations Function to develop a communication plan to promote the use of the Community Asset Register by operational crews and (where appropriate) partner agencies. This will include internal and external CAR presentations for staff and stakeholders developed in relation to the Climate Change Action Plan.	DACO Garry Mackay (GC Mark Cleland P,P&P)	Mar-24	N/A	Complete	22 May 2024: Both internal and external Community Asset Register presentations have been developed and agreement is in place with that the internal presentation will be delivered on Incident Command Level 1 & Incident Command Level 2 Development courses and Incident Command Level 2 refresher course as well as Command Support Unit Operator course. External presentation will be delivered by Scottish Multi-Agency Resilience Training and Exercise Unit prior to exercises. External presentation was delivered to the Volunteer Sector Resilience Partnership meeting on 20/24 and an external presentation to Local Resilience Partnerships in the West has been delivered which will be to be replicated in the East and North. This action has been marked blue and is now complete.	100%	Mar-24	Blue	CAR Share Folder - OneDrive (sharepoint.com)
We have highlighted that there are problems with the resourcing of training, both locally and at the Newbridge national training centre, which has led to the cancellation of courses. We recommend that a review of training delivery in the East is undertaken with a view to improving training outcomes.	6	Training to conduct a review of training delivery in the East, with a view to improving training outcomes.	DACO Bruce Farquharson (GC Galloway)	Jun-24	N/A	Complete	22 May 2024: The Training re-structure has now concluded for the East. A comprehensive review of vacancies has been carried out to establish impact across the East Service Delivery Area training delivery. Any vacancies have been identified and both local and national campaigns have been established and personnel secured, with innovative solutions implemented to address acute gaps within the structure. Total vacancies across the Training, Safety and Assurance Directorate have been reduced from 36 down to 3 as of April 2024. With 1x Crew Commander Vacancy currently in the East Service Delivery Area (only recently vacated by existing Crew Commander to return to Service Delivery - March 2024). Plans are in place to recruit and fill any vacancy at present. A comprehensive review of the Training, Safety and Assurance fleet has been carried out and has identified a requirement to increase and update fleet across the Function. Engagement with Fleet management is ongoing and plans to address gaps being progressed As part of the Strategic Asset Management Plan and in support of the Training Vision and Strategy, a review of Training resources is being carried out to provide options to address gaps in resources across SFRS and East Service Delivery Area. Engagement sessions with staff and a questionnaire has been distributed across the East Service Delivery Area by Asset Management, and is being evaluated to provide options. Additionally, the Training Assets Framework is being developed to further support the Training function in reviewing the location and condition of Training Facilities, establishing what training facilities are required for individual skill sets and provide a training facilities dashboard and booking system. This action has been marked blue and is now complete.	100%	May-24	Blue	
We have highlighted in this report and in others that there are problems in delivering USAR training, leading to the reported low levels of competency in this specialism. We would encourage the Service to review course delivery and resolve the issues identified as a matter of urgency.	7	Ensure all Urban Search and Rescue (USAR) stations have the appropriate training resources and materials to enable station based USAR instructors, supported by the Training USAR instructors, to deliver USAR maintenance training and CPD events locally at stations.	DACO Bruce Farquharson (GC McGill)	Jun-24	N/A	Complete	22 May 2024: Urban Search and Rescue Technician competency levels as of 02/05/2024 at all Urban Search and Rescue stations in the East (watches) are 100%. Regular Continued Professional Development visits from National Instructors and correct recording of training events has seen a significant improvement in performance figures from Quarter 1 2023 – Quarter 1 2024. USAR Train the Trainers course scheduled for June 2024 will target East Watch areas with aim of 1 Train the Trainer per Watch by end of Quarter 2 2024 with the purchase of timber packs to allow for localised training to follow. In addition the Urban Search and Rescue National Training Standard is currently under review. This action has been marked blue and is now complete.	100%	May-24	Blue	
The Service should conclude the review and updating of its Positive Action Strategy and continue to promote the Service as an employer of choice in a bid to ensure the makeup of its workforce better reflects the communities it serves.	8	Review the Positive Action Strategy and ensure that improving inclusion and diversity within SFRS is incorporated into the SFRS Cultural Action Plan.	Fiona Munro	Feb-24	N/A	Complete	22 May 2024: The Cultural Action Plan has been agreed with future priority actions for 2024 to improve diversity and inclusion. This will be monitored and reported through the Culture Development Group. This action has been marked blue and is now complete.	100%	Feb-24	Blue	

HMFSI Action Plan - Climate Change: managing the operational impact on fires and other weather related emergencies

Executive Lead: ACO David Farries, Operations Delivery

Updated	Next Update
May-24	Aug-24

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
The Service should consider whether there is potential to amend the guidance in the Water Rescue and Flooding SOP, so that the application of the 'cannot enter the water' rule is explained and qualified, with a view to including more definitive guidance for personnel at incidents where there is a very low water, low risk, environment.	1	Undertake a review of Water and Flooding Generic Risk Assessment and Standard Operating Procedure and consider if safe systems of work can be developed to support HMFSI recommendations.	Martin Cassidy / Stuart McDonald Operational Delivery	Apr-24	N/A	Complete	22 May 2024: To address this recommendation, as in response to significant event actions resulting from operational incidents, there is a recommendation to establish a cross-functional short-term working group (including the SFRS Water Rescue Scottish National User Group) to look at a number of proposed recommendations, to determine the best course of action to address areas of improvement within water rescue response. Any decisions taken by the stakeholder group will potentially see amendments to relevant Generic Risk Assessments and Standard Operating Procedures. Addressing all the required points/actions will result in a revised due date, being April 2025, to allow consultation and implementation however, for the purposes of the action it has been determined that this work will be undertaken as Business as Usual. This action has been marked blue and is now complete.	100%	Apr-24	Blue	
The ability to retrieve important information on specific hazards at water related incidents can aid with the tactics adopted, inform the crews and incident commander of hazards to assist in their risk assessment process and is ultimately a commitment to firefighter safety. The SFRS holds good information but the provision is inconsistent across the Service. The SFRS should progress consistently the completion of water incident response plans and make them available on the OI system.	2	Undertake a review of the Operational Intelligence information gathering process and develop standardised a process to record water-related hazards.	Graeme Nicoll / Paul Tyrrell Prevention, Protection and Preparedness	Jun-24	N/A	In Progress	22 May 2024: Water Operational Intelligence is still under review. We have 46 on the system and a further 18 in progress at last count. Each new submission is assessed by our Water Capability Lead, prior to progression, as we have had a variance of suitability. The Operational Intelligence Unit are actively developing a process whereby Operational personnel can identify what merits a Water Hazard Operational Intelligence to protect Firefighter Safety. This action has been marked green and remains on target for completion by the end of June 2024 (initial due date).	90%		Green	
The SFRS should firm up its guidance and requirements for the recording of maintenance training, carried out by level 3 and 4 personnel in line with its national policy standards on water and flood rescue training to improve accountability and monitoring.	3	Introduce the Rescue 3 Maintenance Skills Logbooks to all level 3 and 4 water rescue personnel.	Marc McGill Training, Safety and Assurance	Mar-24	N/A	Complete	22 May 2024: The Training Function have now rolled out the Rescue 3 logbooks across all 20 water rescue stations. This is understood to meet the recommendation of the same recording of training across the country and everyone following the same skills sheets. This action has been marked blue and is now complete.	100%	May-24	Blue	
The SFRS should review its approach to planning for wide-area flooding, both generally and also where appropriate on a site-specific basis, and take steps to assess or develop plans, and determine how information can be shared with operational personnel to assist with planning, procedures and incident command at potential flooding events.	4	Develop Severe Weather Business Continuity Plan and update Severe Weather Plan General Information Note.	Mark Cleland Prevention, Protection and Preparedness.	Dec-23	N/A	Complete	22 May 2024: Both the Severe Weather Business Continuity Plan and Severe Weather Plan General Information Note were published for familiarisation on 19/12/23 and went live on 16/01/24. This action has been marked blue and is now complete.	100%	May-24	Blue	Severe Weather BCP
The SFRS should reinvigorate the operation of the Wildfire SFRS National Users Group (SNUG), and look to communicate the implementation plan and encourage two way engagement to assist in participative development of the Wildfire Strategy.	5.1	Re-establish the SFRS wildfire SNUG with collaborative representation from: Assets / Fleet, Operational Support, Operations Control, Operational Strategy & Development, Training Function, Representative Bodies, Health & Safety, Communications & Media, Prevention & Protection, NFR (Scotland).	Bruce Farquharson Training, Safety and Assurance	Nov-23	N/A	Complete	22 May 2024: The SFRS Wildfire Scottish National User Group has been re-established with a formal group meeting taking place in November 2023, followed by a second in February 2024. The next Scottish National User Group meeting is set for the June 2024. The group has representation from: Assets / Fleet, Operational Support, Operations Control, Operational Strategy & Development, Training Function, Representative Body, Health & Safety, Communications & Media, Prevention & Protection and is also supported by the Service Level 3 & 4 Wildfire Flexi Duty Officer capability officers. As per the Scottish National User Group structure, there are now identified leads for the Operational and Delivery workstreams. Area Commander Humphreys will take over all capability lead as part of succession planning for Deputy Assistant Chief Officer Farquharson's retirement. This action has been marked blue and is now complete.	100%	May-24	Blue	
	5.2	Progress and deliver the Wildfire Strategy through development and implementation of the following SNUG workstreams: Prevention & Communication, Assets & Equipment, Training, Partnership Working and Policy & Procedure.	Bruce Farquharson Training, Safety and Assurance	Nov-23	Aug-24	In Progress	22 May 2024: The Scottish National Users Group are currently progressing all the workstreams detailed in the 'Action Description'. This has included the following: scheduling and phased roll-out of training to wildfire specialist stations; Development of the Wildfire Tactical Advisor cadre; procurement of specialist wildfire vehicles and equipment; establishment of a wildfire Communications Strategy and communications lead; review in development of key wildfire documents with support from Health and Safety and Service Delivery Scottish National Users Group representatives; and working with partner agencies to ensure partnership approach to wildfire risk management, as per the strategy, i.e. NatureScot, Forest & Land Scotland, National Trust for Scotland. The next Scottish National User Group is scheduled to take place in June 2024 with further progress being made. This action has been marked as amber due to the slip in original timescales, however, with the Scottish National User Group now re-established, all workstreams are in progress and a revised due date of August 2024 is proposed. [Proposed revised due date from Apr-24 to Aug-24]	75%		Amber	
	5.3	Identify engagement groups for information sharing and develop a communication plan that informs and engages with relevant parties in relation to strategy proposals and implementation.	Bruce Farquharson Training, Safety and Assurance	Mar-24	N/A	Complete	22 May 2024: SFRS Promote Wildfire Danger Warnings utilising social media and traditional media across the country, as well as sharing with regional key stakeholders including local authorities, partner agencies and elected representatives. A communications toolkit has been provided for partner agencies to access for the sharing of wildfire information and strategy information. Sign up mailing list have been established for wildfire alerts to reach as wide an audience as possible We empower and equip colleagues and stakeholders/partner organisations to bolster this messaging and reach as wide an audience as possible. SFRS attend North Public Communications Group meeting to bolster engagement. Wildfire capability leads, including Tactical Advisor cadre have attended partner meetings to provide briefings and updates on the wildfire strategy. This action has been marked blue and is now complete.	100%	May-24	Blue	
The SFRS wildfire SNUG should add crew welfare to its agenda as a commitment to explore practical improvements to welfare arrangements.	6	Undertake a review of welfare arrangements at all incidents. A representative with subject matter expertise on Wildfire will be available to support this workstream.	Craig McGoldrick Operational Delivery	Apr-25	N/A	Complete	22 May 2024: It is proposed that this action should be closed on the basis that the Operations Function, in conjunction with key stakeholders (Assets, Contaminants Working Group, Operational Delivery, Wildfire Scottish National User Group, Safety & Assurance) intend to develop an SFRS Incident Welfare Strategy as part of the 2024/25 Functional workplan. This HMFSI recommendation will be incorporated within the working group objectives and outcomes. This action has been marked blue and is now complete. [Proposal to close HMFSI action as work will be undertaken as Business As Usual within the working group objectives and outcomes]	100%	May-24	Blue	

<p>To realise the full potential of the community asset register (CAR), the SFRS should review arrangements in place and consider the feasibility of improving awareness and utilisation of assets, both internally and with Category 1 partners. (The CAR has been the subject of separate recommendation in two of our other HMFSI inspection reports.)</p>	7	<p>As part of the communications plan developed in relation to the ESDA Action Plan, develop internal and external Community Asset Register presentations to be delivered regularly to staff and stakeholders to increase awareness of the resources available.</p>	<p>Mark Cleland Prevention, Protection and Preparedness.</p>	Nov-23	N/A	Complete	<p>22 May 2024: Both internal and external Community Asset Register presentations have been developed and agreement is in place that the internal presentation will be delivered on Incident Command Level 1, Incident Command Level 2 Development courses and Incident Command Level 2 refresher course, as well as the Command Support Unit Operator course. External presentation will be delivered by Scottish Multi-Agency Resilience Training and Exercise Unit prior to exercises. External presentation was delivered to Volunteer Sector Resilience Partnership meeting on 26/3/24 and an external presentation to Local Resilience Partnerships in the West, to be replicated in the East and North.</p> <p>This action has been marked blue and is now complete.</p>	100%	May-24	Blue	<p>CAR Share Folder - OneDrive (sharepoint.com)</p>
<p>In order to try to fully understand the impact of weather-related incidents, facilitate analysis, and realise the impact on the Service of wide area flooding incidents and wildfires, the SFRS should improve its data capturing, statistical analysis and reporting capability.</p>	8.1	<p>Work with relevant stakeholders (HMFSI, SLT, Operations Delivery) to identify requirements and suggest approaches to improve data capturing, statistical analysis and reporting capability for consideration.</p>	<p>Chris Fitzpatrick Business Intelligence</p>	Mar-24	Aug-24	In Progress	<p>22 May 2024: Work for Action 8.1 regarding identifying and improving data capturing, statistical analysis and reporting capability has not progressed due to ongoing competing priorities.</p> <p>This item has been marked red due to the slip in original timescales and a revised due date of August 2024 has been proposed.</p> <p>[Proposed revised due date from Apr-24 to Aug-24]</p>	0%		Amber	
	8.2	<p>Update the Community Risk Index Model to incorporate geographical flood risk using SEPA data.</p>	<p>Mark Loynd Prevention, Protection and Preparedness</p>	Oct-23	N/A	Complete	<p>22 May 2024: Development and testing of a SFRS multi-covariant flooding risk model has been completed in collaboration with Scottish Environmental Protection Agency and Sweco Ltd. This has been incorporated within the Community Risk Index Model and can also be analysed further via a dedicated Geographical Information System dashboard and tools.</p> <p>This action has been marked blue and is now complete.</p>	100%	May-24	Blue	<p>SFRS Flood data processes, risk mapping layers and datazone based risk metrics. SFRS Flooding GIS Dashboard.</p>
	8.3	<p>Carry our further research into the development of a geographic wildfire risk layer for incorporation into the Community Risk Index Model.</p>	<p>Damien Griffith, Prevention, Protection and Preparedness</p>	Mar-25	N/A	Complete	<p>22 May 2024: Development of a SFRS wildfire risk layer was initiated, but it was not possible to complete due to: complex nature of the product development; no nationally agreed and consistent risk methodology; at least three different wildfire base maps in use; multiple wildfire factors that each require individual research out with scope of current SFRS capacity. Recommendation agreed by the Service delivery Model Programme Board that external collaboration would be required to be commissioned by National Fire Chiefs Council and other UK Fire and Rescue Services together with specialist academic institutions e.g. James Hutton Institute and University of Manchester.</p> <p>This action has been marked blue and is now complete with regards to the requirements for the recommendation.</p>	100%	May-24	Blue	



Report No: C/SDC/21-24

Agenda Item: 9.1

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	22 AUGUST 2024							
Report Title:	SERVICE DELIVERY COMMITTEE QUARTERLY PERFORMANCE – Q1 2024/25							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		A	B	C	D	E	F	G
1	Purpose							
1.1	To provide members with the third quarter performance of KPIs 1 – 21, 30 & 31 for fiscal year 2024-25.							
2	Background							
2.1	The Performance Management Framework (PMF) defines how we, the Scottish Fire and Rescue Service (SFRS), manage our performance and how we use performance information to inspire change and improvement. This framework remains in place for the current fiscal year until the roll out of a new Strategic Plan in 2025.							
2.2	56 quarterly indicators (23 for Service Delivery) and 9 national indicators were identified across directorates to provide senior leaders, committees and the SFRS Board with relevant information on our performance. This supports those responsible for scrutiny of how SFRS perform in delivering its Strategic Outcomes.							
2.3	The quarterly performance dashboard (and report) provide an overview for those indicators and through the use of statistical process control charts (SPC) alerts stakeholders to situations deteriorating or improving or where performance is stable and in control.							
3	Main Report/Detail							
3.1	This paper covers all performance indicators stated in the PMF intended for scrutiny by the Service Delivery Committee.							
3.2	Quality issues have been identified and resolved for KPIs 7 (% High Risk HFSV) and 8 (% Partner Referral HFSV). This issue stems from missing values in the referral pathway data. The data pipeline has been reviewed and corrected for reporting but this does not resolve source data. The shape of both charts have not changed however there has been a shift in values.							
3.3	For KPI 7 the correct baseline value is 36%, this was previously reported as 42%. The value for 2023-24 Q4 was actually 40% but was reported as being close to 45%.							
3.4	For KPI 8 the correct baseline value is 21%, this was previously reported as 31%. The value for 2023-24 Q4 was actually 31% but was reported as being close to 40%.							

3.5 3.5.1	<p>Exceptional variation:</p> <ul style="list-style-type: none"> • 1 - Non-domestic Building Fires • 8 - % Partner Referral HFSV • 12 - Total Incidents • 15 - Median Call Handling Time for Life Risk Incidents - National • 15 - Median Call Handling Time for Life Risk Incidents - SDA • 21 - UFAS Incidents
3.6 3.6.1	<p>Deteriorating (long-term):</p> <ul style="list-style-type: none"> • 14 - Median Response Time to Life Risk Incidents - National • 14 - Median Response Time to Life Risk Incidents - SDA
3.7 3.7.1	<p>Improving (long-term):</p> <ul style="list-style-type: none"> • 9 - Audits Completed • 10 - ADFs • 18 - OI Inspections • 20 - Hydrant Inspections
3.8 3.8.1	<p>Not changing:</p> <ul style="list-style-type: none"> • 2 - Deliberate Primary Fires • 3 - Refuse and Vehicle Fires • 4 - Fire Fatalities • 5 - Fire Casualties • 6 - HFSV Conducted • 7 - % High Risk HFSV • 11 - % High Severity ADFs • 13 - Non-refuse Secondary Fires • 16 - On-Call 1st Appliance Availability • 17 - Wholetime Availability • 19 - Ops Assurance Audit Actions
3.9 3.9.1	<p>Not known – limited data or unspecified direction:</p> <ul style="list-style-type: none"> • 30 - Assist Other Agencies Incidents • 31 - Effect Entry/Exit Incidents
4	Recommendation
4.1	Members are invited to scrutinise the contents of this, question KPI performance and provide feedback on practical use of reporting to ensure continuous development of user experience. The live version of the report can be accessed through the Governance area of the Power BI Landing Page .
5	Key Strategic Implications
5.1 5.1.1	<p>Risk</p> <p>SFRS has a specific risk SPPC001 There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.</p>
5.2 5.2.1	<p>Financial</p> <p>There are no specific financial issues raised within this paper.</p>
5.3 5.3.1	<p>Environmental & Sustainability</p> <p>There are no specific Environmental & Sustainability implications addressed in this paper.</p>

5.4 5.4.1	Workforce There are no workforce implications in this paper.
5.5 5.5.1	Health & Safety There are no specific Health and Safety implications addressed in this paper.
5.6 5.6.1	Health & Wellbeing There are no specific Health and Wellbeing implications addressed in this paper.
5.7 5.7.1	Training There are no specific Training implications addressed in this paper.
5.8 5.8.1	Timing Some performance indicators rely on manual collation of data and are a 'snapshot' in time (2/3 weeks ahead of scrutiny) and may be subject to change dependant on relevant business areas business practices.
5.9 5.9.1	Performance All performance measures reported are linked to Strategic Outcomes 1 & 2.
5.10 5.10.1	Communications & Engagement There are no specific Communications & Engagement implications addressed in this paper.
5.11 5.11.1	Legal There are no specific Legal implications addressed in this paper.
5.12 5.12.1	Information Governance DPIA completed - No
5.13 5.13.1	Equalities EHRIA completed - No
5.14 5.14.1	Service Delivery All performance measures reported are linked to Strategic Outcomes 1 & 2 and specific to Service Delivery.
6	Core Brief
6.1	Not applicable
7	Assurance (SFRS Board/Committee Meetings ONLY)
7.1	Director: David Farries, Director of Service Delivery
7.2	Level of Assurance: (Mark as appropriate) Substantial/ Reasonable / Limited / Insufficient
7.3	Rationale: The service has continued to develop its approach to performance reporting. The Organisational Performance Dashboard, aligned to the SFRS Performance Management Framework, is now live and available across the service with a pdf version made available to the public. Scrutiny of service performance is evident across the service, at executive level and by the SFRS Board at committee and board level.

8	Appendices/Further Reading	
8.1	Appendix A: PDF copy of Service Delivery Committee Performance Report	
8.2	Further Reading: - Link to Power BI Landing Page .	
Prepared by:	Chris Fitzpatrick, Business Intelligence and Data Services Manager	
Sponsored by:	Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate	
Presented by:	Stuart Stevens, Deputy Chief Officer	
Links to Strategy and Corporate Values		
<u>Strategy</u>		
<u>Outcome 1 - Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.</u>		
<ul style="list-style-type: none"> • Supporting business owners to protect Scotland’s non-domestic buildings and premises. • we will continue to enforce and provide advice around fire safety legislation to business owners in shops, offices, workshops and factories. • We will further expand our prevention work to Scottish households and develop our prevention approaches to influence people’s behaviours to help keep themselves safe and improve their wider wellbeing. • We will build on the work with our partners to target education and safety initiatives to those who need it most, including the young and the vulnerable. 		
<u>Outcome 2 - Communities are safer and more resilient as we respond effectively to changing risks.</u>		
<ul style="list-style-type: none"> • More efficiently responding to false fire alarm calls and improving road safety by reducing the number of blue light journeys we make to them. • Improving how we manage calls from the public and deploy our resources to emergency incidents. • We will ensure we have the right resources in the right places at the right times and further improve our On Call service. 		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Service Delivery Board</i>	<i>14 August 2024</i>	<i>For scrutiny</i>
<i>Service Delivery Committee</i>	<i>22 August 2024</i>	<i>For scrutiny</i>



SCOTTISH

FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Service Delivery Committee Performance Report



**LIVE
MANAGEMENT
INFORMATION**

Latest quarter shown: **2024-25 Q1**

APPENDIX A

You can use these navigational buttons to go to other pages, or use the contents panel at the left-hand side of the screen



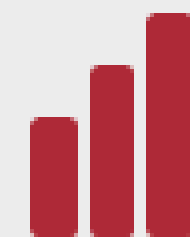
Welcome

The Service Delivery Committee Performance Report provides a view of how the Scottish Fire and Rescue Service is performing against its corporate performance measures, as mapped against our Strategic Plan Outcomes.

Our Performance Management Framework 2023-24 defines these corporate performance measures, whilst the Strategic Plan 2022-25 outlines the high-level outcomes through which the Service will continually work towards its overall purpose.

This report is a tool to support and scrutinise effective delivery of the Strategic Plan 2022-25. Each KPI has an owner, who's responsible for monitoring and commenting on its performance.

Key contact: BI@firescotland.gov.uk



**BUSINESS
INTELLIGENCE**



LIVE MANAGEMENT INFORMATION

There is no confidential information in this report – content can be shared with partners.
Data is subject to change.

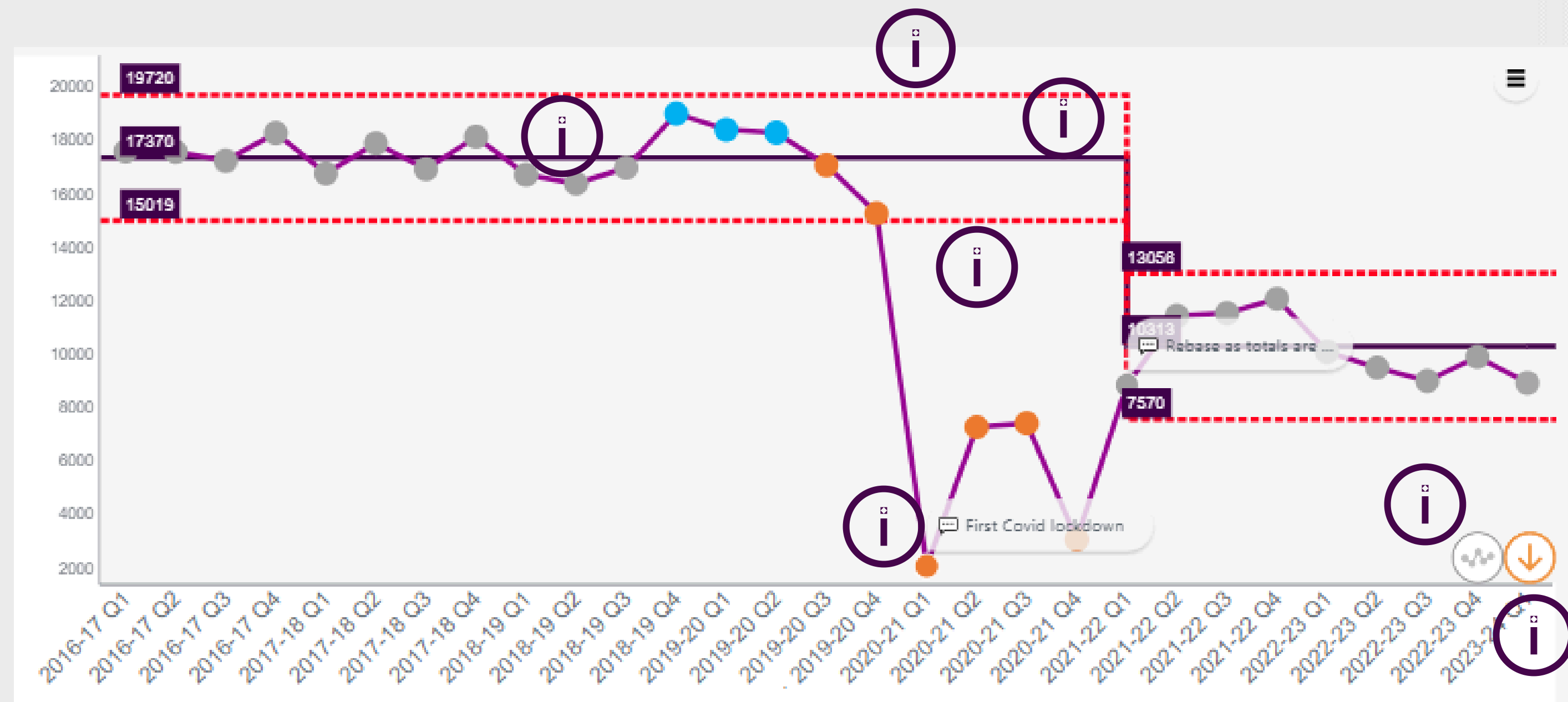
This report presents data over time for each of the quantitative performance measures as detailed in the [Performance Management Framework 2023-24](#), broken down into the Strategic Plan Outcomes. The Contents page (next) provides direction as to where you can find certain information.

SPC Charts

In this PMF Board Report, we use **Statistical Process Control (SPC) charts** to analyse and visualise how the Service is performing against each of its corporate performance measures. We also use commentary as provided by the KPI owner to provide context and highlight key messages. This approach to analysis is how the Business Intelligence Team will analyse, interpret and present performance data going forwards.

SPC is an analytical technique that **plots data over time**. It helps us to **understand variation** and guides us to take the most appropriate action.

SPC alerts us to a situation that may be deteriorating, shows us if a situation is improving, shows us how capable a system is of delivering a standard or target, and shows us if a process that we depend on is reliable and in control.



Above: anatomy of a SPC chart

How to Interpret SPC Charts - see chart - anatomy of a SPC chart

Normally data points will fall **between the upper and lower control limits**. If any of the following scenarios apply, the change needs to be investigated and an explanation provided. Over time this lets us analyse performance in a meaningful way.

- An **ORANGE** data point indicates special cause variation of particular concern and needing action. For example, whenever a data point falls outside of a control limit, or if 2 out of 3 data points are close to a control limit.
- A **BLUE** data point indicates where improvement appears to lie.
- A **GREY** data point indicates no significant change (common cause variation) as well as the baseline.

The following variation icons will also appear on each SPC chart:

Common cause – no significant change	Special cause of concerning nature or higher pressure due to (H)igher or (L)ower values	Special cause of improving nature or lower pressure due to (H)igher or (L)ower values

Source: [making-data-count-getting-started-2019.pdf \(england.nhs.uk\)](#)

Data source for this report:

Details of each data source can be found on the Index page. Some of these are automated whilst others are manual.

Frequency of update:

This report will be updated quarterly.

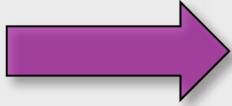
OUTCOME 01 (Prevention & Protection)

Community safety and wellbeing improves as we deploy target initiatives to prevent emergencies and harm.



OUTCOME 02 (Response)

Communities are safer and more resilient as we respond effectively to changing risks.



Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

KPI	Indicator	Purpose	Geography	Frequency	Target	Business Area
01	Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005)	SFRS aim to supporting business owners to protect Scotland's non-domestic buildings and premises and this means driving down non-domestic fires.	National	Quarterly	Reduce against previous year	Service Delivery Areas
02	Number of deliberate primary fires	SFRS aims to improve community safety and wellbeing within the domestic environment, as well as reduce significant impact on communities and partner agencies caused by deliberate fires.	National	Quarterly	Reduce against previous year	Service Delivery Areas
03	Number of refuse and vehicle fires	SFRS aims to support business owners and individuals to increase the safety of their premises and property	National	Quarterly	Reduce against previous year	Service Delivery Areas
04	Number of fire fatalities	SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this occurring is a key goal.	National	Quarterly	Reduce against previous year	Service Delivery Areas
05	Number of fire casualties	SFRS aims to refocusing our preventative activities to address issues of social	National	Quarterly	Reduce against previous year	Service Delivery Areas



Prevention and Protection

Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

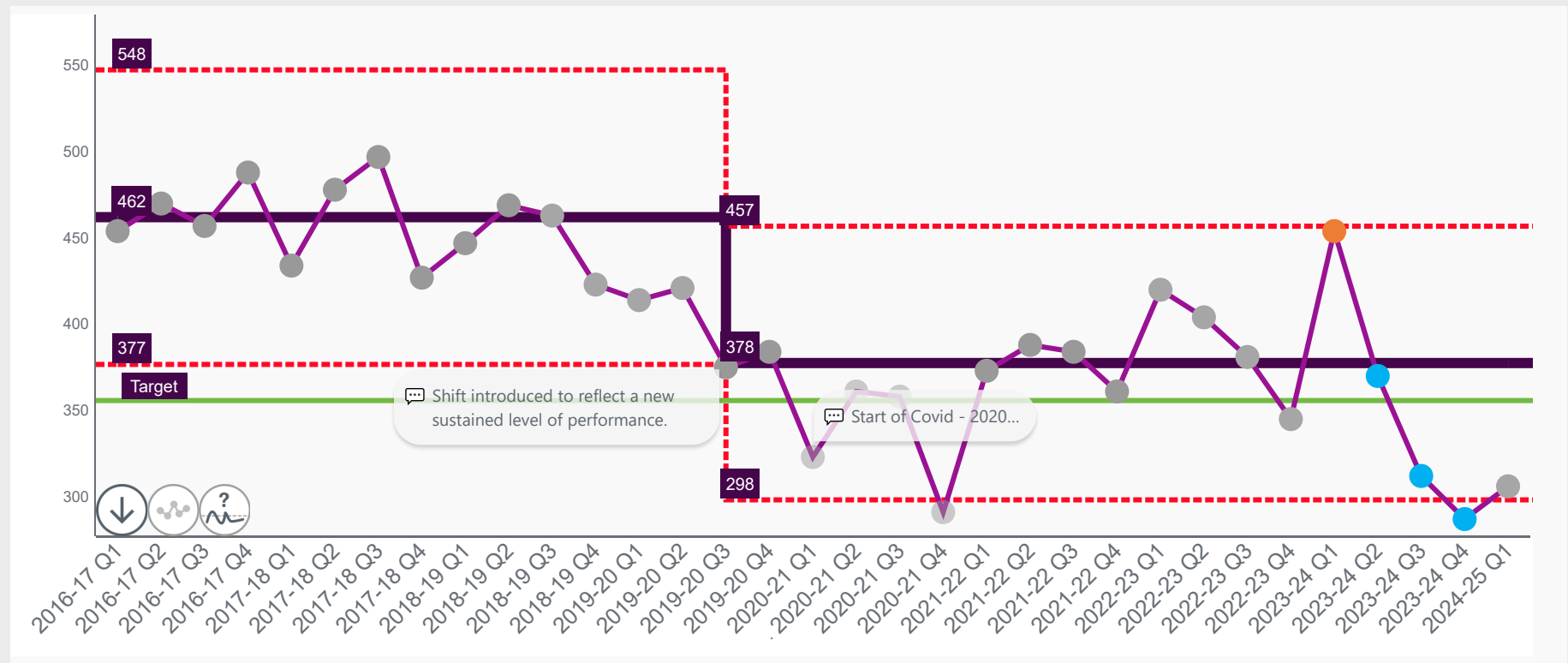


KPI 1 Non-domestic Building Fires

Reduce against previous year

PURPOSE: SFRS aim to supporting business owners to protect Scotland's non-domestic buildings and premises and this means driving down non-domestic fires.

OWNER: Head of Service Delivery - East



SUMMARY

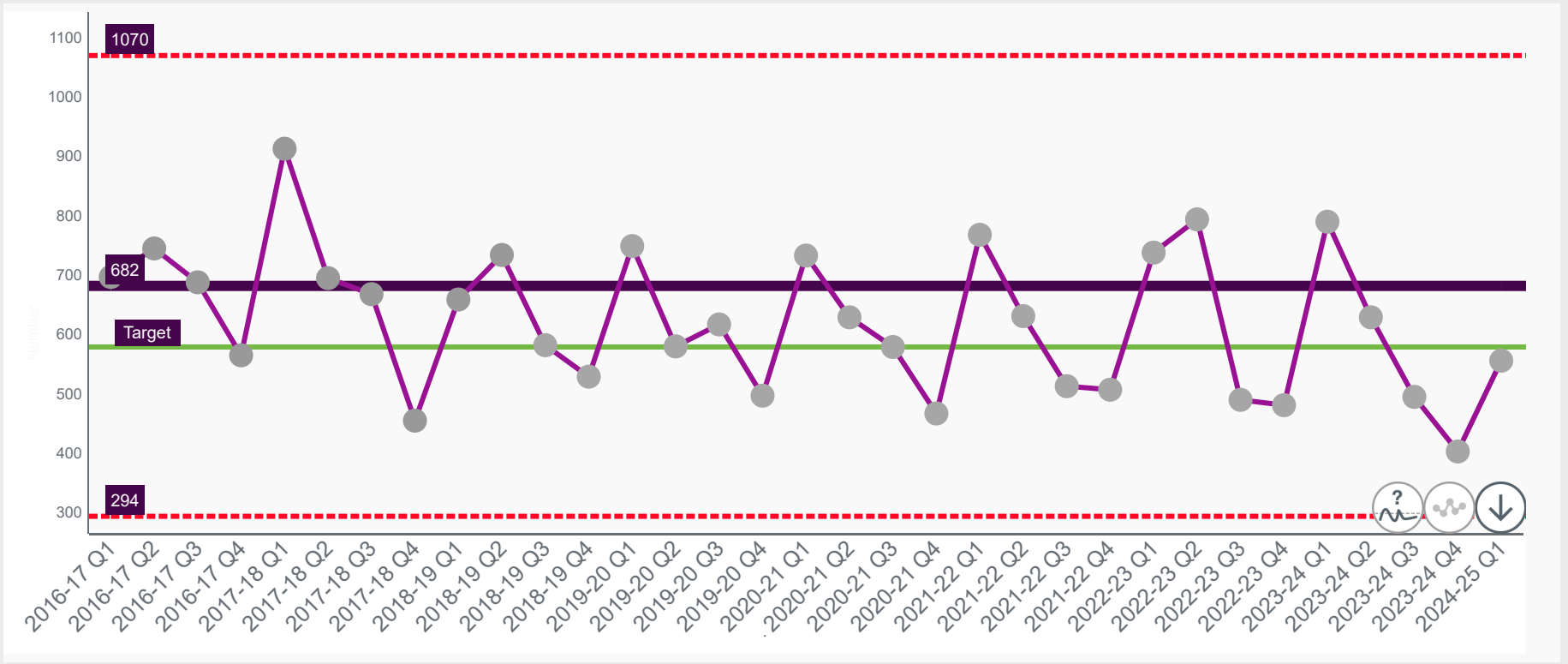
Maintaining Fire Safety enforcement schedules, continuing to educate Duty holders regarding responsibilities in fire safety. Continual monitoring at a local and national level, analysis will inform any remedial action if required.

KPI 2 Deliberate Primary Fires

Reduce against previous year

PURPOSE: SFRS aims to improve community safety and wellbeing within the domestic environment, as well as reduce significant impact on communities and partner agencies caused by deliberate fires.

OWNER: Head of Service Delivery - East



SUMMARY

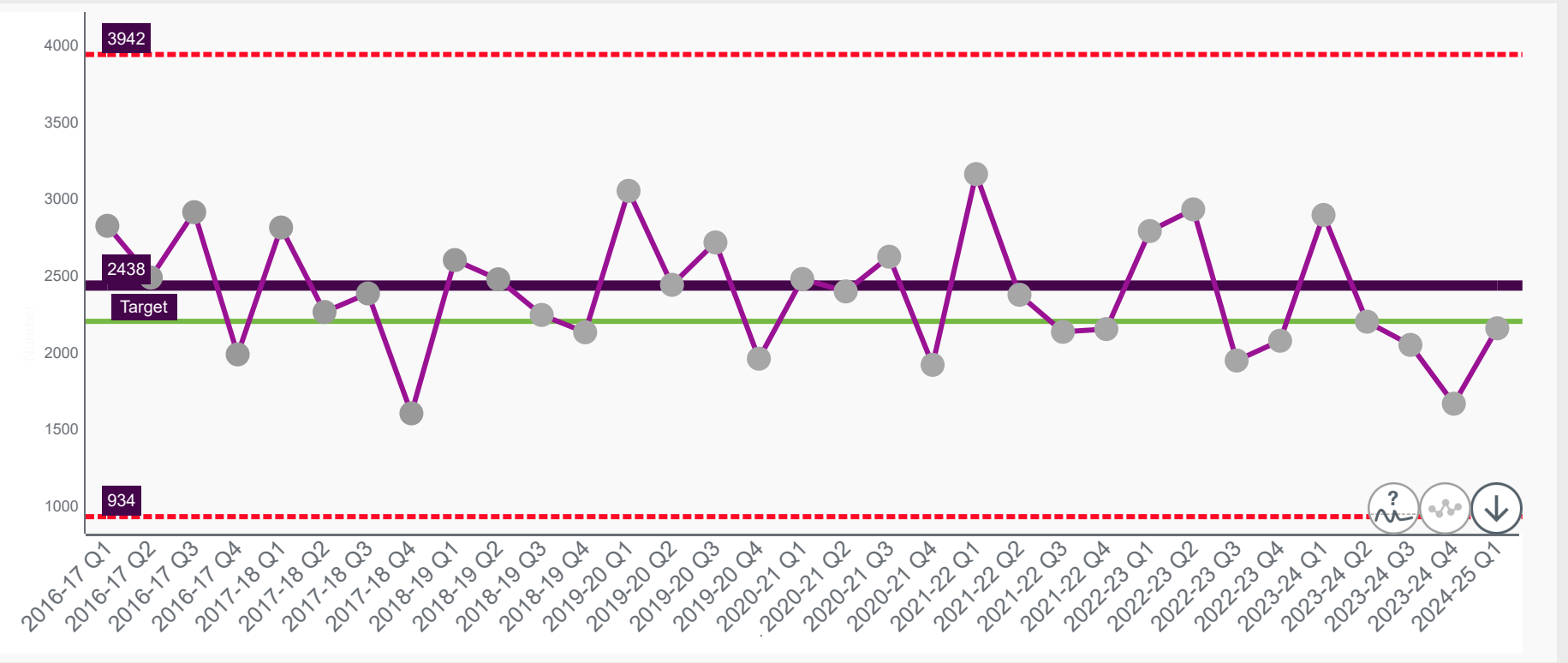
Continued prevention activities within both domestic and non domestic settings. Data should be used to identify and drive appropriate prevention activities.

KPI 3 Refuse and Vehicle Fires

Reduce against previous year

PURPOSE: SFRS aims to support business owners and individuals to increase the safety of their premises and property

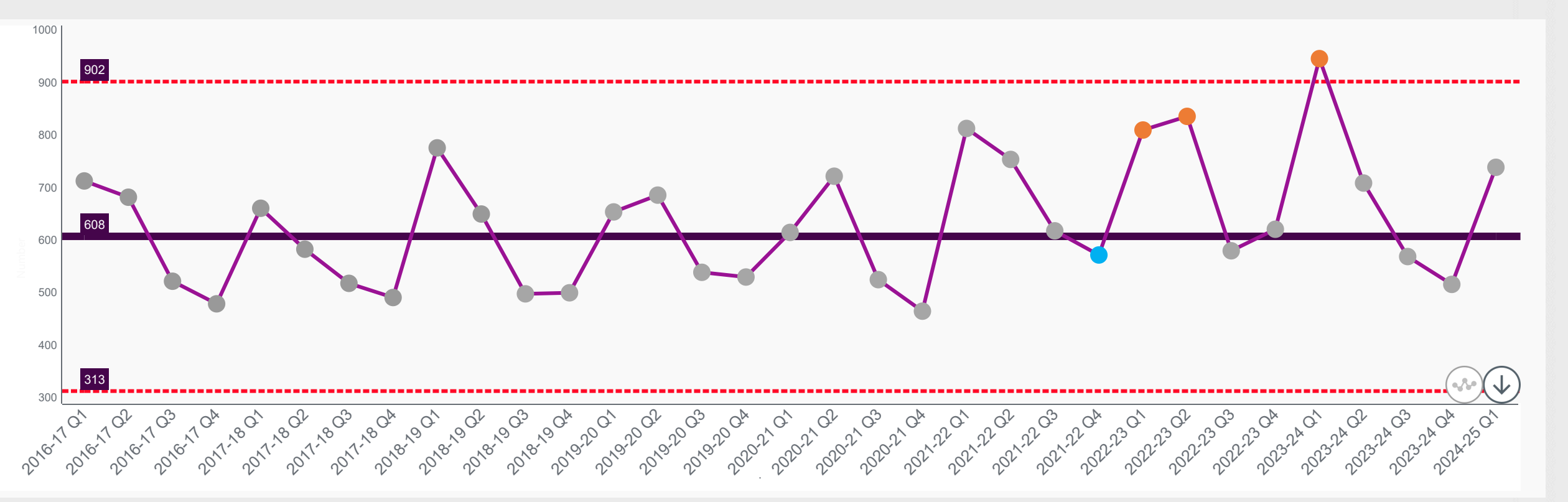
OWNER: Head of Service Delivery - East



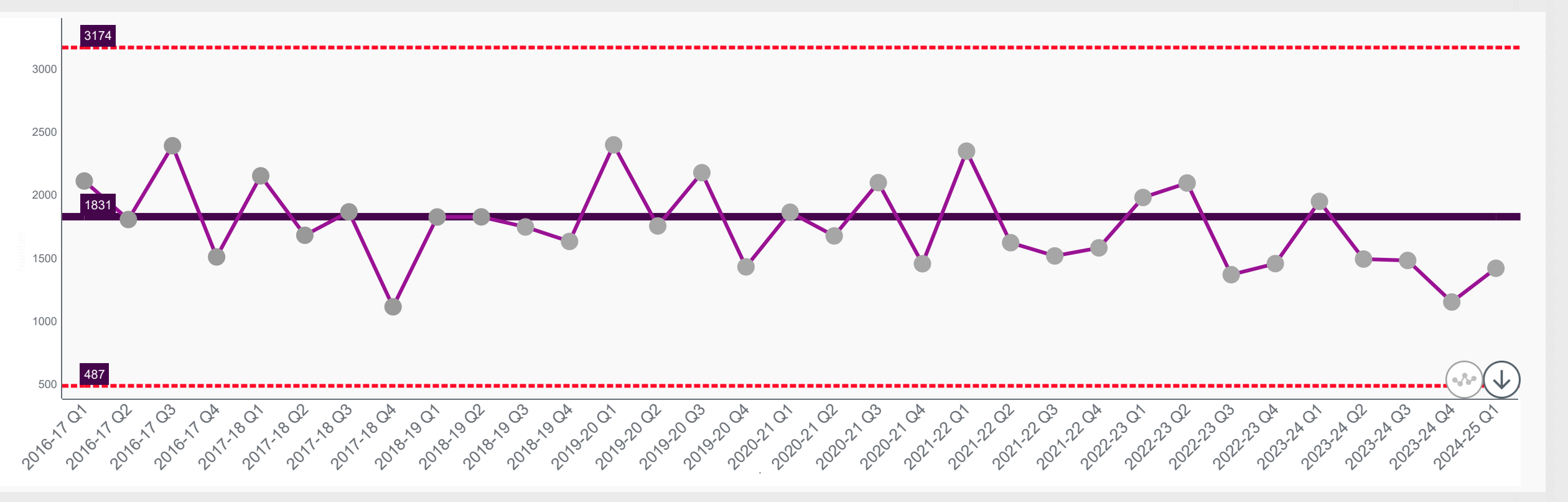
SUMMARY

Data should be used to identify and target appropriate prevention activities. This should be considered within seasonal thematic action plans at watch, station and LSO area level. Increased partnership working should be considered as an effective prevention approach.

Accidental Refuse and Vehicle Fires



Deliberate Refuse and Vehicle Fires



Prevention and Protection

Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.



KPI 4 Fire Fatalities

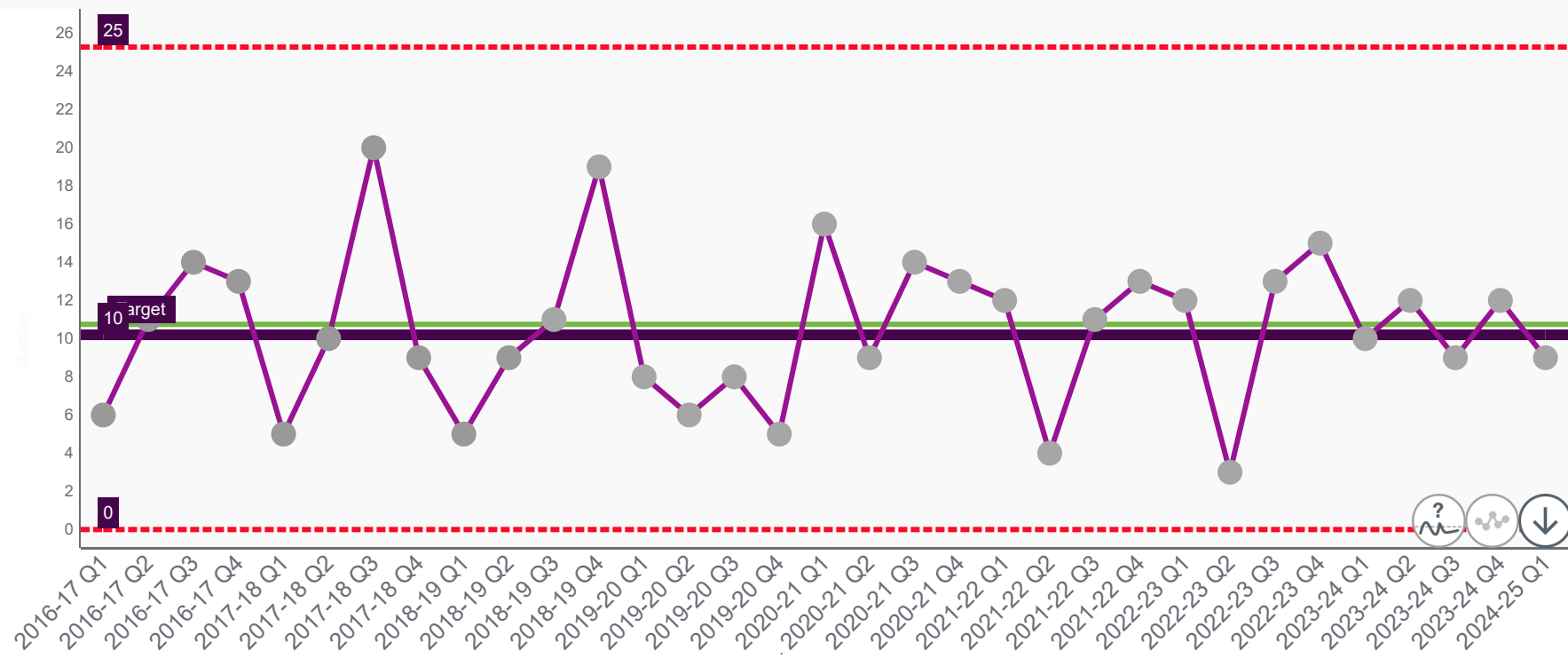
Reduce against previous year

PURPOSE: SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this occurring is a key goal.

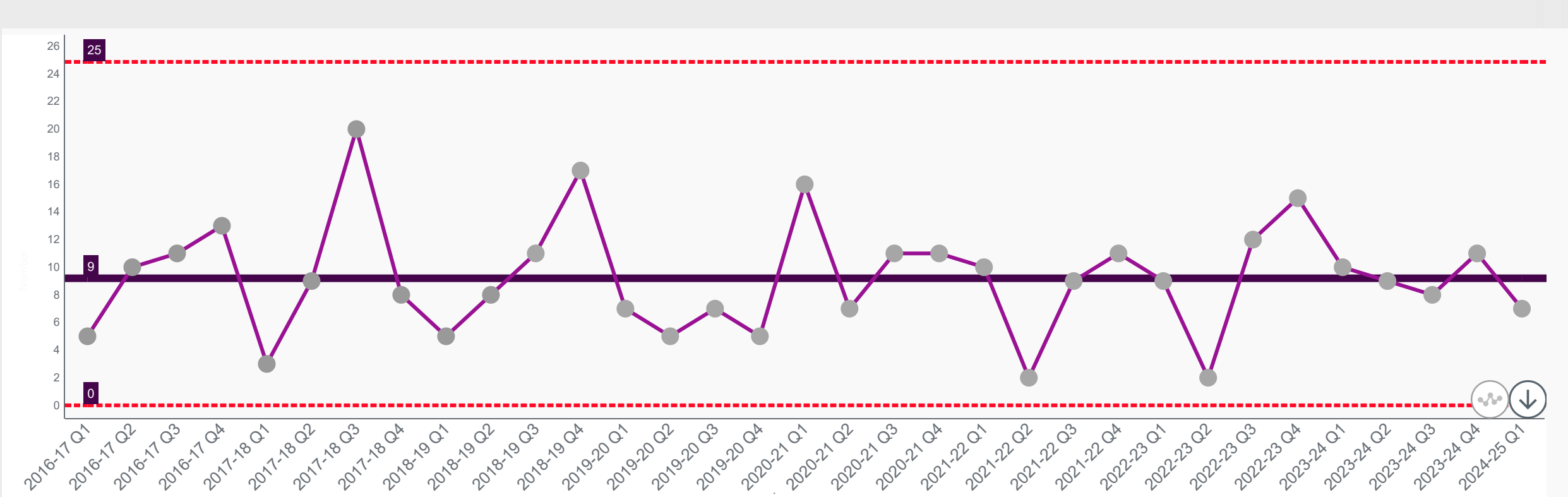
OWNER: Head of Service Delivery - East

SUMMARY

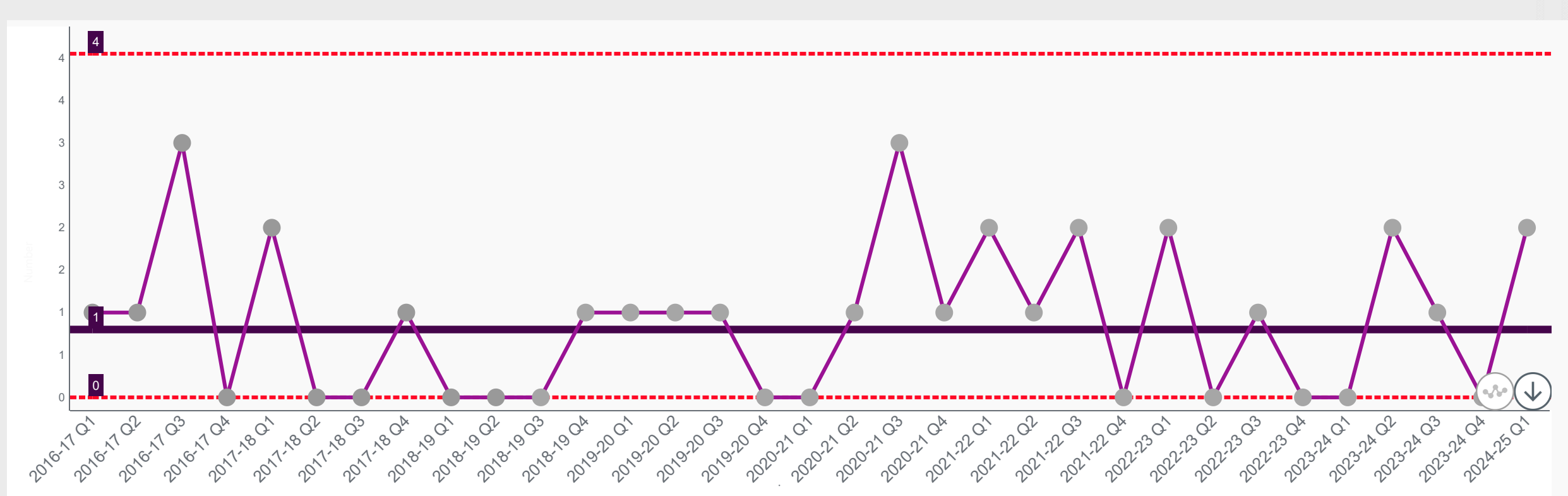
Fire fatality numbers remain generally consistent with previous data, and show a slight decrease from previous quarter. We continue to apply post incident multi agency case conferences to assess and identify causes and any common trends, which may inform future prevention measures.



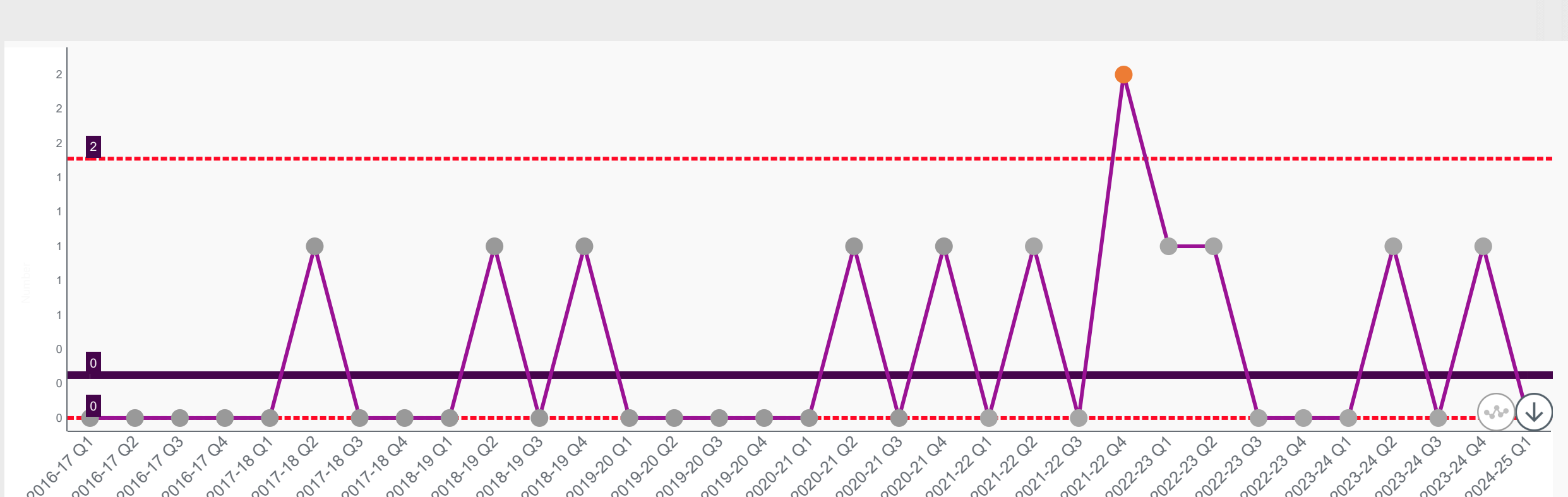
Building Fire Fatalities



Vehicle Fire Fatalities



Outdoor Fire Fatalities



KPI 5 Fire Casualties

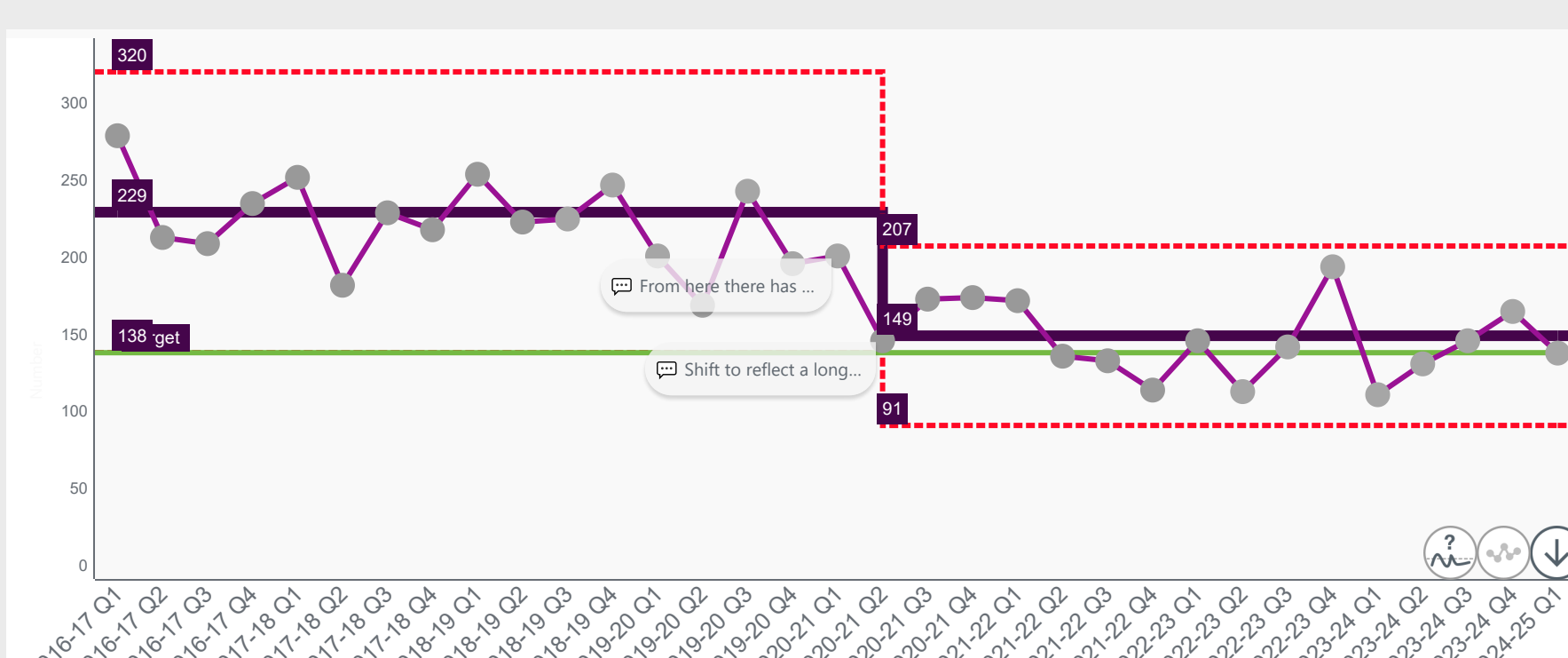
Reduce against previous year

PURPOSE: SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities and sustained behaviour change in the home. This should reflect reduced victims of fire.

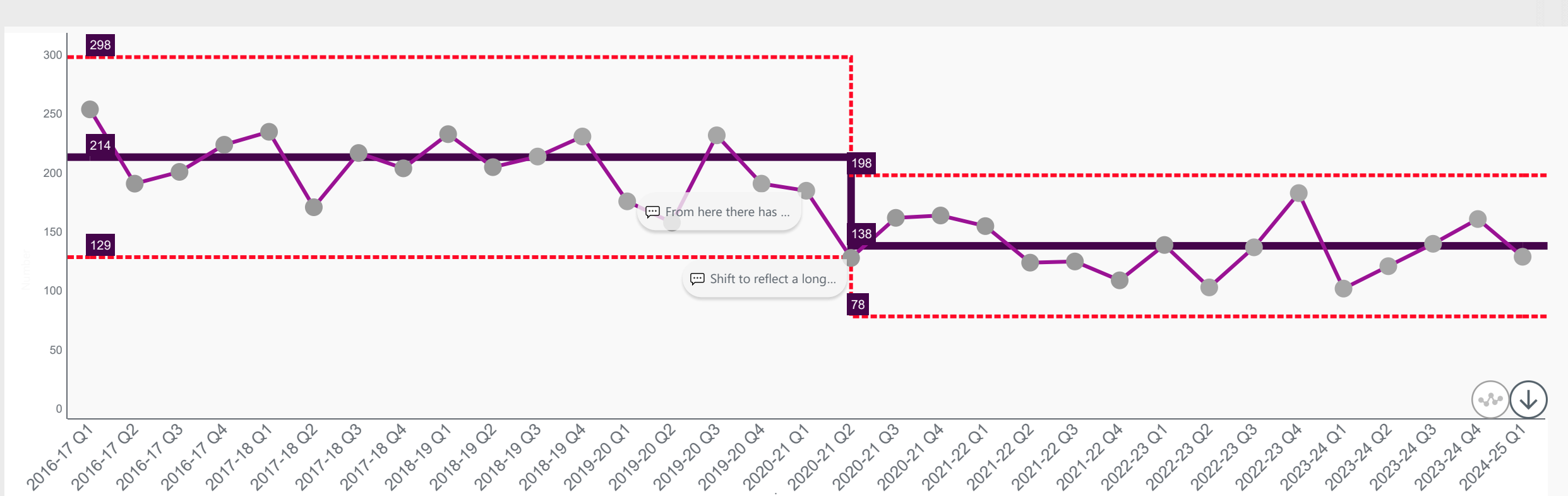
OWNER: Head of Service Delivery - East

SUMMARY

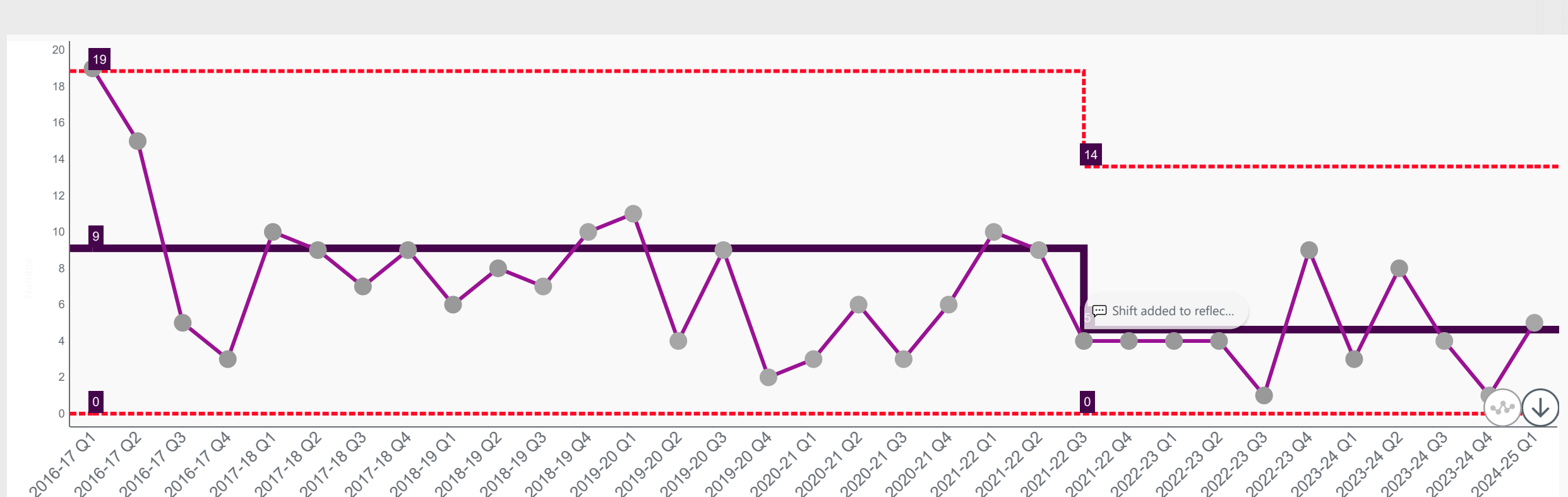
Our main prevention activity will continue to be Home fire safety visits and community education. Serious fire casualties will include multi agency case study approach.



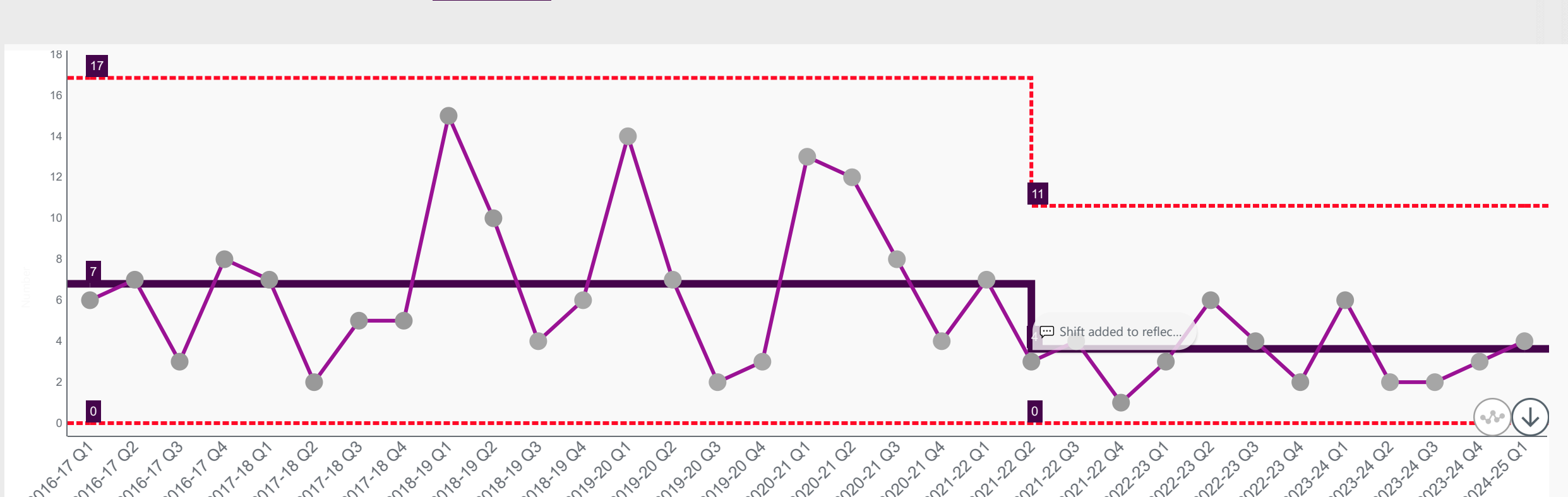
Building Fire Casualties



Vehicle Fire Casualties



Outdoor Fire Casualties



Prevention and Protection

Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

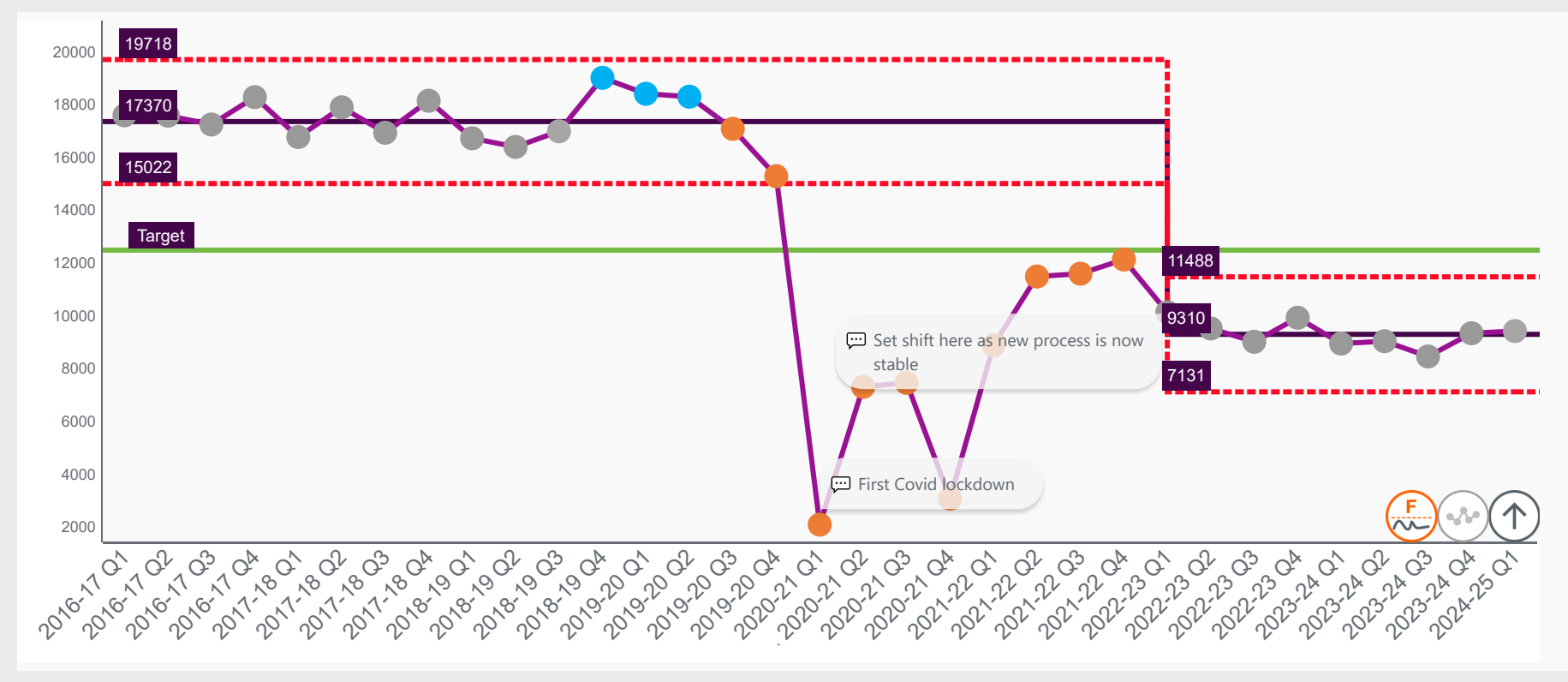


KPI 6 Home Fire Safety Visits

OWNER: Head of Prevention, Protection and Prepare...

50,000 (annually)

PURPOSE: SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this occurring is a key goal.



SUMMARY

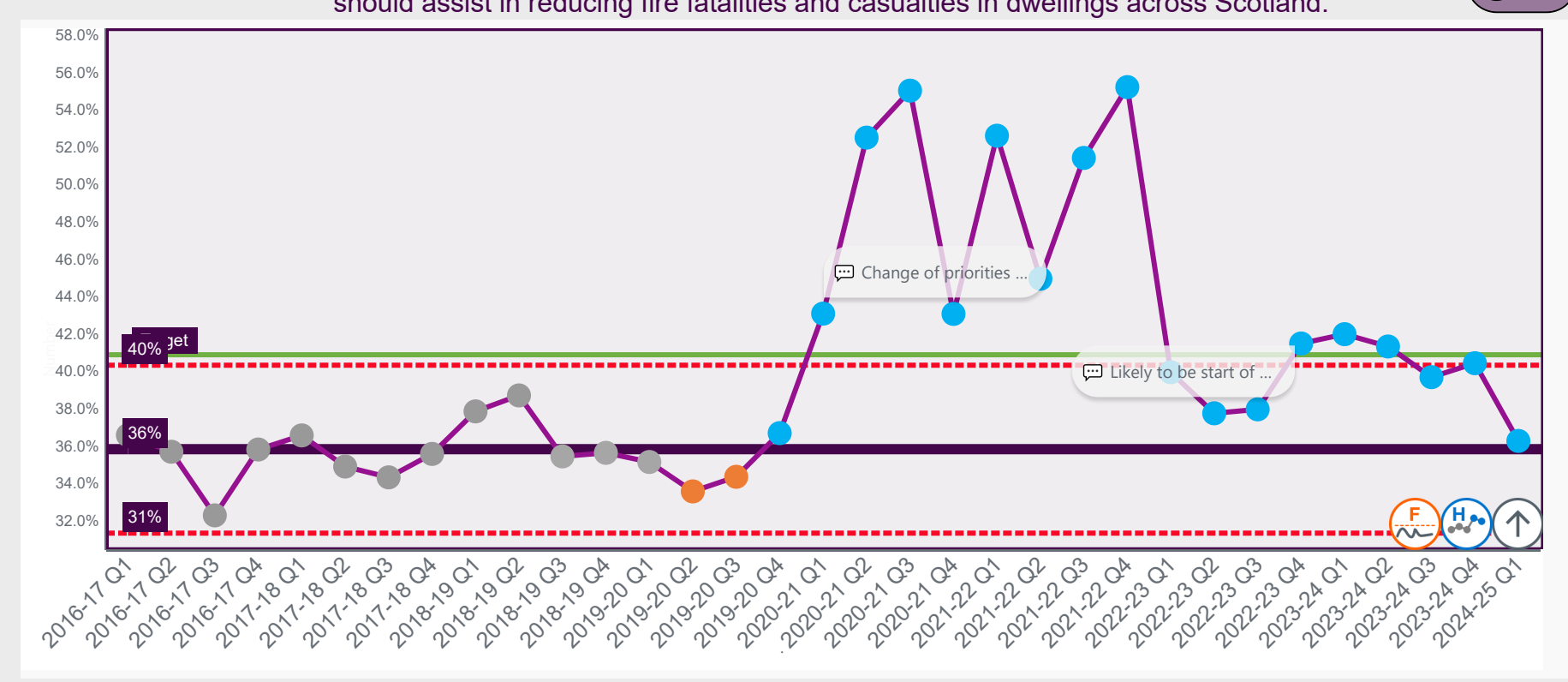
Total number of HFSVs show positive performance for Q1. Areas continue to promote and prioritise HFSV across the Service as per policy direction.

KPI 7 % High Risk of Home Fire Safety Visits

OWNER: Head of Prevention, Protection and Prepare...

Increase against previous year

PURPOSE: The KPI demonstrates the organisations commitment to providing advice, information to members of the community in their homes and how to escape should a fire occur. Conducting HFSVs is one method used to provide advice etc in order to meet the Fire Scotland Act 2005 legislative requirements to provide advice, information and details on means of escape. This should assist in reducing fire fatalities and casualties in dwellings across Scotland.



SUMMARY

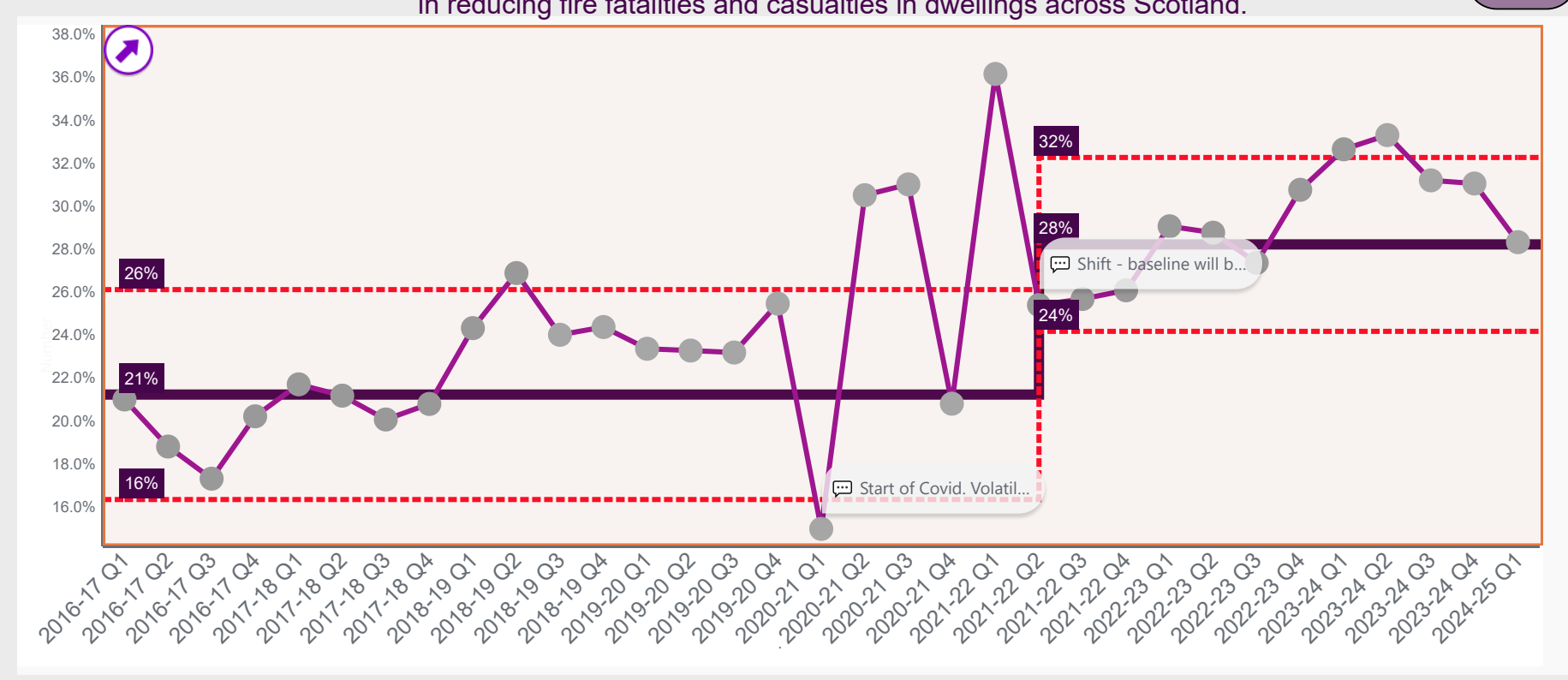
The total number of visits to vulnerable groups is where we might expect in comparison to previous reporting. As a percentage this may be as a result of increase in overall performance and staff managing their pending lists to deliver all visits across communities.

KPI 8 % Partner Referral of Home Fire Safety Visits

OWNER: Head of Prevention, Protection and Prepare...

Track (2023/24 tracking is required to set a baseline)

PURPOSE: The KPI demonstrates the organisations commitment to providing advice, information to members of the community in their homes and how to escape should a fire occur. Conducting HFSVs is one method use to provide advice etc in order to meet the Fire Scotland Act 2005 legislative requirements to provide advice, information and details on means of escape. This should assist in reducing fire fatalities and casualties in dwellings across Scotland.



SUMMARY

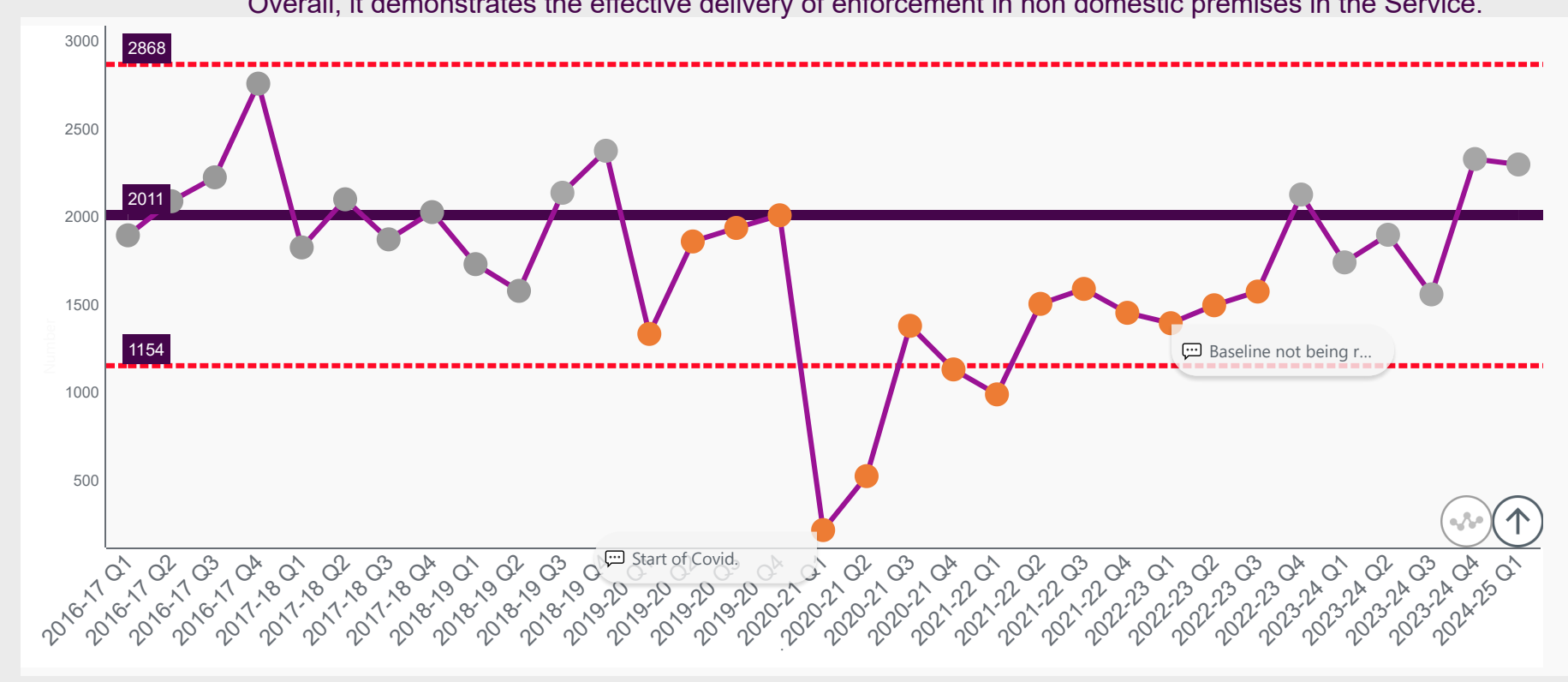
In terms of overall numbers performance is slightly below expectations, however there are no concerns. Areas continue to promote HFSV to partner agencies to generate referrals. Performance in this area is linked with the capacity of partners.

KPI 9 Fire Safety Audits Completed

OWNER: Head of Prevention, Protection and Prepare...

100% of premises identified within the Local Enforcement Delivery Plans (LEDP)

PURPOSE: The KPI measures the number of audits undertaken within the service during the period against the number identified by LSO area at the commencement of a year. The LEDPs are the responsibility of the LSO and area to complete which will identify the premises that require auditing for that year in accordance with the perceived risk. Overall, it demonstrates the effective delivery of enforcement in non domestic premises in the Service.



SUMMARY

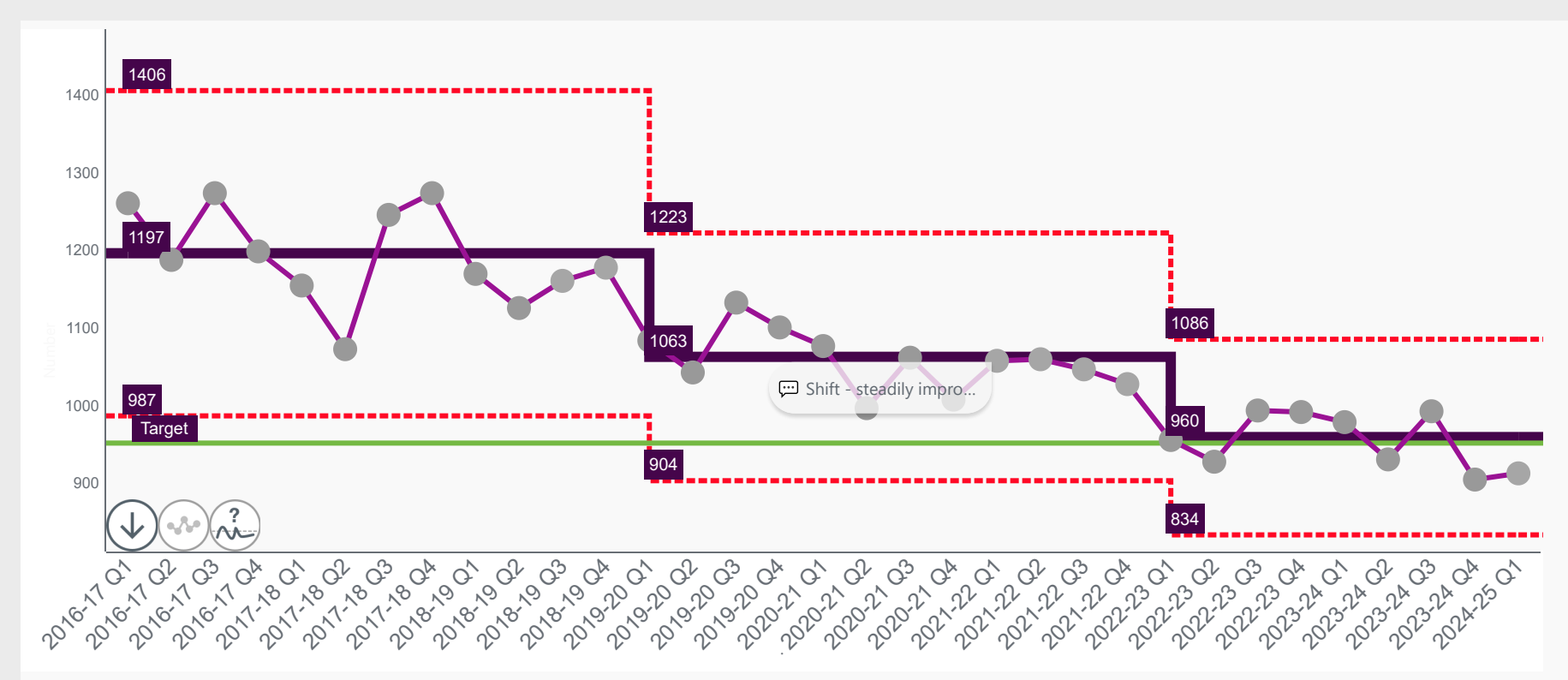
No Performance Statement Available

KPI 10 Accidental Dwelling Fires

OWNER: Head of Service Delivery - East

Reduce against previous year

PURPOSE: SFRS has committed to preventing problems from arising by engaging with partners and communities to reduce risk and encourage positive behavioural change within homes



SUMMARY

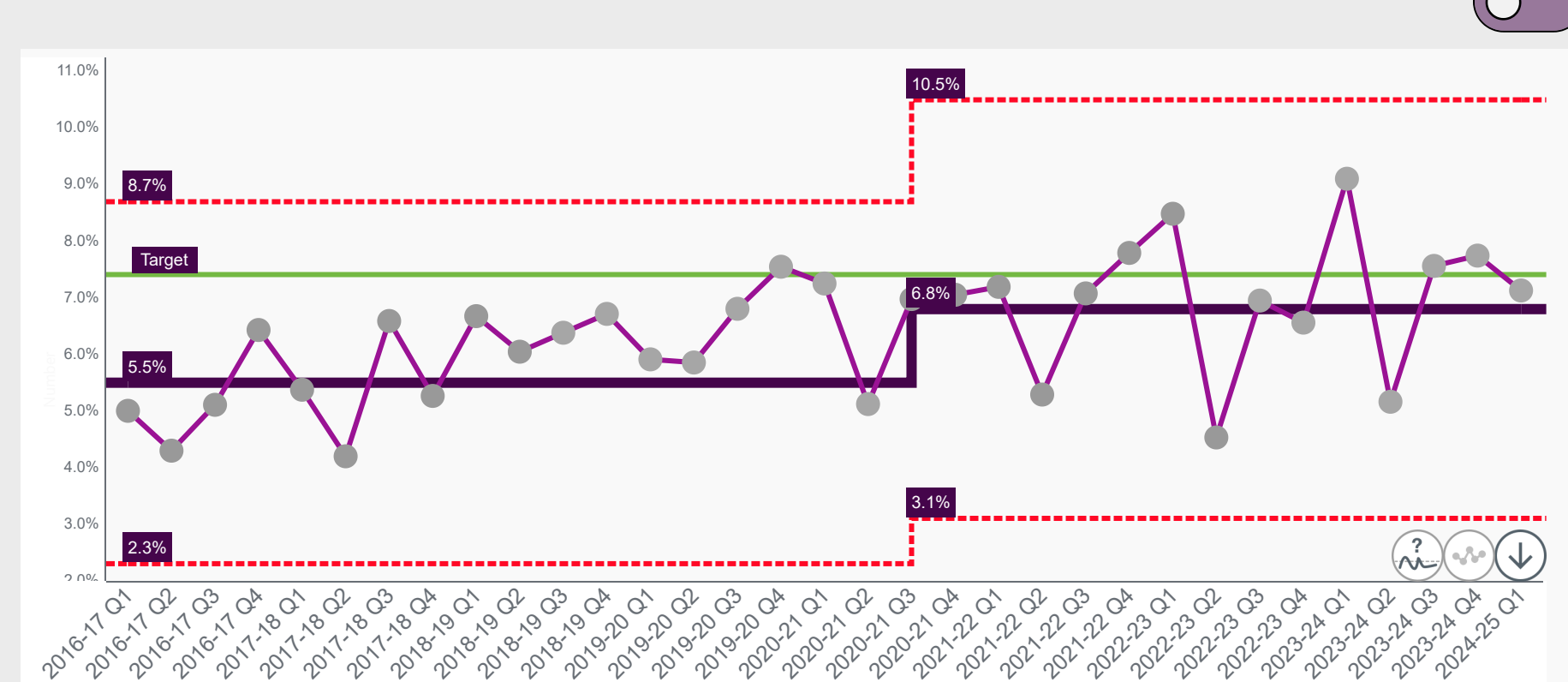
Continue to target those most at risk within the community through home fire safety visits and other prevention activities. This should be data led and enhanced by working with local community partners.

KPI 11 % of accidental dwelling fires classed as High Severity

OWNER: Head of Service Delivery - East

Reduce against previous year

PURPOSE: SFRS has committed to preventing problems from arising by engaging with partners and communities to reduce risk and encourage positive behavioural change within homes



SUMMARY

Figures have decreased previous quarter. Prevention activities to be informed by previous data, this will include targeting those most at risk in the community through home fire safety visits. Continue to educate partners regarding referrals of those most at risk in the community.

Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

KPI	Indicator	Purpose	Geography	Frequency	Target	Business Area
12	Number of incidents attended	SFRS aim to ensure the right resources are available and deployed to meet the changing risks and needs of the community post covid.	National	Quarterly	Track	Service Delivery Areas
13	Number of non-refuse secondary fires	SFRS will build upon knowledge of communities to meet the changing risks and needs, working with partners to improve community safety	National	Quarterly	Reduce against previous year	Service Delivery Areas
14	Response times to life-risk incidents - National	SFRS are adapting to the changing risks of communities and using a place based approach in how they respond	National	Quarterly	Reduce against previous year	Service Delivery Areas
14	Response times to life-risk incidents - SDA	SFRS are adapting to the changing risks of communities and using a place based approach in how they respond	SDA	Quarterly	Reduce against previous year	Service Delivery Areas
15	Call Handling Times to life-risk incidents - National	SFRS are adapting to the changing risks of communities and using a place based approach in how they manage, train and respond to incidents	National	Quarterly	Reduce against previous year	Service Delivery Areas



Response

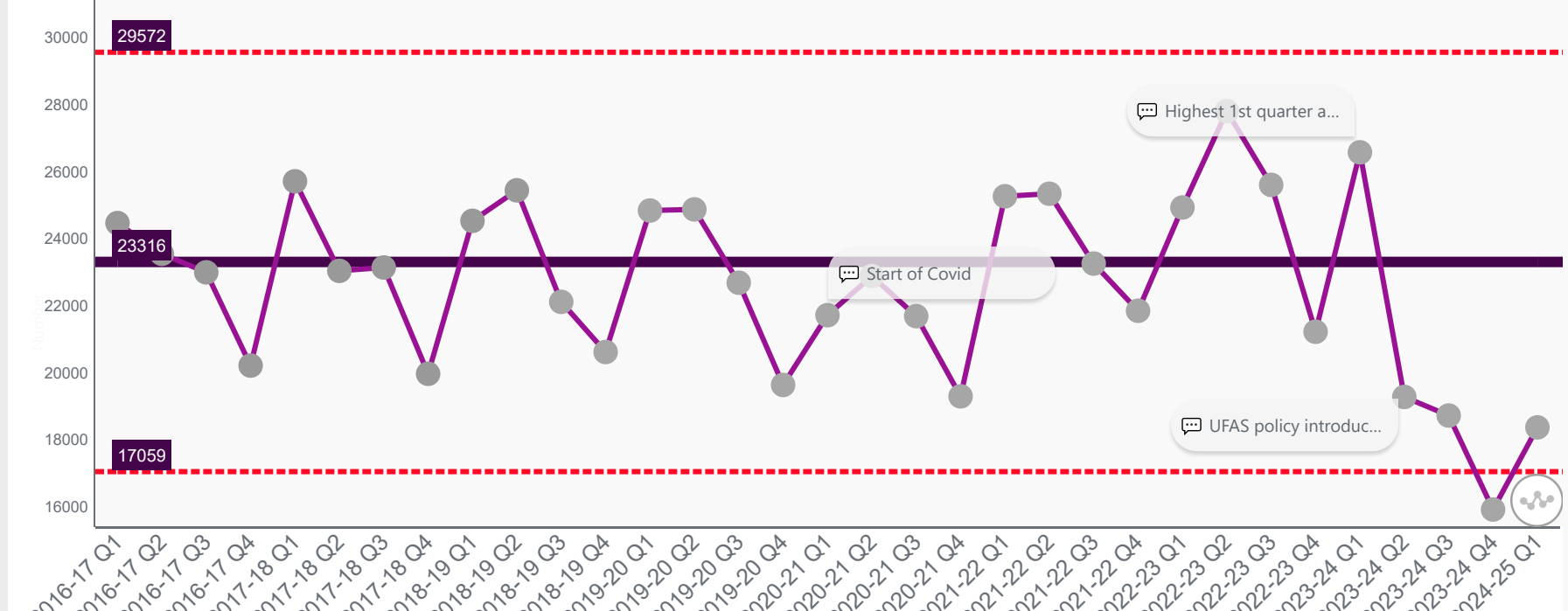
Communities are safer and more resilient as we respond effectively to changing risks.



KPI 12 Total Incidents Track

PURPOSE: SFRS aim to ensure the right resources are available and deployed to meet the changing risks and needs of the community post covid.

OWNER: Head of Service Delivery - East



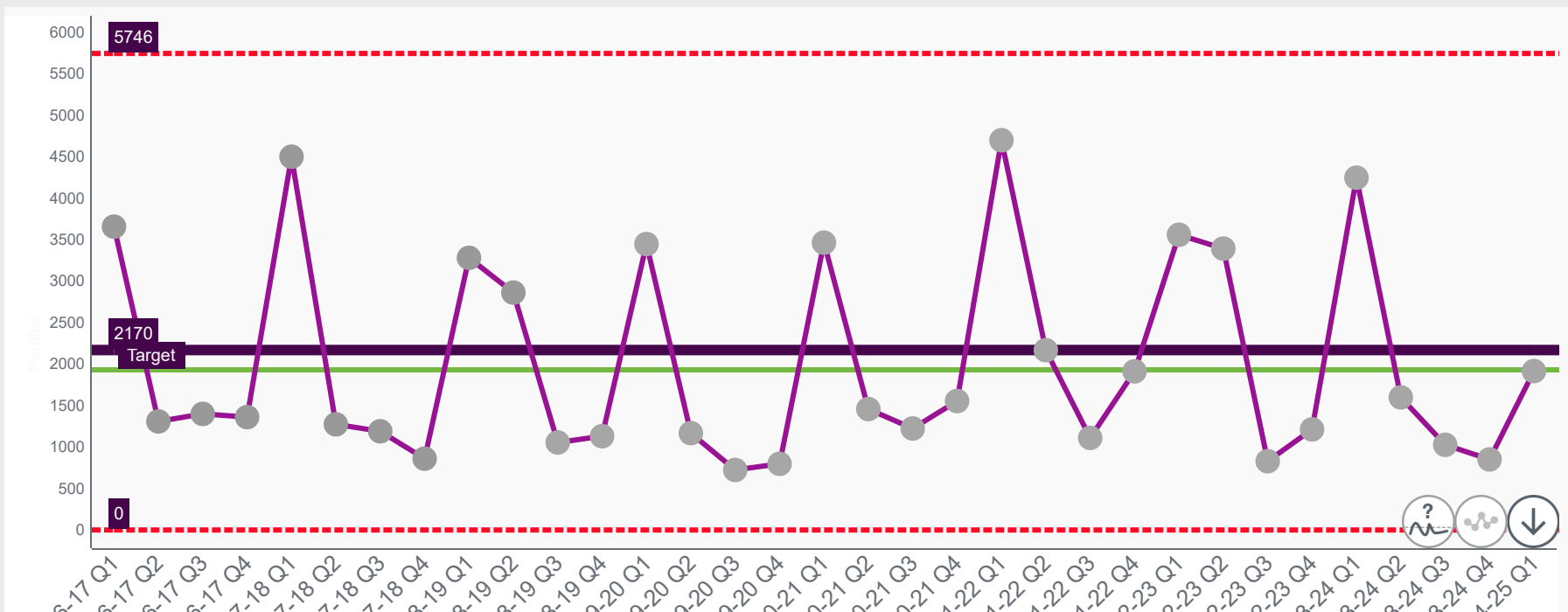
SUMMARY

Increase from previous quarter. UFAS reduction continues to have a positive impact on total number of incidents attended.

KPI 13 Non-refuse Secondary Fires Reduce against previous year

PURPOSE: SFRS will build upon knowledge of communities to meet the changing risks and needs, working with partners to improve community safety

OWNER: Head of Service Delivery - East



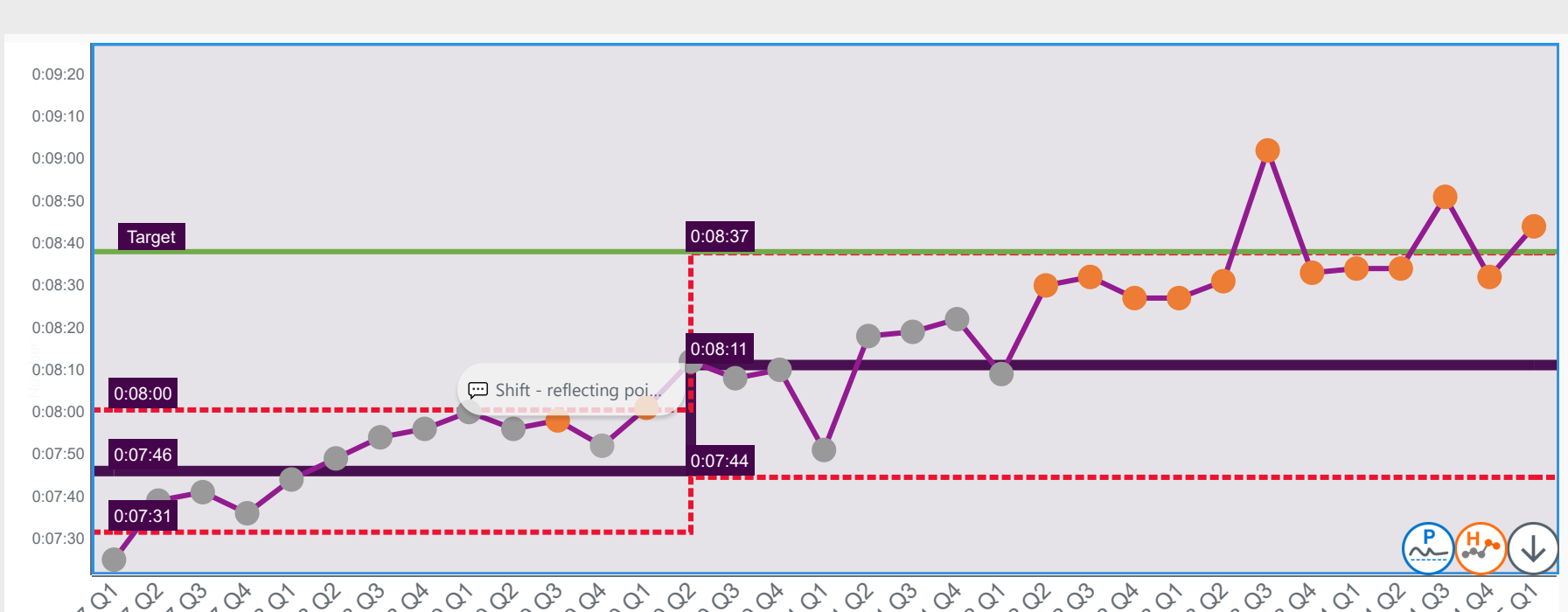
SUMMARY

Significant increase from previous quarter, but figures are less than half of Q1 previous year. Prevention activities should be led by data where available and enhanced through a partnership approach, where appropriate.

KPI 14 Median Response Time to Life Risk Incidents - National Reduce against previous year

PURPOSE: SFRS are adapting to the changing risks of communities and using a place based approach in how they respond

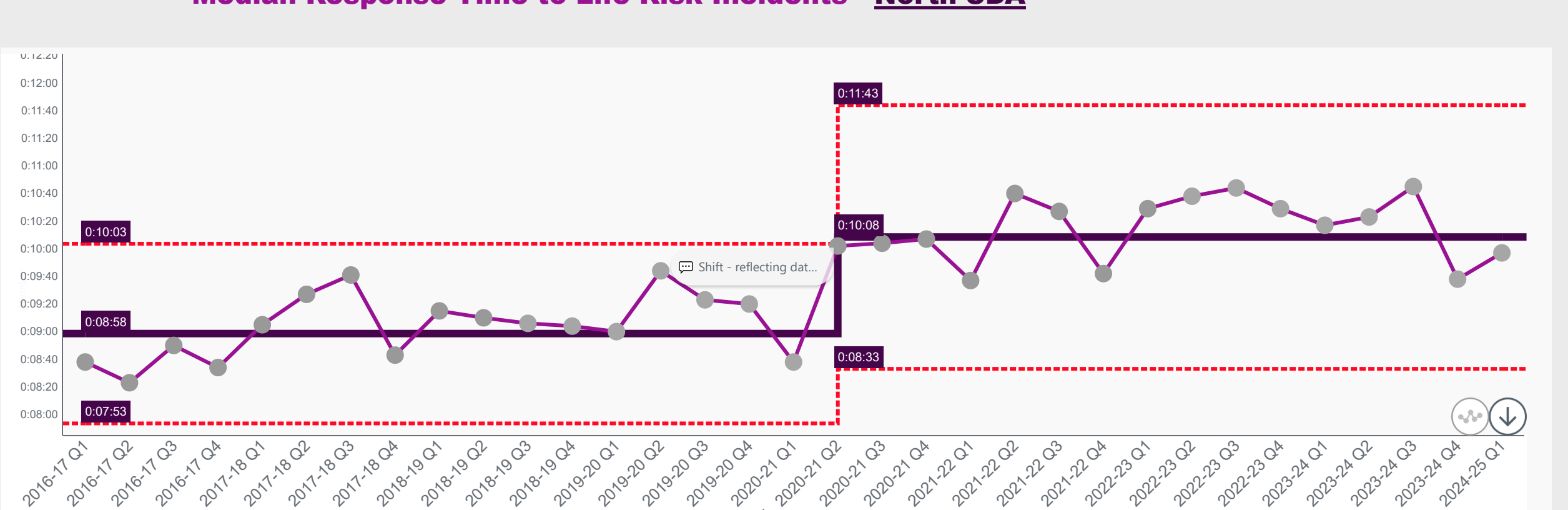
OWNER: Head of Service Delivery - East



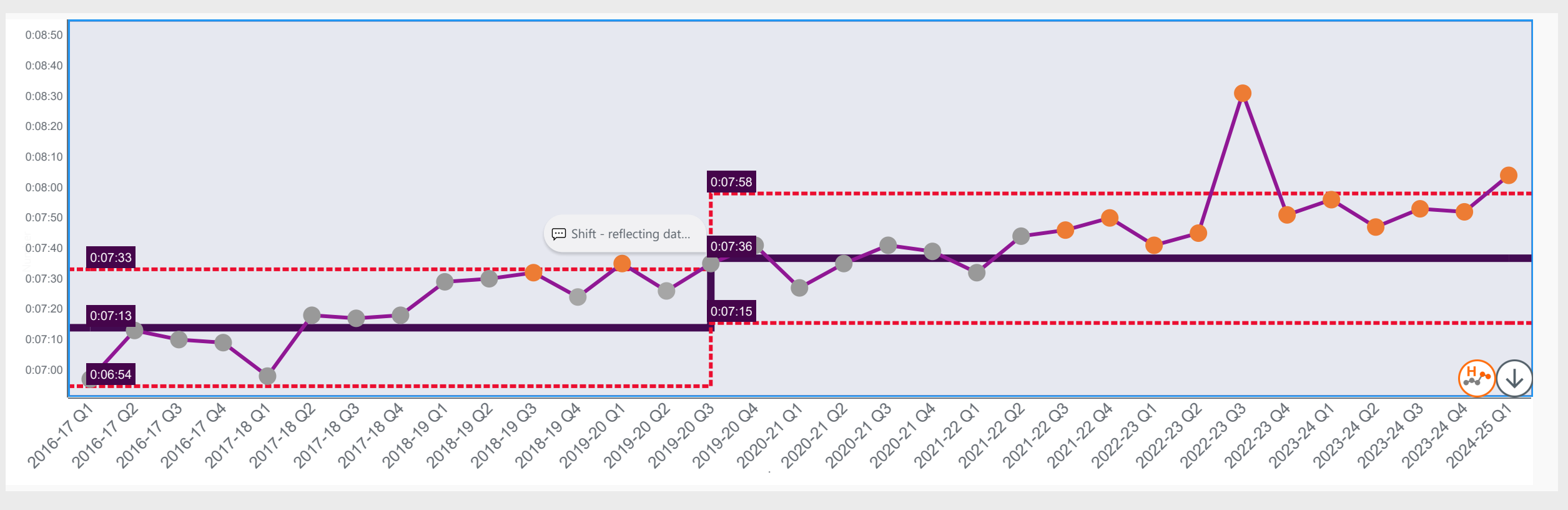
SUMMARY

Variance in performance is could be due to a number of factors. This could include operational demand and appliance availability.

Median Response Time to Life Risk Incidents - North SDA



Median Response Time to Life Risk Incidents - West SDA



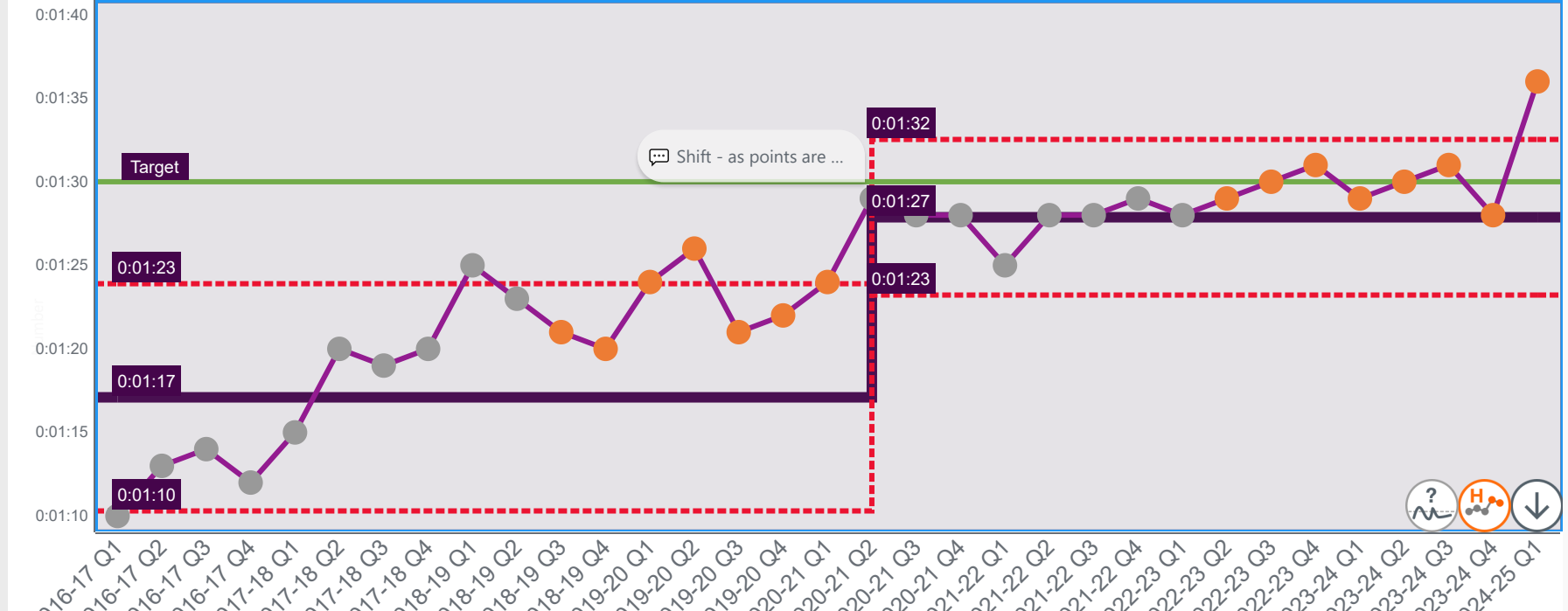
Median Response Time to Life Risk Incidents - East SDA



KPI 15 Median Call Handling Time for Life Risk Incidents - National Reduce against previous year

PURPOSE: SFRS are adapting to the changing risks of communities and using a place based approach in how they manage, train and respond to incidents

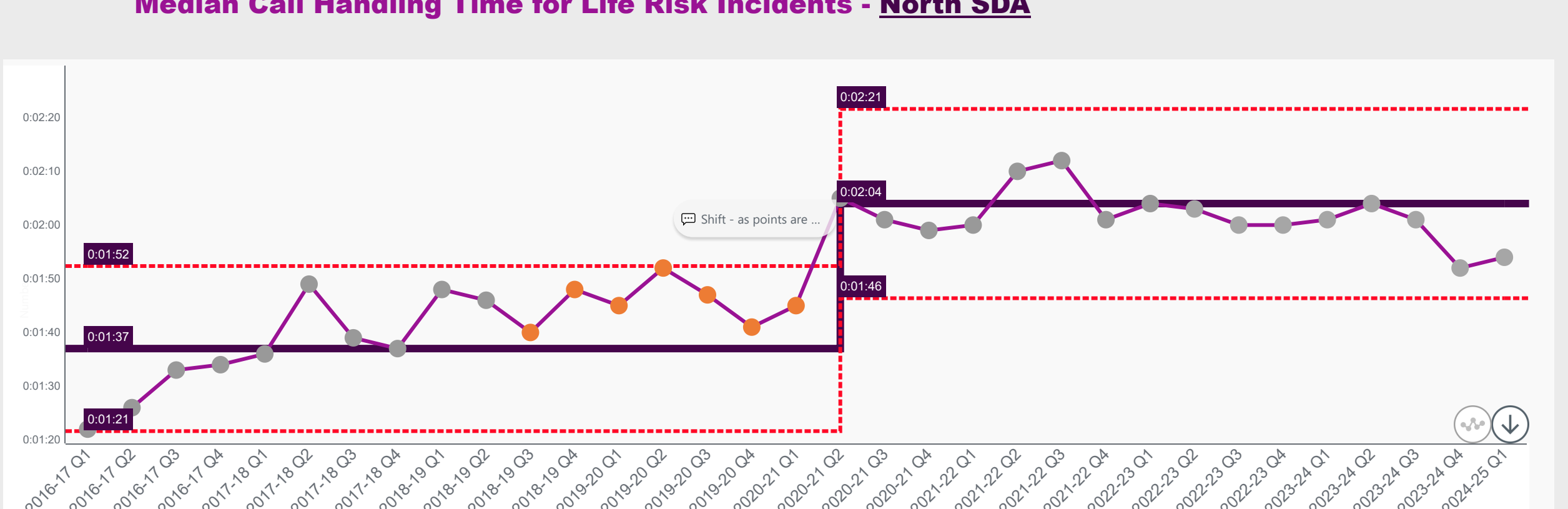
OWNER: Head of Service Delivery - East



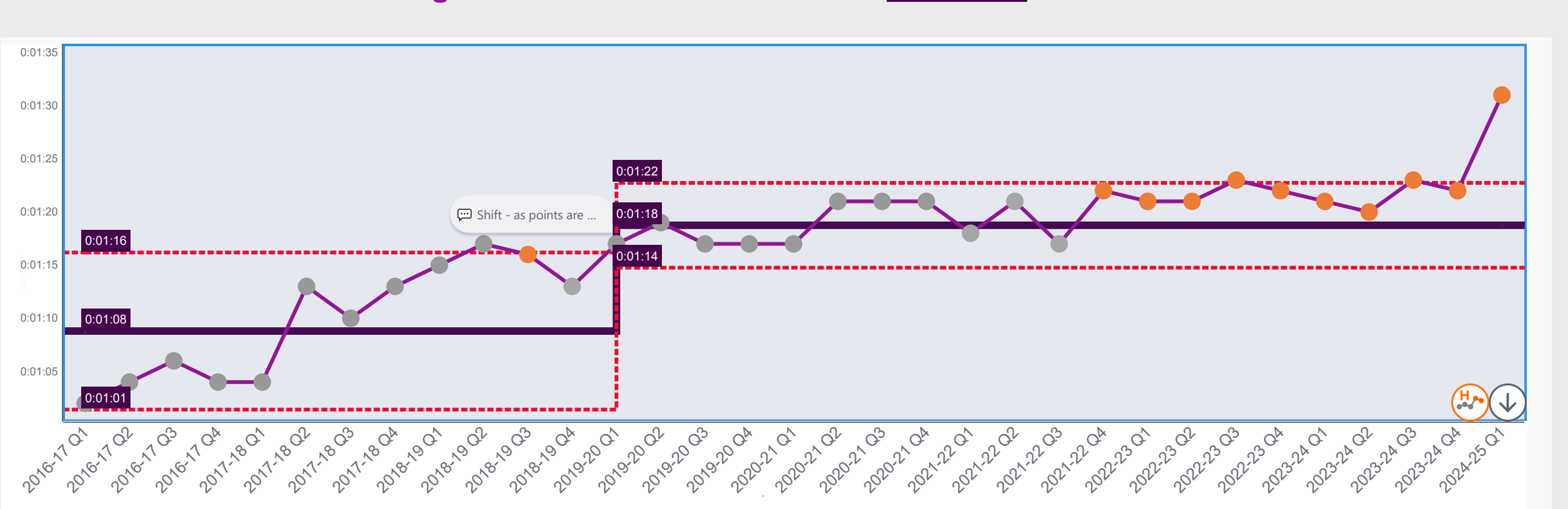
SUMMARY

Increase in call handling time will continue to be influenced by technology, systems, information at time of call and staff profiles within Operational Control.

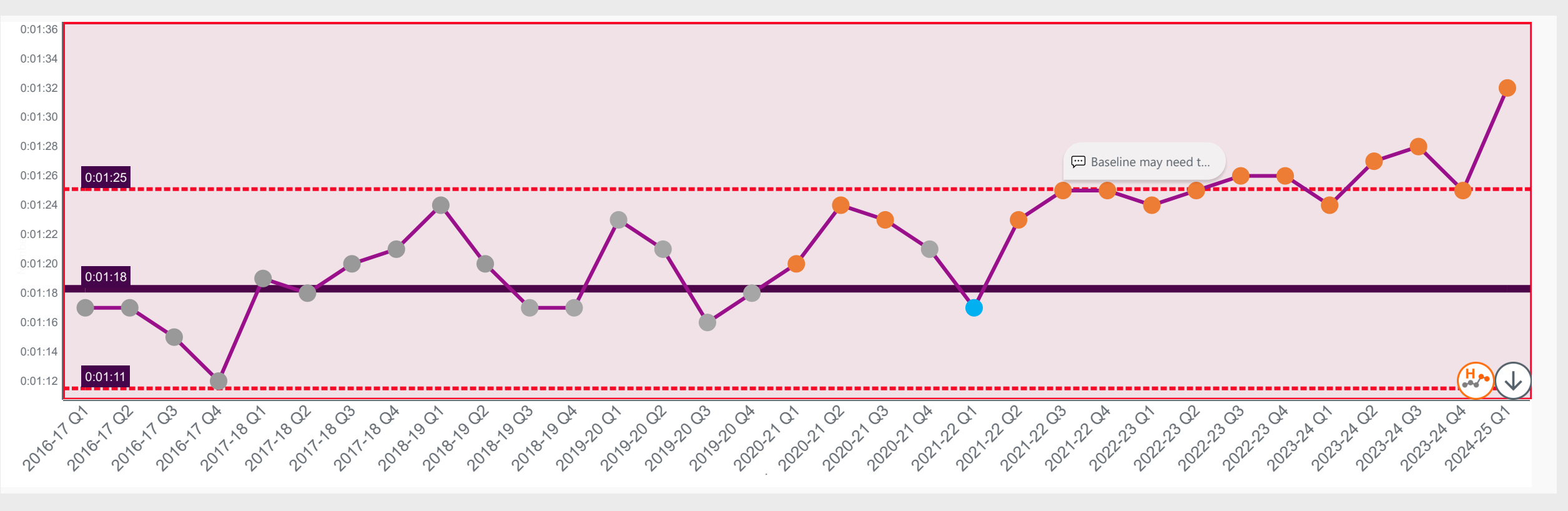
Median Call Handling Time for Life Risk Incidents - North SDA



Median Call Handling Time for Life Risk Incidents - West SDA



Median Call Handling Time for Life Risk Incidents - East SDA



Response

Communities are safer and more resilient as we respond effectively to changing risks.

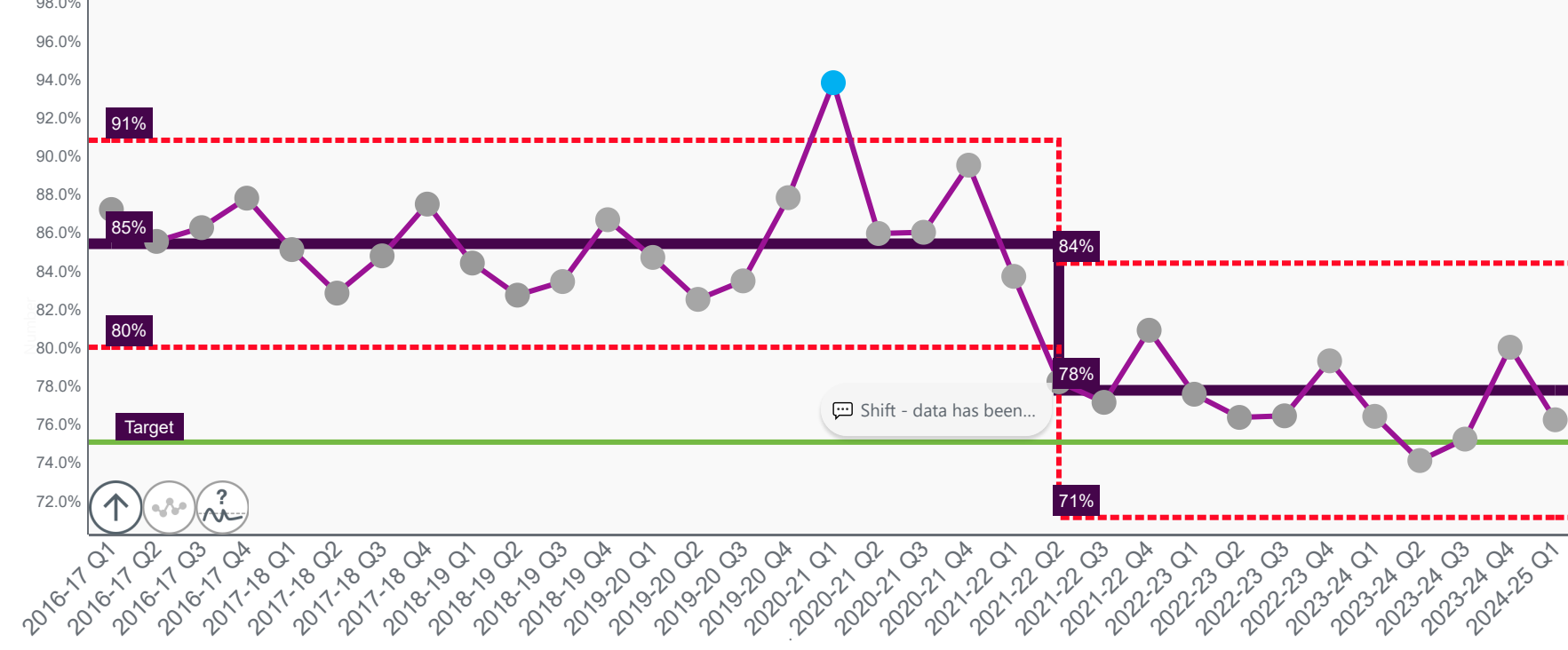


KPI 16 On-Call 1st Appliance Availability

Increase against previous year

PURPOSE: Percentage of time On Call fire appliances (stations) are available to respond to operational incidents.

OWNER: Head of Operations



SUMMARY

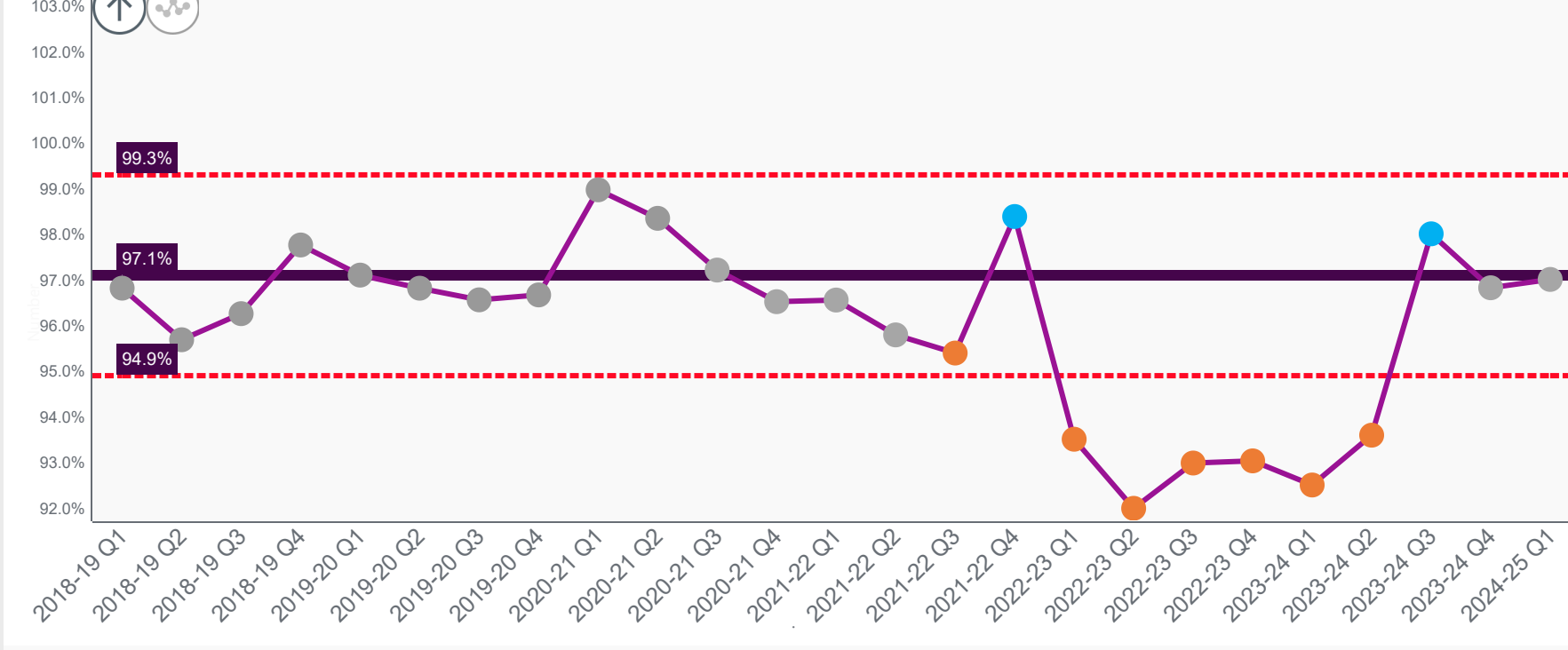
Creation of On Call Rostering systems report with recommendations provided to LSOs. Evaluation Framework and Tracker created to provide a consistency in all On Call Improvement pilots and reporting. Introduction of additional Retainer bandings & evaluation of Bank Working Scheme pilot commenced.

KPI 17 Wholtime Availability

% compliance against confidence levels

PURPOSE: Percentage of time wholtime fire appliances are available (on the run) this data comprises both dayshift availability and nightshift availability.

OWNER: Head of Operations



SUMMARY

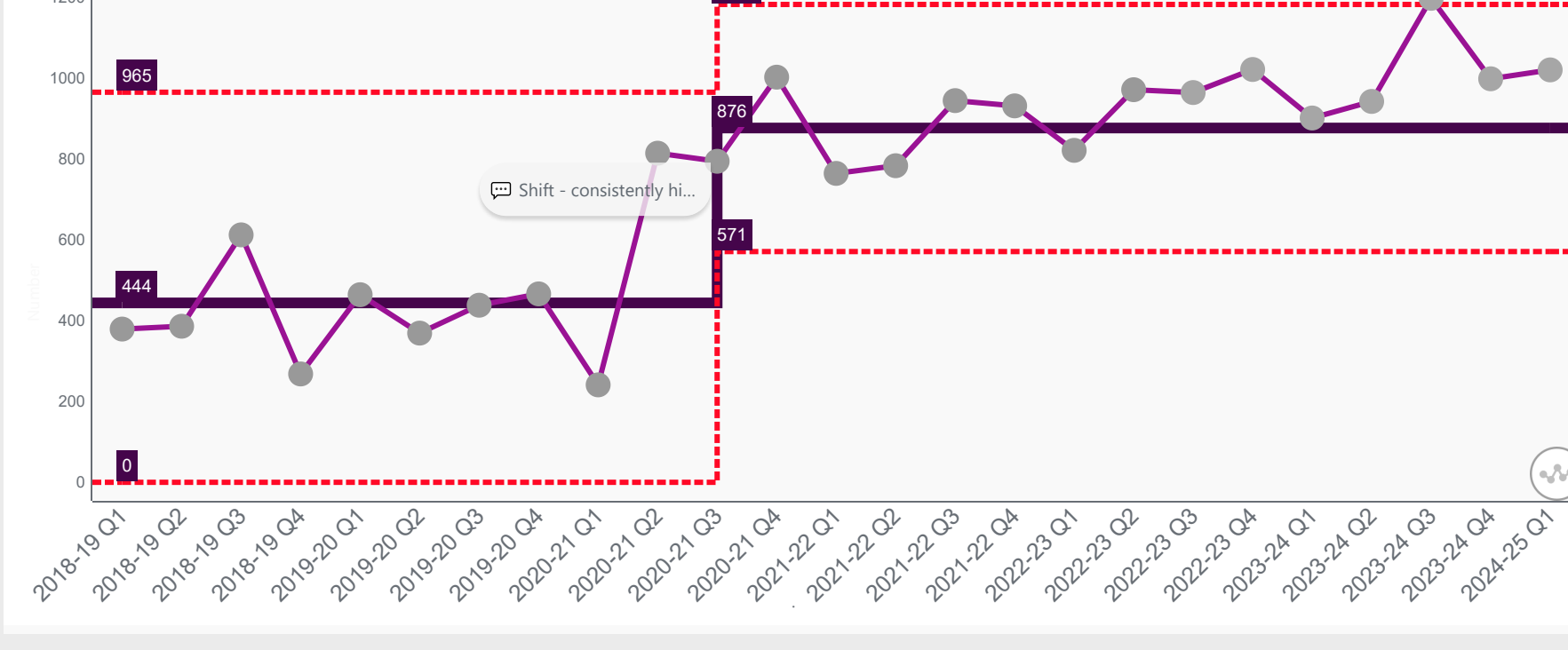
No Performance Statement Available

KPI 18 Operational Intelligence Inspections

Track

PURPOSE: The number of fully completed OI inspections carried out. Premises that require OI inspections are categorised as Very High, High, Medium, Low or Very Low risk level.

OWNER: Head of Prevention, Protection and Preparedness



SUMMARY

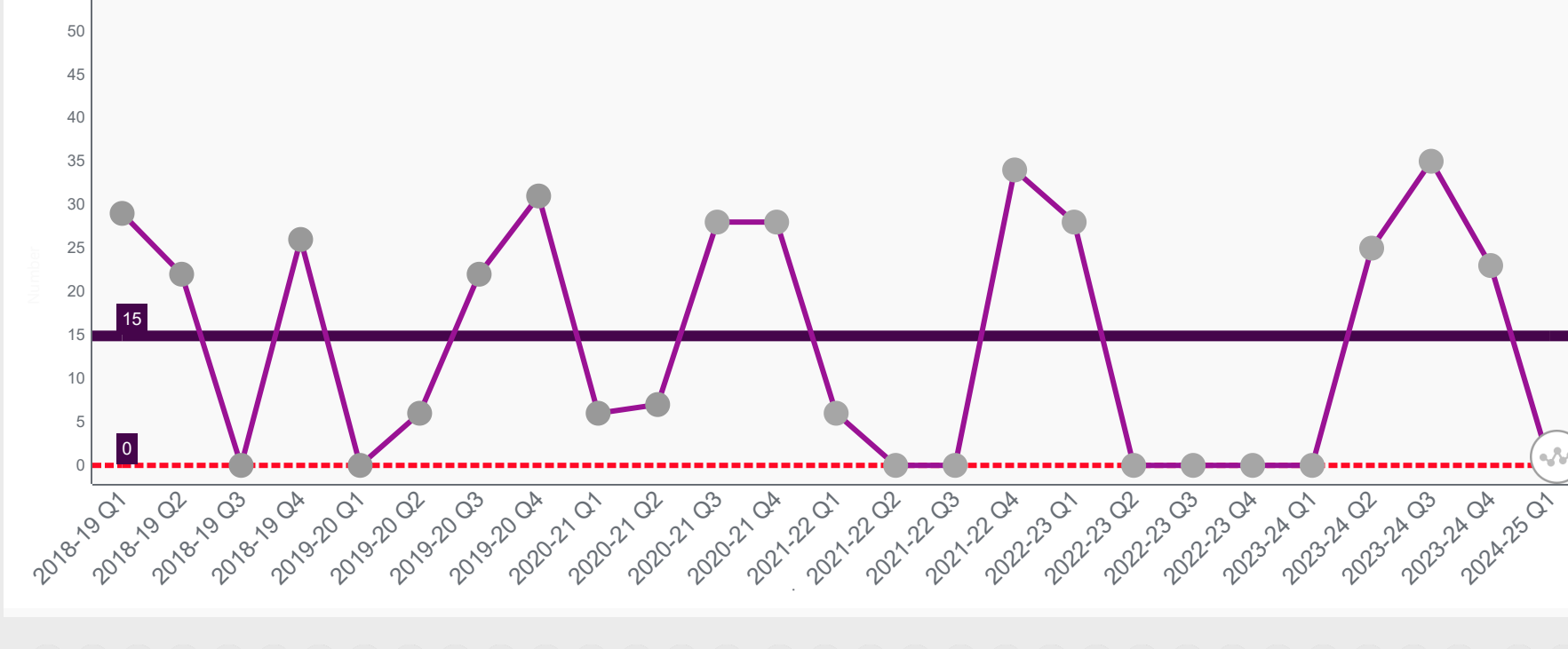
The Operational Intelligence (OI) Unit consistently support LSO Areas to deliver against the OI Framework.

KPI 19 Ops Assurance Audit Actions

Track

PURPOSE: This KPI demonstrates the number of Significant recommendations identified through Operational Assurance Debrief Processes.

OWNER: Head of Safety and Assurance



SUMMARY

No Performance Statement Available

KPI 20 Hydrant Inspections

Track

PURPOSE: Hydrant inspections have a role in ensuring public safety and effective emergency response. Hydrants serve as critical water sources for operations, and their functionality is paramount during emergencies.

OWNER: Head of Prevention, Protection and Preparedness



SUMMARY

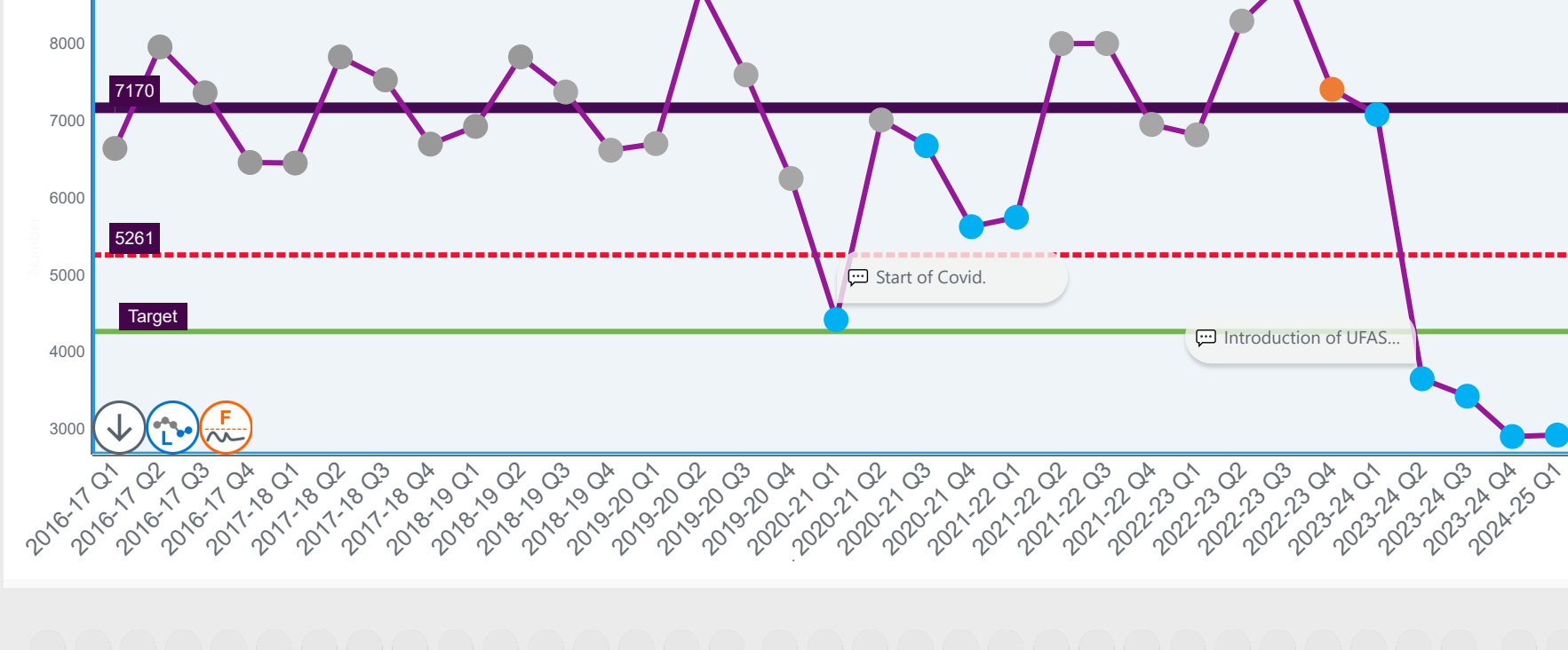
KPIs have been exceed by water planning personnel due to favorable weather conditions combined with geographical proximity.

KPI 21 Unwanted Fire Alarm Signal (UFAS) Incidents

Reduce against previous year

PURPOSE: SFRS aim to more efficiently responding to false fire alarm calls and improving road safety by reducing the number of blue light journeys we make to them.

OWNER: Head of Service Delivery - East



SUMMARY

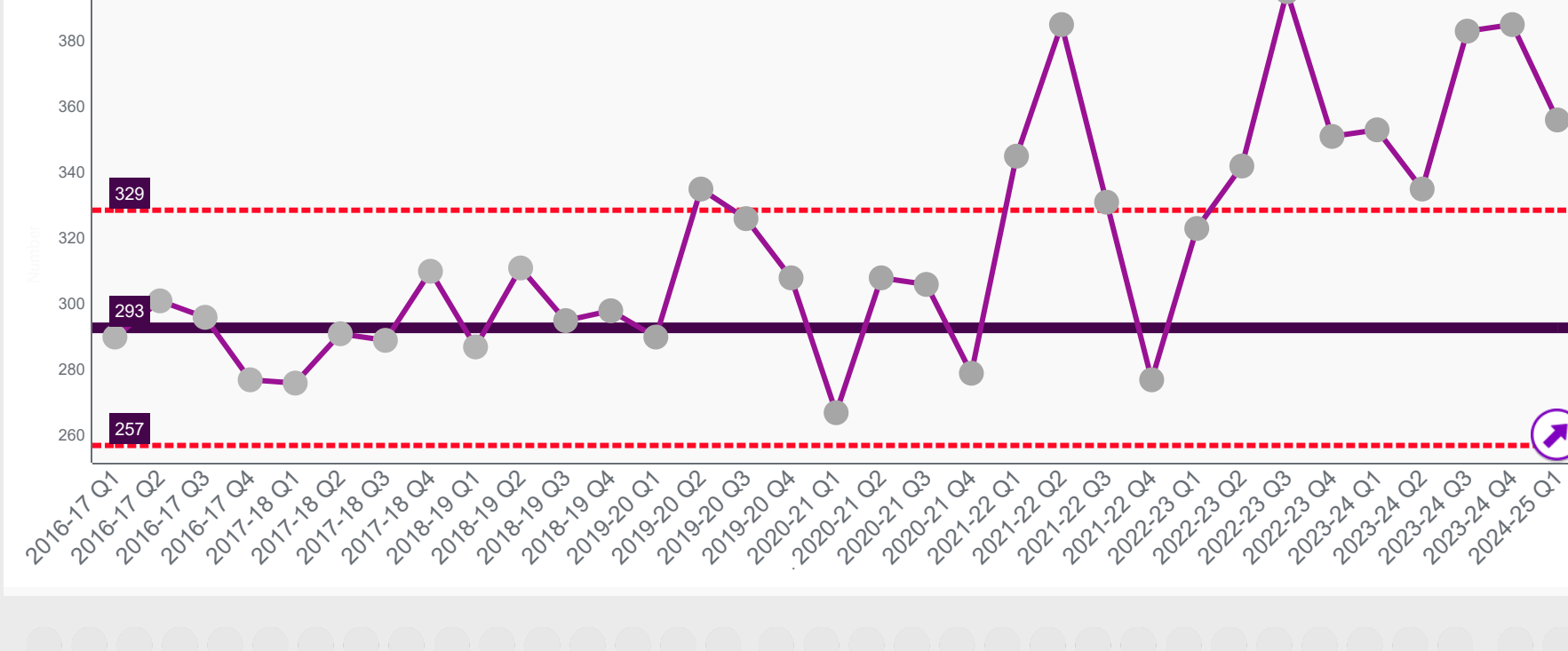
Continue to see a significant and positive decrease in number of UFAS incidents attended from Q1 previous year. Trend flattening as per last quarter. Continue to engage with duty holders to highlight their responsibilities and continue to apply robust call challenging procedures within ops control.

KPI 30 Assist Other Agencies Incidents

Track

PURPOSE: SFRS are committed to training with partners to improve community safety and effectively manage incidents.

OWNER: Head of Service Delivery - East



SUMMARY

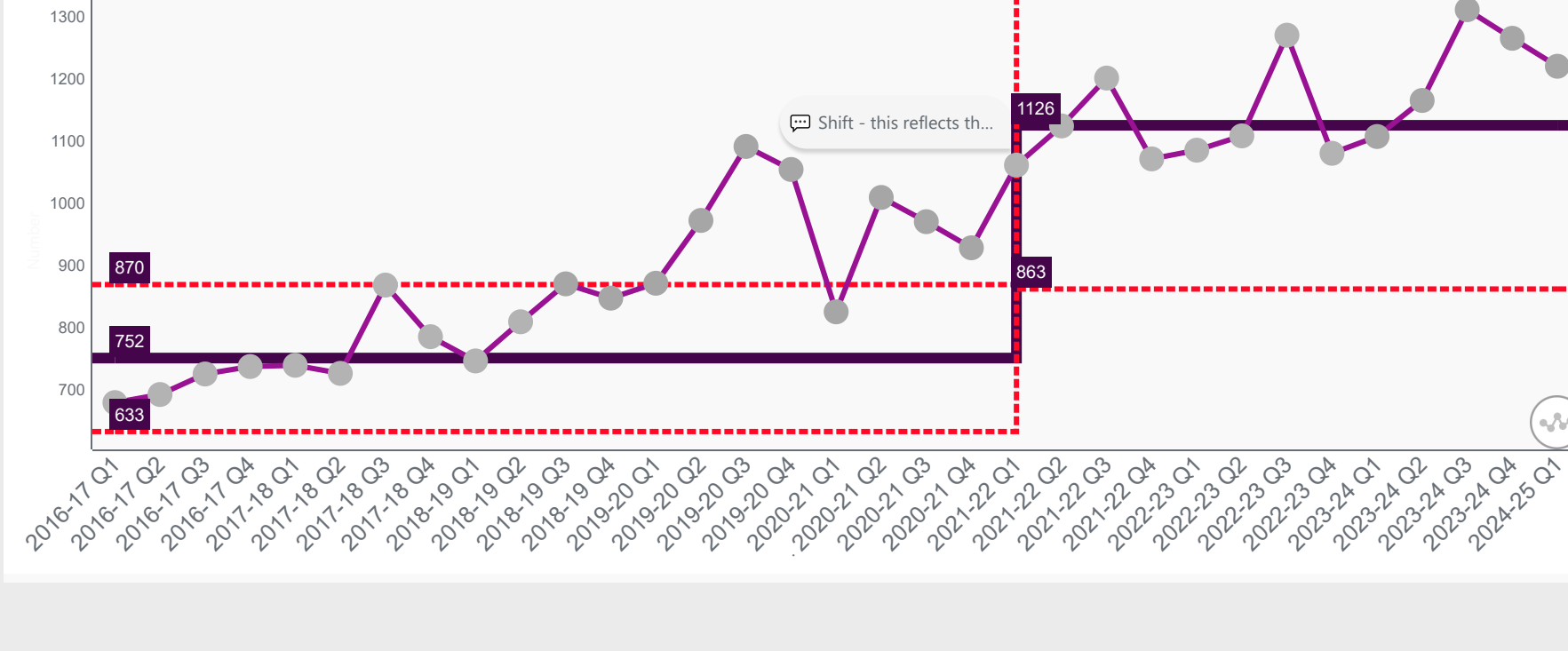
Expect demand for this type of incident to continue, which reflects changes in community risk. This also highlights a continual increase in requests from partner agencies to access fire & rescue capabilities.

KPI 31 Effect Entry/Exit Incidents

Track

PURPOSE: SFRS aims to ensure we are focused on effective and appropriate response to the changing risks within our communities

OWNER: Head of Service Delivery - East



SUMMARY

Expect consistent trend line to continue, which reflects changes in community risk and operational demand. Those also reflects a continual increase in requests from partner agencies to access fire & rescue capabilities.

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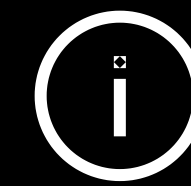
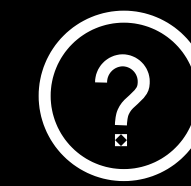
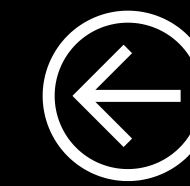
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Report No: C/SDC/22-24

Agenda Item: 9.3

Report to:		SERVICE DELIVERY COMMITTEE						
Meeting Date:		22 AUGUST 2024						
Report Title:		Incidents Involving Recycling Management and Battery Storage						
Report Classification:		For Scrutiny					SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>	
1	Purpose							
1.1	To provide the Service Delivery Committee (SDC) with information regarding incidents involving recycling management and battery storage sites and Scottish Fire and Rescue Service (SFRS) approach to prevention and response to these types of incidents and sites.							
2	Background							
2.1	Scotland has a total of 405 Landfill sites that hold 2,344,931 tonnes and have the capacity for a further 28,734,844 tonnes. There are a further 850 waste sites that include metal recycling, transfer stations and other treatment facilities.							
2.2	<p>The materials that waste sites manage have changed over the last number of years with the introduction of Lithium-ion Batteries (LIB) to the commercial market around 1991 with wireless type devices such as mobile phones and laptops.</p> <p>The use of LIB has continued to grow across all sectors, from electronics to vehicles, which in turn leads to significant quantities of waste products associated with batteries. An estimated 1,145,000 electric cars are now on UK roads. Should the UK continue on the Road to Zero (RTZ) target, it is estimated that this will increase to between 8 and 11 million hybrid or electric vehicles by 2040.</p>							
2.3	<p>Battery Energy Storage Systems (BESS) have and continue to grow in number and size across the UK.</p> <p>BESS use batteries, for example LIB, to store electricity at times when supply is higher than demand. They can then later release electricity when it is needed.</p>							
2.4	<p>Installing a grid-scale BESS requires planning consent. Planning is a devolved matter, and decision-making rules differ across the UK.</p> <p>In a letter to chief planning officers in 2020, the Scottish Government (SG) clarified that BESS should be “treated as any other generating station” in Scotland.</p> <p>This means that, depending on their capacity, BESS need either consent from planning authorities or from Scottish ministers:</p> <ul style="list-style-type: none"> • Planning authorities are responsible for determining applications for electricity generating stations with a capacity up to 50 MW • Scottish ministers are responsible for determining applications to construct and operate electricity generating stations with a capacity over 50 MW under section 36 of the Electricity Act 1989. 							

<p>2.5</p> <p>2.6</p>	<p>Drawing on data from the Solar Media Market Research, which produces digital news and business intelligence on solar photovoltaics and battery storage technologies, the Solar Power Portal estimates that in 2023 there were 161 operational energy storage sites in the UK.</p> <p>Of the applications submitted between 2015 and 2023 on which a decision has already been made, 77% were granted planning consent and 23% were refused consent, withdrawn or abandoned by developers. 362 applications for BESS that have been submitted are still awaiting a decision.</p> <div data-bbox="507 495 1259 996"> <table border="1"> <caption>Number and outcome of planning applications for BESSs</caption> <thead> <tr> <th>Year</th> <th>Granted planning consent</th> <th>Refused, withdrawn or abandoned</th> <th>Awaiting decision</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>9</td> <td>0</td> <td>0</td> <td>9</td> </tr> <tr> <td>2016</td> <td>35</td> <td>0</td> <td>0</td> <td>35</td> </tr> <tr> <td>2017</td> <td>123</td> <td>0</td> <td>0</td> <td>123</td> </tr> <tr> <td>2018</td> <td>73</td> <td>0</td> <td>0</td> <td>73</td> </tr> <tr> <td>2019</td> <td>71</td> <td>0</td> <td>0</td> <td>71</td> </tr> <tr> <td>2020</td> <td>101</td> <td>0</td> <td>0</td> <td>101</td> </tr> <tr> <td>2021</td> <td>233</td> <td>0</td> <td>0</td> <td>233</td> </tr> <tr> <td>2022</td> <td>324</td> <td>0</td> <td>0</td> <td>324</td> </tr> <tr> <td>2023</td> <td>356</td> <td>0</td> <td>0</td> <td>356</td> </tr> </tbody> </table> <p>Source: DESNZ, Renewable Energy Planning Database: Quarterly extract, Renewable Energy Planning Database (REPD) - January 2024 (CSV), last updated 12 February 2024 [accessed 22 March 2024]</p> </div>	Year	Granted planning consent	Refused, withdrawn or abandoned	Awaiting decision	Total	2015	9	0	0	9	2016	35	0	0	35	2017	123	0	0	123	2018	73	0	0	73	2019	71	0	0	71	2020	101	0	0	101	2021	233	0	0	233	2022	324	0	0	324	2023	356	0	0	356
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<p>3</p> <p>3.1</p> <p>3.1.1</p> <p>3.1.2</p> <p>3.1.3</p> <p>3.1.4</p> <p>3.1.5</p>	<p>Main Report/Detail</p> <p>Preparedness</p> <p>Since the inception of the Preparedness Function a number of key objectives have been developed to identify, assess and mitigate organisational and community risk.</p> <p>In conjunction with relevant departments, the Prevention, Protection & Preparedness Directorate established the Electrical Infrastructure Working Group (EIWG) and associated sub-groups. This has been established with the purpose of determining and considering the current and emerging risks that Li-Ion Batteries (LIB), and associated technology, presents to safety and wellbeing of Scottish Fire and Rescue Service (SFRS) employees, public, business and partners.</p> <p>The Resilience team are developing a SFRS Risk and Preparedness Assessment (RPA) in-line with Preparing Scotland Guidance. The aim of which is to enhance the organisations preparedness for potential risks, ensuring the service can effectively anticipate, manage, and mitigate risks to maintain operational capability and safeguard SFRS staff, property, resources and assets.</p> <p>This is carried out by the identification and assessment of risks; by carrying out a review of the Scottish Risk Assessment (SRA) and the National Security Risk Assessment (NSRA) and systematically assessing their likelihood and impact on SFRS.</p> <p>The Community Risk Management (CRM) team are developing a framework that includes – Defining Scope, Hazard Identification, Risk Analysis, Decision-Making and Evaluation. The framework will align to NFCC Fire Standards and provide the necessary guidance and tools to support local (LSO level) and national decision making. The framework will be underpinned by the work of the Community Risk Identification Mitigation and Engagement (CRIME) Group. The CRIME Group will have cross directorate / functional representation with established processes to bring into a single point, identified community risk. Identified and developed control measures will be actioned or escalated via ‘Business as Usual’ workstreams and appropriate governance routes.</p>																																																		

3.1.6	<p>Water Provision: The Water Planning (WP) team provides guidance on BESS sites at the planning stage. WP apply National Fire Chiefs Council (NFCC) guidance as there is no specific legislation relating to BESS. This guidance is around water supplies, multipoint access / egress and suitable environmental protection measures including systems for containing and managing water runoff.</p>
3.2	<p>Protection (Audit and Legislation)</p>
3.2.1	<p>In Scotland, approval for BESS installations takes place through the Local Authority planning process and/or the Scottish Government's Energy Consents Unit. SFRS may be engaged through the planning process, but this is not a statutory requirement. These process sites should be developed in line with appropriate Health and Safety (H&S) standards, and these provide the legislative framework to ensure that regulations are adhered to across the industry. The Department for Energy, Security and Net Zero commissioned a document which should act as guidance to electrical energy storage systems (EESS) project developers and help them navigate the Health and Safety requirements and ensure these are integrated into their proposals and processes. As such it is not the Fire (Scotland) Act 2005 nor the associated fire regulations that are aligned to licensing or any subsequent enforcement for LIB processes.</p>
3.2.2	<p>SFRS continue to sign post developers and local authority colleagues to the NFCC guidance in terms of Battery Energy Storage Sites (BESS) and continue to engage with NFCC around emerging issues and developing guidance.</p>
3.2.3	<p>Where SFRS receives information about proposed BESS sites, the operators are referred to the National Fire Chief Council's best practice guidance for such sites. These guidelines detail minimum standards with fire safety systems and design features, water requirements for firefighting and access requirements. There is a significant burden on SFRS in the processing of requests for guidance and information – as an emerging situation, this impact has not been factored into staffing activity / demand.</p>
3.2.4	<p>Where standards are not being met, it is for the site developer to provide justification and associated mitigation and thereafter for the local authority and/or the Scottish Government's Energy Consents Unit to make a final decision. Due to the complexities surrounding the legislative and regulatory landscape with regards these BESS technologies and developments the SFRS are not experts in this specialised field. As such SFRS should not be considered as the appropriate authority to make comment nor decision on technical specifications, site locations, environmental impact assessments etc. However, SFRS would welcome involvement from an operational response considerations and associated risks perspective.</p>
3.2.5	<p>Battery recycling premises and sites require licensing through SEPA for which they need to have robust measures in place to control processes and ensure adequate means are in place for preventing fire. SFRS may receive information on this.</p>
3.2.6	<p>There are no consultation requirements under The Waste Batteries and Accumulators Regulations 2009 for SFRS to be consulted as part of any licensing process. It remains for the Licensing Authority (SEPA) to ascertain all arrangements meet licensing requirements for Battery Recycling Facilities. In addition, as the recycling of batteries form a process, they are regulated for fire safety by the Health and Safety Executive under the Health and Safety at Work Act 1974 and not SFRS who are regulators under the Fire (Scotland) Act 2005 for general fire precautions.</p>
3.2.7	<p>SFRS is aligned with NFCC guidance in terms of LIB Energy Storage Sites (BESS) and continue to engage with them around emerging issues and developing guidance.</p>

3.2.8	Where SFRS receives information about proposed BESS sites, the operators are referred to the National Fire Chief Council’s best practice guidance for such sites. These guidelines detail minimum standards with fire safety systems and design features, water requirements for firefighting and access requirements.
3.2.9	If the requirements set out in this guidance are not being met, it is for any site developer to provide justification and associated mitigation and thereafter for the local authority and/or the Scottish Government’s Energy Consents Unit to make a final decision.
3.2.10	In addition to this, such premises and sites will require licensing through SEPA for which they need to have robust measures in place to control processes and ensure adequate means are in place for preventing fire. SFRS may receive information on this.
3.3	Operational Response
3.3.1	<p>Batteries and Electrical Storage</p> <p>All types of battery present significant hazards, including risk of explosion and the potential for production of corrosive and/or toxic gases if damaged through impact or fire. Most references are made to LIB as these are becoming more prevalent and present the most hazards and complications. The traditional type of storage batteries is usually of the lead acid or nickel iron type and will be found in many premises including commercial premises as well as motor vehicles.</p>
3.3.2	<p>Li-Ion Batteries</p> <p>LIB fires should not be treated like common fires as the burn characteristics and toxic by-products released are different. The extinguishing of this type of fire is difficult because failed LIB cells produce oxygen by themselves. Overheating causes spontaneous ignition and subsequent explosion and may result in a reaction within the battery causing internal temperature and pressure to rise at a faster rate than can be dissipated (thermal runaway). This alters the condition of the battery in such a way that the temperature is again increased, and this cyclical process often leads to a destructive result. A gas release can occur and if the emitted gases are mixed with air in a confined or semi-confined environment a gas explosion can occur if the mixture is ignited.</p>
3.3.3	<p>Hazards - All Battery Types</p> <p>Release of electrical energy without warning as large electrical currents, which can cause injury, ignition, or localised high temperatures.</p> <p>Sparking, arcing, or flashing if terminals are short circuited or touch other conductors.</p> <p>Toxic or irritating water based liquid electrolytes, such as copper sulphate.</p> <p>Corrosive acidic electrolytes, such as Sulphuric Acid.</p> <p>Poisonous alkaline electrolytes, such as potassium hydroxide.</p> <p>Very high discharge or surge currents, for example in a road vehicle battery.</p> <p>Non-precious metals like lead or copper; elevated temperatures and fires can cause these metals, when in the presence of electrolytes, to react or release vapours; and</p> <p>Release of hydrogen gas or oxygen gas during charging, which can ignite or explode.</p>
3.3.4	<p>Hazards - LIB</p> <p>Release of toxic and corrosive materials and a chain-reaction of adjacent cells igniting in succession.</p> <p>Rapid exothermic reaction, resulting in the release of projectiles and/or flammable electrolyte from the battery; and Toxic, explosive and flammable gases given off which is corrosive and may attach to walls and surfaces and when mixed with water.</p> <p>Flammable gases which can be concentrated by confined spaces such as garages, tunnels, inside buildings and inside underground structures e.g. car parks.</p>

3.4	Waste Recycling Centre Fires
3.4.1	Fires involving waste are operationally challenging in terms of access, water supplies and the potentially volatile nature of hazards contained within. LIB batteries add significant risk. These fires can spread rapidly with the risk of reignition and toxic substances. These incidents can also create a significant draw on fire service resources to fully control and extinguish the fire.
3.4.2	Most recycling sites are managed by professional operators, which adhere to regulations and good practice. However, other sites may be managed poorly or are illegal and have little regard for regulations or health and safety.
3.5	Hazards and risks that can pose significant challenges to SFRS personnel include:
3.5.1	Limited Access and Water Supply – Sites can be initially difficult to access due to site security delaying firefighting operations. Inadequate water supplies at these sites may make it difficult to deliver water to support firefighting operations.
3.5.2	Toxic and Hazardous Materials – Recycling site fires can contain a wide range of hazardous materials, including flammable liquids, chemical substances, gases, biohazards and potentially explosive materials.
3.5.3	Pressurised Containers – Waste management sites are likely to contain varying quantities and types of pressurised containers from domestic aerosols to larger pressurised gas cylinders.
3.5.4	Unstable Structures – Recycling sites may have unstable structures, such as, piles of waste or compromised buildings, which can pose risks of collapse during firefighting operations.
3.5.5	Fire Spread and Re-ignition – Waste site fires can spread rapidly due to the abundance of flammable materials, such as paper, plastics, and wood. Re-ignition may also occur at these sites due to hidden fire spread within voids and possible re-ignition due to damaged LIB.
3.6	Operational Considerations at Waste Recycling Centre Fires
3.6.1	Pre-planning – Regular operational familiarisation visits should be conducted as part of local Operational Intelligence inspection programmes.
3.6.2	Hazardous Materials and Pressurised Containers – IC should consider seeking advice from HAZMAT/Detection, Identification and Monitoring Advisers and Scientific Advisers.
3.6.3	Access and Egress – Access and egress routes must be identified as well as identification of stable ground that will support the weight of vehicles.
3.6.4	Scottish Environmental Protection Agency (SEPA) – Early liaison with the SEPA and Public Health Scotland as to the impact on the surrounding area from the fire and smoke plume.
3.6.5	Water Run-off and Environmental Impact – Firefighting at recycling centres can generate large amounts of contaminated runoff which can contaminate nearby water sources and ecosystems, leading to environmental damage.
3.7	Operational Considerations for Fires at BESS Sites
3.7.1	Pre-planning – Regular operational familiarisation visits should be conducted as part of local Operational Intelligence inspection programmes.
3.7.2	Where the presence of lithium-ion batteries affects / exceeds general domestic use (multiple laptops, Domestic BESS), HAZMAT procedures must be implemented.

3.7.3	Until the arrival of a responsible person/engineer, a 25m Hot Zone, from the site perimeter, must be implemented as a minimum or increased following the IC's DRA / ARA.
3.7.4	All personnel within the hot zone must wear full Personal Protective Equipment (PPE) and BA, due to toxic gases (vapour clouds) and projectiles.
3.7.5	The possibility of explosion must be considered, and an adequate water supply secured.
3.7.6	Consider presence and status of any suppression system in place.
3.7.7	Ensure covering jets are in place and cooling has been carried out prior to opening any compartment/container.
3.7.8	Avoid physical contact with batteries as there is a risk of electrocution, even when isolated.
3.7.9	If no life risk is present, and safe to do so, consider defensive tactics, which may include batteries in open air being allowed to burn out, with surrounding area being protected.
3.7.10	Apply copious amounts of water to battery cells (where accessible).
3.8	Operational Assurance
3.8.1	Operational Assurance, (OA), is a vital component in the analysis of pre-incident preparedness, during incident performance and post incident debrief information, with a primary aim to improve performance and ensure firefighter safety.
3.8.2	OA Department undertake a daily review of incident activity, analysing incidents for potential learning or notable practice that can be shared across the SFRS and UK Fire Sector. This review includes LIB, as either the identified source of the fire or where LIB have been involved in the incident.
3.8.3	There is also a data sharing agreement in place to share our learning through NFCC portal. NFCC - National Operational Learning User Group (NOLUG). This arrangement is reciprocated, and Action Notes and Information Notes are received from NFCC for action. As a result of these Internal and External influences, Frontline Updates are developed to share any identified operational learning: FU02.23 IncidentsLithiumIonBatteries.pdf (sharepoint.com)
3.8.4	Since 2022 OA have identified LIB's involvement in 51 incidents. From these 51 incidents there have been 5 incidents involving Recycling Centres: <ul style="list-style-type: none"> • 04/09/22 – Friarton. Shore Recycling Ltd (SEPA PPC/A/2035105). Fire started at WEEE storage area. Exact cause unknown but suspected to be battery related. • 28/02/23 – Friarton. Shore Recycling Ltd (SEPA PPC/A/2035105). Fire started following explosion on site at fragmentation plant area where white goods are treated. • 08/04/24 – Kilwinning. Fenix Battery Recycling Ltd (SEPA WML/W/0022040). SEPA are currently awaiting the report from Fenix Battery Recycling Ltd as to the cause of the fire. • 19/05/24 – Friarton. Perth and Kinross Council facility (SEPA WML/L/1082282). Fire started in WEEE stored material and was limited to this stockpile. Exact cause unknown but suspected to be battery related. • 23/06/24 – Linwood – WEEE solutions e-waste facility.
3.8.5	Local debriefs have been conducted for all incidents through OA processes and OA are hosting a structured debrief for the incident at Linwood on 23/06/24, planned for 23/08/24. This was a level 3 incident over 9 days and the details provided demonstrate the challenges faced by SFRS by the protracted and resource intensive nature of this incident type: Incident Number: 30773241 Date: 23/06/2024 21:12hrs

	<p>Stop: 01/07/2024 18:32hrs Appliances: 79 - Incident & Standby Height: 24 Prime Mover: 4 Water Rescue Tow Unit: 3 High Volume Pump: 1 DIM: 1 Scientific Advisor: 1 FDO: 24 Fire Investigation: 3 Media Officer: 2 Transport Officer: 1</p>
3.9	UK BESS Incidents
3.9.1	There has only been one documented incident of a BESS fire in the UK. In September 2020, one of the three battery system containers at a BESS site in Liverpool caught fire. An investigation by Merseyside Fire and Rescue Service found the fire was the result of a failure of one of cooling systems associated with the battery management system which led to the batteries within the container overheating, leading to thermal runaway and a build-up of gas. This resulted in a fire and explosion that cause the container to warp and doors to blow off.
3.10	Global Incidents
3.10.1	There is no reliable, publicly accessible record of the number of BESS fires that have occurred elsewhere. The Electric Power Research Institute (EPRI) Energy Storage Technology Database estimates that (as of 17 April 2024) 85 BESS fires have occurred since 2011. However, the EPRI database relies on news articles and does not verify their validity, so the list may not be accurate or exhaustive.
4	Recommendation
4.1	The Service Delivery Committee are asked to scrutinise the contents of this covering paper.
5	Key Strategic Implications
5.1	Risk
5.1.1	There is a risk to communities, business and firefighters resulting from incidents involving recycling management centres and potentially battery storage sites. This covering paper and associated presentation, presents information relating to SFRS preparedness to mitigate and resolve operational incidents.
5.2	Financial
5.2.1	There is no specific SFRS H&S element associated with this covering paper, as it is a summary of the current position.
5.3	Environmental & Sustainability
5.3.1	Waste management centres and battery fires can be challenging and difficult to extinguish due to the level of fuel contained that sustains a fire. Specifically, battery fires can also produce hydrogen and oxygen, which further fuels the fire. The build-up of gas and pressure during a battery fire can also lead to an explosion. The gases produced are toxic, which can pose a risk to site workers and emergency responders if inhaled.
5.4	Workforce
5.4.1	There is no specific SFRS H&S element associated with this covering paper, as it is a summary of the current position.

5.5	Health & Safety	
5.5.1	There is no specific SFRS H&S element associated with this covering paper, as it is a summary of the current position.	
5.6	Health & Wellbeing	
5.6.1	There is no specific SFRS H&S element associated with this covering paper, as it is a summary of the current position.	
5.7	Training	
5.7.1	There is no specific SFRS H&S element associated with this covering paper, as it is a summary of the current position.	
5.8	Timing	
5.8.1	This paper and accompanying presentation provide the Service Delivery Committee with information relating to waste management centres and BESS following a number of operational incidents.	
5.9	Performance	
5.9.1	There is no specific SFRS H&S element associated with this covering paper, as it is a summary of the current position.	
5.10	Communications & Engagement	
5.10.1	This covering paper provides information in support of the Incidents Involving Recycling Management and Battery Storage presentation.	
5.11	Legal	
5.11.1	The provision of information is predominantly through NFCC guidance as stated in the main body of the report.	
5.12	Information Governance	
5.12.1	Not applicable, as this is an information paper provided on request.	
5.13	Equalities	
5.13.1	Not applicable, as this is an information paper provided on request.	
5.14	Service Delivery	
5.14.1	This paper highlights the broad range of legislation, preparedness, protection activities, historic operational activities and firefighting tactics deployed to mitigate the impact from incident involving recycling management centres.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	David Farries, Director of Operational Delivery
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Reasonable
7.3	Rationale:	This paper and associated presentation gives a background and overview of current legislative and SFRS arrangements related to the topic. In this rapidly evolving area, reasonable assurance is provided that SFRS are aware of emerging themes and set up to prepare for and respond to incidents of this nature.
8	Appendices/Further Reading	
8.1	Appendix A: Recycling Management and Battery Energy Storage Systems Presentation	

Prepared by:	AC Nesbit & SC Burns, Preparedness Function	
Sponsored by:	Garry Mackay, Deputy Assistant Chief Officer, Operations Function	
Presented by:	David Farries, Assistant Chief Officer, Director of Operational Delivery	
Links to Strategy and Corporate Values		
Strategic Outcomes –		
<ul style="list-style-type: none"> • Two - Communities are safer and more resilient as we respond effectively to changing risks. • Three – We value and demonstrate innovation across all areas of our work. • Seven – Community safety and wellbeing improves as we work effectively with our partners. 		
SFRS Values – Innovation		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Service Delivery Committee</i>	<i>22 August 2024</i>	<i>For Scrutiny</i>

APPENDIX A

Recycling Management & Battery Energy Storage Systems



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Introduction

This presentation provides an overview of incidents involving waste recycling centres and sites employing Battery Energy Storage Systems (BESS) and outlines pre-planning and operational considerations for SFRRS when responding to these types of incidents.



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Waste Recycling Centres

- Waste recycling centres are locations where refuse is taken to be recycled and include council and privately operated sites undertaking specialist recycling
- Materials that waste sites manage have changed over the last number of years with the introduction of Lithium-ion Batteries (LIB) around 1991
- Use of LIB, from electronics to vehicles, has led to a significant increase of waste associated with batteries
- 1.1 million electric cars are now on UK roads, and this could increase to 11 million hybrid or electric vehicles by 2040.



Battery Energy Storage Systems

- A battery storage power station, or battery energy storage system (BESS), is a type of energy storage power station that uses a group of batteries to store electrical energy
- BESS enable energy from renewables like solar and wind to be stored and then release electricity as it is needed
- BESS use LIB. When LIB cells rupture, this can lead to the release of large amounts of flammable and potentially toxic gases, which can lead to fire and explosion.



Risk Profile

- Scotland has a total of **405** Landfill sites that hold 2,344,931 tonnes of refuse
- **850** waste sites that include metal recycling, transfer stations and treatment facilities
- Use of LIB has continued to grow across all sectors, from electronics to vehicles, leading to significant quantities of waste products associated with batteries
- As of 2023, the UK's planning system lists **1,145** BESS projects, **93** of these sites are operational, the rest in development.



LIB Incidents

Since 2022 SFRS have attended 51 LIB incidents, 5 involving Waste Recycling Centres

4 th September 2022	Shore Recycling Ltd, Friarton, Perthshire	Fire started at Waste from Electrical and Electronic Equipment (WEEE) storage area. Exact cause unknown, suspected to be battery related
28 th February 2023	Shore Recycling Ltd, Friarton, Perthshire	Fire started following explosion on site at fragmentation plant area where white goods are treated
8 th April 2024	Fenix Battery Recycling Ltd, Kilwinning	Scottish Environmental (SEPA) are currently awaiting the report as to the cause of the fire
19 th May 2024	Perth and Kinross Council Facility, Friarton, Perthshire	Fire started in WEEE stored material. Exact cause unknown but suspected to be battery related
23 rd June 2024	Linwood, Paisley	WEEE solutions e-waste facility

Only one documented incident of a BESS fire in the UK. In September 2020, one of the three battery system containers at a BESS site in Liverpool caught fire. An investigation found the fire was the result of a failure of one of cooling systems associated with the battery management system which led to the batteries within the container overheating, leading to thermal runaway and a build-up of gas.

SFRS Planning & Preparedness

- Prevention, Protection & Preparedness Directorate have established the Electrical Infrastructure Working Group to consider emerging risks that LIB technology presents to SFRS, partners & communities
- Resilience team are developing a LIB Risk and Preparedness Assessment in-line with Preparing Scotland Guidance
- Community Risk Management Team are developing a framework underpinned by the Community Risk Identification Mitigation and Engagement Group which has cross-directorate representation
- Water Planning Team provides guidance on BESS sites at the planning stage & apply National Fire Chiefs Council (NFCC) guidance as there is no specific legislation relating to BESS.

Protection - Audit and Legislation

- In Scotland, approval for BESS installations takes place through Local Authority planning process and/or the Scottish Government's Energy Consents Unit. SFRS may be engaged through the planning process, but this is not a statutory requirement
- SFRS continues to engage with NFCC around developing LIB guidance
- Battery recycling premises and sites require licensing through SEPA to control processes and ensure adequate means are in place for preventing fire
- Where SFRS receives information about proposed BESS sites, operators are referred to the NFCC's best practice guidance for sites. These guidelines detail minimum standards with fire safety systems and design features, water requirements for firefighting and access requirements.

Hazards at Waste Recycling Centre Fires

Incidents can be protracted and resource intensive due to (but not limited to):

Limited Access and Water Supply

Challenges in reaching the site and ensuring adequate water supply.

Toxic and Hazardous Materials

Includes LIBs, flammable liquids, chemical substances, gases, biohazards, and potentially explosive materials.

Pressurised Containers

From domestic aerosols to larger pressurised gas cylinders.

Unstable Structures

Piles of waste or compromised buildings that pose risks of collapse.

Fire Spread and Re-ignition

Abundance of flammable materials like paper, plastics, and wood. Hidden fire spread within voids and damaged LIB can cause re-ignition.



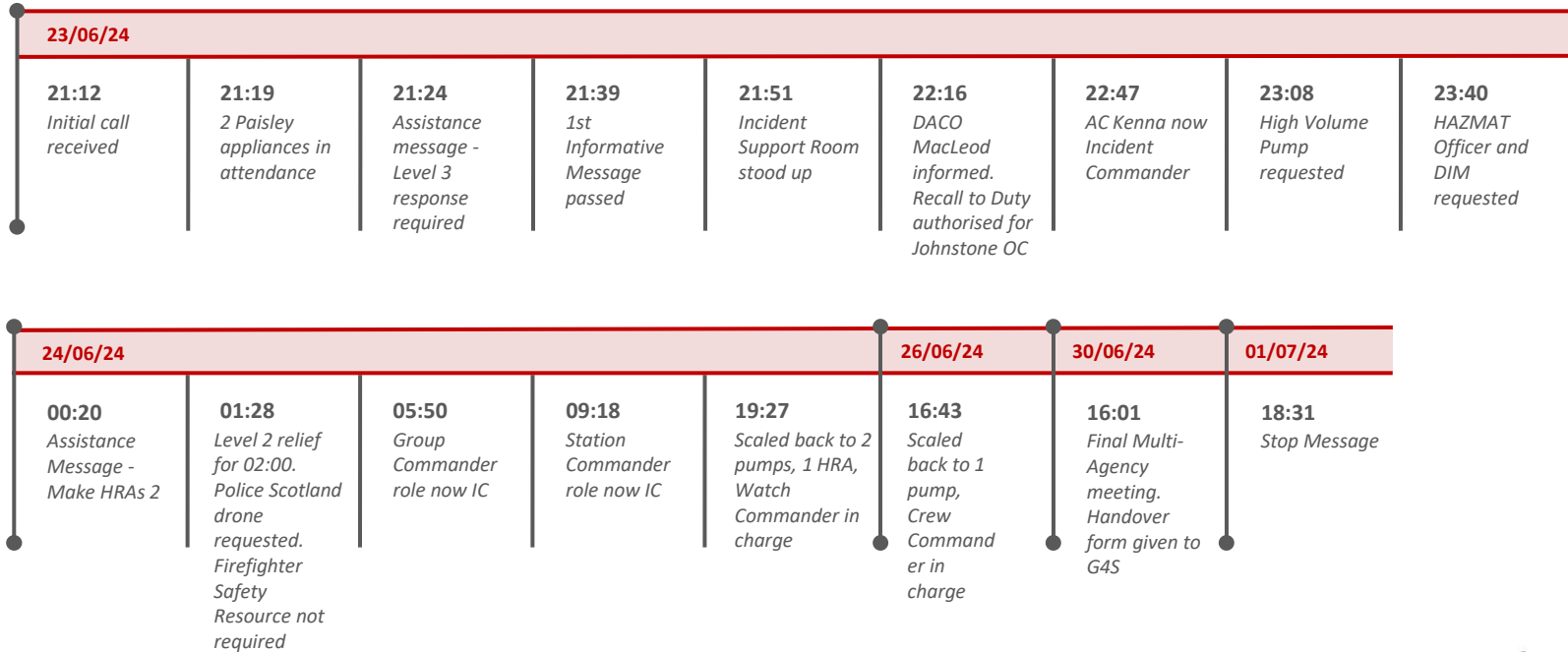
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Operational Considerations

- Early liaison with SEPA and Public Health Scotland as to the impact on the surrounding area from the fire and smoke plume and water run-off will mitigate risk to the environment, disruption to communities and reputational risk to SFRS
- The prevalence of LIB within waste recycling sites and the renewable energy sector has significantly increased and will continue to do so. The involvement of LIB in fire incidents poses challenges to SFRS through the need to deploy significant resources over an extended period to safely manage these incidents
- The availability of specialist resources such as High Reach Appliances, High Volume Pumps and DIM Units can be significantly impacted by these types of incidents and may result in a delay until all resources are in attendance to fully implement the OIC's tactical plan
- There may also be a significant draw on personnel, primarily Operations Control and the on duty FDO Command Group, which can result in additional welfare considerations.

Incident Timeline

Burnbrae Road, Linwood 23/06/2024



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Resources Overview

At the recent incident in Linwood, SFRS were at Level 3 and Level 2 resourcing levels for 22 hours and in total, the SFRS resources detailed below, were deployed over 8 days until the incident was resolved.

79	Appliances (Incident & Standby)	24	FDOs
24	High Reach Appliances (Initial and Relief)	1	High Volume Pump
4	Prime Mover		
3	Water Rescue Tow Unit		

In addition to the default Level 3 FDO command structure, the following additional uniformed and Support roles were utilised over the 8 days: DIM Officers, Scientific Advisors, Fire Investigation and Media.

Questions?



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Report No: C/SDC/23-24

Agenda Item: 10.1

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	22 AUGUST 2024							
Report Title:	RISK UPDATE REPORT – AS AT 31 JULY 2024							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY						
		For Reports to be held in Private						
		Specify rationale below referring to						
		<u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	
1	Purpose							
1.1	The purpose of this report is to provide the Service Delivery Committee with an overview of the current risks highlighted by Directorates.							
2	Background							
2.1	The purpose of the risk register is to inform decision making through Scrutiny and Assurance processes, providing additional awareness of the risks we face and the actions required to minimise these risks.							
2.2	The Audit and Risk Assurance Committee (ARAC) is responsible for advising the Board and the Accountable Officer on the adequacy and effectiveness of the Service's arrangements for risk management and has oversight of the Strategic Risk Register. All other Committees will scrutinise risks, pertinent to the business of the Committee, and consider the adequacy of management's response to risk.							
2.3	The Strategic Leadership Team (SLT) has responsibility for the identification and management of risk and will ensure that Risk Registers present a fair and reasonable reflection of the most significant risks impacting upon the organisation. The SLT will champion the importance of risk management in supporting the achievement of the Service's strategic outcomes and objectives.							
2.4	Executive Boards provide oversight, direction and decision making in relation to aligned Service activity. Each Executive Board will receive a risk report on relevant Directorate risks to ensure appropriate action is being undertaken. Where additional assurance is required, this will be through risk spotlighting.							
2.5	Following discussion within SLT all Directorate risks will be aligned to the Strategic Plan with only those risks rated 15 or above to be included within reporting templates. This will allow scrutiny to be focused on the most significant risks impacting upon Directorates and consideration of related control actions.							
3	Main Report/Detail							
3.1	Risk Overview							
3.1.1	The table below identifies the alignment between the 2022-25 Strategic Outcomes and the current Directorate Risks:							

Strategic Outcomes		Directorate Risks				Total
		VH	H	M	L	
Outcome 1	Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.	1	1	1		3
Outcome 2	Communities are safer and more resilient as we respond effectively to changing risks.	4	3	2		9
Outcome 3	We value and demonstrate innovation across all areas of our work.			1		1
Outcome 4	We respond to the impacts of climate change in Scotland and reduce our carbon emissions.		1			1
Outcome 5	We are a progressive organisation, use our resources responsibly and provide best value for money to the public	2	6	4		12
Outcome 6	The experience of those who work for SFRS improves as we are the best employer we can be.	1	4	2		7
Outcome 7	Community safety and wellbeing improves as we work effectively with our partners			1		1
		8	15	11		34

3.1.2 Directorates will continue to review the alignment of risk to the Strategic Plan with revisions to be made within future reports to ensure the accuracy of this information.

3.1.3 Risk Registers have been updated to reflect identified common themes and the table below provides an alignment between these themes and identified risk.

Themes	Directorate Risks				Total
	VH	H	M	L	
Communication and Engagement		1	1		2
Environmental and Sustainability		1			1
Financial	1	2			3
Health and Safety		1			1
Health and Wellbeing			1		1
Information Governance		1			1
Legal		2	2		4
Performance	1	1	1		3
Service Delivery	2		3		5
Training	1	1			2
Workforce	3	5	3		11
		8	15	11	34

3.1.4 Risk themes were introduced to identify common areas of risk across Directorates, allowing consideration of the wider controls in place to manage common risk. Work currently being undertaken in relation to Risk Appetite, and agreed appetite categories, will allow this work to be developed further.

3.2 **Risk Appetite**

3.2.1 The purpose of setting risk appetite levels is to define the amount of risk that the Service is prepared to accept, tolerate, or be exposed to at any point in time to achieve our strategic outcomes.

3.2.2 Our appetite for risk will vary depending upon the category of risk being considered and the use of an agreed set of risk appetite categories will provide a consistent basis from which to develop category specific statements. SLT have agreed 8 categories which are listed below:

Financial	Service Delivery
Organisational Security	People
Environmental	Innovation
Compliance	Political & Stakeholder Relationships

3.2.3 Within each of the above categories key elements of activity have been identified, together with an agreed appetite level, supported by the identification of associated controls, aligned to our assurance framework. The agreed appetite levels are outlined below:

Category	Category Description
Minimalist	Preference for low level of associated risk and uncertainty and will only look to accept risk where it is essential to do so. The creation of opportunity is not a key driver.
Cautious	Preference for safe options where the level of benefit and risk is limited but some opportunity may be experienced.
Open	Willing to consider all potential delivery options and to choose the one that is most likely to result in success and opportunity whilst also providing an acceptable level of risk.
Ambitious	Eager to be innovative and to take opportunities offering potentially higher reward, whilst accepting greater risk and uncertainty.

3.2.4 Once the risk appetite statements are agreed Directorate risks will be realigned to the new RA categories, which will have an impact upon the initial themes used.

3.3 **Service Delivery Committee Aligned Risk**

3.3.1 In relation to the current period Directorates reviewed registers identifying 10 Directorate risks, aligned to all Service Delivery Committee with 3 risks rated at 15 or above. All risks rated 15 or above are now coloured red, with the table below providing the current status of each risk:

What is the current status of each risk?						
		Impact				
		1	2	3	4	5
Probability	1					
	2				1	
	3			2	3	1
	4			1	2	
	5					

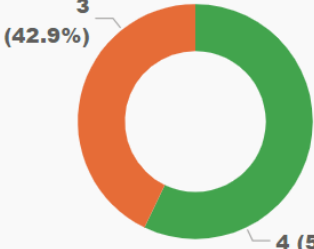
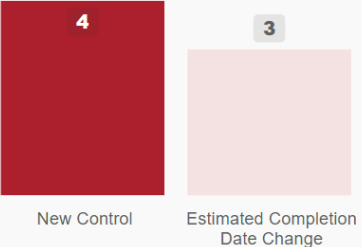
3.3.2 Appendix A to the report provides information on the 3 risks rated 15 or above. The information is also available through the risk dashboard and a copy of the link is attached for information - [Risk Dashboard](#).

3.3.3 Following the last review two new risks have been identified, reportable to the Service Delivery Committee, over the last quarter. These are included within Appendix A:

What changes have been made to risks in this timeframe?



Risk ID	Risk Name	Changes Made
PPP01	Trained, Skilled and Motivated Staff	There is a risk of ineffective levels of capacity and skilled resource due to challenges with recruitment, promotion, staff retention and training, resulting in the potential that the Directorate may not be able to deliver against its legislative and organisational responsibilities.
FCS019	Critical Service and System Failure	There is a risk that many of our critical services and systems, which support Operations Control team functions, could fail and be unrecoverable. This is because of the age of both the hardware and software elements involved, much of which is substantially beyond end of life.

<p>3.4 3.4.1</p>	<p>Control Actions</p> <p>Without action taken on progressing identified controls, risks are likely to remain static and additional reporting has now been put in place to manage control actions through a RAG status, aligned to the reporting process agreed for Internal Audit. This will focus scrutiny on priority areas, allowing responsible officers to provide assurance updates.</p> <table border="1" data-bbox="491 353 1273 461"> <tr> <td style="background-color: #90EE90;">Green</td> <td>On target or within 3 months of original due date</td> </tr> <tr> <td style="background-color: #FFD700;">Amber</td> <td>3-9 months delay from original due date</td> </tr> <tr> <td style="background-color: #FF0000;">Red</td> <td>Delay of over 9 months from original due date</td> </tr> </table> <div data-bbox="596 495 1166 891"> <p>How many actions are outstanding?</p>  <p>3 (42.9%) 4 (57.1%)</p> <p>● On Target or 3 months from due ... ● 3-9 months from ori...</p> </div> <p>3.4.2 Information on the three control actions now classed as 3 to 9 months from their original due date is attached within Appendix A. These control actions relate to SD001 and are currently being reviewed by Operational Delivery.</p> <p>3.4.3 Following review, the following changes have been made to control actions:</p> <div data-bbox="596 1128 1166 1458"> <p>What changes have been made to actions?</p>  <p>4 3</p> <p>New Control Estimated Completion Date Change</p> </div> <p>3.4.4 The new control actions relate to FCS019 and PPP001 as outlined in 3.3.3 with details provided in Appendix A.</p>	Green	On target or within 3 months of original due date	Amber	3-9 months delay from original due date	Red	Delay of over 9 months from original due date
Green	On target or within 3 months of original due date						
Amber	3-9 months delay from original due date						
Red	Delay of over 9 months from original due date						
<p>4</p>	<p>Recommendation</p>						
<p>4.1</p>	<p>The Service Delivery Committee is asked to:</p> <ul style="list-style-type: none"> Scrutinise the information presented within the report. 						
<p>5</p>	<p>Key Strategic Implications</p>						
<p>5.1 5.1.1</p>	<p>Risk</p> <p>The report identifies risks from each Directorate together with the significant changes made since the last update. Each Directorate will be responsible for the identification and mitigation of any associated risk and for the update of relevant risk registers.</p>						
<p>5.2 5.2.1</p>	<p>Financial</p> <p>The report identifies risks from each Directorate with financial implications arising from control decisions to be managed by the relevant Directorate.</p>						

5.3 5.3.1	Environmental & Sustainability Any implications arising from the report will be managed by the relevant Directorate.	
5.4 5.4.1	Workforce Any implications arising from the report will be managed by the relevant Directorate.	
5.5 5.5.1	Health & Safety Any implications arising from the report will be managed by the relevant Directorate.	
5.6 5.6.1	Health & Wellbeing Any implications arising from the report will be managed by the relevant Directorate.	
5.7 5.7.1	Training Any implications arising from the report will be managed by the relevant Directorate.	
5.8 5.8.1	Timing The report is provided to the Audit and Risk Assurance Committee on a quarterly basis.	
5.9 5.9.1	Performance The risk report is used to ensure risks are identified and suitably managed by relevant Directorates.	
5.10 5.10.1	Communications & Engagement Any implications arising from the report will be managed by the relevant Directorate.	
5.11 5.11.1	Legal Any implications arising from the report will be managed by the relevant Directorate.	
5.12 5.12.1	Information Governance DPIA completed - No. The report provides a summary of risks identified by Directorates. Each Directorate will ensure that any relevant DPIA is completed as required.	
5.13 5.13.1	Equalities EHRIA completed - No. An assessment was undertaken in relation to the Risk Management Policy. Any individual elements of work, which may have an impact upon Equalities, will require to be assessed and managed by the relevant Directorate.	
5.14 5.14.1	Service Delivery Any implications arising from the report will be managed by the relevant Directorate.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Sarah O'Donnell, Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable / Limited/Insufficient : There is room for improvement in the identification of the right risks and their associated risk rating, controls and the completion of mitigating actions within identified timescales.
7.2	Rationale:	The report is based upon information identified by each Directorate and I have confidence that the information is correctly reported based upon these returns.
8	Appendices/Further Reading	
8.1	Appendix A – Significant Risks	

Prepared by:	David Johnston, Risk and Audit Manager	
Sponsored by:	Sarah O'Donnell, Director of Finance and Contractual Services	
Presented by:	Stuart Stevens, Deputy Chief Officer	
Links to Strategy and Corporate Values		
Risk Management forms part of the Services Governance arrangements and links back to Outcome 5 of the 2022-25 Strategic Plan, specifically Objectives 5.1 and 5.6:		
Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.		
<ul style="list-style-type: none"> • Objective 5.1: Remaining open and transparent in how we make decisions. • Objective 5.6: Managing major change projects and organisational risks effectively and efficiently. 		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Service Delivery Committee</i>	<i>22 August 2024</i>	<i>For Scrutiny</i>

**Appendix A – Significant Risks and Related Control Actions
(Risks rated 15 or above)**

Risk ID	Strategic Outcome	Risk Description	Committee Alignment	SLT Risk Owner	Risk Rating	Target	Previous Risk Rating
SD001	2	There is a risk of failure to mobilise to an incident due to a technical failure of the existing mobilising systems. As a result, we would be failing to meet our statutory duty and also potentially bring reputational damage to the Service.	SDC (SDB)	Director of Operational Delivery	15	10	15
Controls Actions		Original Due Date	Est' Completion Date	Owner	Comment		Action Status
Procurement and implementation of Vision 5 Disaster Recovery System (for EOC and DOC)		31/12/2023	31/12/2024	Head of Function	Engagement with ICT is being undertaken in relation to identified issues and all aspects of activity are continuing.		3-9 months from original due date
Procurement and implementation of DS300 ICCS (for DOC and JOC)		31/03/2024	30/11/2024	Head of Function	Installation of DS3000 hardware within JOC and DOC remains ongoing and risk assessments for installed hardware complete.		3-9 months from original due date
Support the design, procurement, delivery and implementation of the New Mobilising System (NMS) - Phase 1		31/12/2023	31/12/2024	Head of Function	Work to support of the procurement of the NMS is continuing.		3-9 months from original due date

Risk ID	Strategic Outcome	Risk Description	Committee Alignment	SLT Risk Owner	Risk Rating	Target	Previous Risk Rating
FCS019	2	There is a risk that many of our critical services and systems, which support Operations Control team functions, could fail and be unrecoverable. This is because of the age of both the hardware and software elements involved, much of which is substantially beyond end of life. Vendor or SME support contracts are largely on a best endeavours basis resulting in, for example, the potential of Operations Control being unable to mobilise resources to an incident	SDC (SDB)	Director of Finance and Contractual Services	16	12	16
Controls Actions		Original Due Date	Est' Completion Date	Owner	Comment		Action Status
Ensure key support contracts are managed in line with contract management arrangements		31/03/2025	31/03/2025	Head of ICT	Engagement with staff to ensure awareness of contract management requirements.		On Target or 3 months from due date
Proactive support and maintenance of systems by ICT staff		31/03/2025	31/03/2025	Head of ICT	Ongoing software and security patching to systems being undertaken.		On Target or 3 months from due date

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Risk ID	Strategic Outcome	Risk Description			Committee Alignment	SLT Risk Owner	Risk Rating	Target	Previous Risk Rating
PPP001	1	There is a risk of ineffective levels of capacity and skilled resource due to challenges with recruitment, promotion, staff retention and training, resulting in the potential that the Directorate may not be able to deliver against its legislative and organisational responsibilities.			SDC (SDB)	Director of Prevention, Protection and Preparedness	16	4	16
Controls Actions		Original Due Date	Est' Completion Date	Owner	Comment			Action Status	
Create bespoke development pathway suitable of PPP to attract and retain personnel.		31/03/2025	31/03/2025	Heads of Function	Discussions with People Directorate and Trade Unions is required which will include interim options for Fire-Engineering through sub-contracting			On Target or 3 months from due date	
Implement temporary support for East SDA FI team, utilising North and West Teams for an 18 month period		01/10/2025	01/10/2025	Heads of Function	During the 18 month period there will be a rigorous training program for new members of staff. Regular evaluations, knowledge transfer sessions, and effective communication and engagement will be established to ensure training is coordinated and staff progress is tracked			On Target or 3 months from due date	

SERVICE DELIVERY COMMITTEE – FORWARD PLAN

Agenda Item 11.1

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
26 NOVEMBER 2024	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies for Absence • Consideration of and Decision of any Items to be taken in Private • Declaration of Interests • Minutes • Action Log • Review of Actions • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Update from HMFSI • Operational Learning • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Service Delivery Update (incl NMS/OC Resilience) • Service Delivery Performance Reporting: Quarterly Performance Report, • HMFSI Action Plan Updates & Closing Reports • UFAS • Strategic Risk Summary and Committee Aligned Directorate Risks • Spotlight Risks: (TBC) <p><u>New Business</u></p> <ul style="list-style-type: none"> • SFRS Complaints and Compliments Annual Report 2023/24 • UFAS Response Benefits Realisation • Fire Storm Report Update • Grenfell Report – Update on Recommendations 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> •
25 FEBRUARY 2025	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies for Absence • Consideration of and Decision of any Items to be taken in Private • Declaration of Interests • Minutes • Action Log • Review of Actions • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Update from HMFSI • Operational Learning • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Service Delivery Update (incl NMS/OC Resilience) • Service Delivery Performance Reporting: Quarterly Performance Report, • HMFSI Action Plan Updates & Closing Reports • UFAS • Strategic Risk Summary and Committee Aligned Directorate Risks • Spotlight Risks: (TBC) <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> •

Fire Storm Report Update- 6 monthly updates – to be added to May 2025 and 6 monthly thereafter

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PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

THURSDAY 22 AUGUST 2024

The following reports were submitted for information only.

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/25-24

Agenda Item: N/A FIO

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	22 AUGUST 2024							
Report Title:	NATIONAL WATER SAFETY PROJECT REVIEW – APRIL 2022 TO MARCH 2024							
Report Classification:	For Information Only	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	To update the Service Delivery Committee on the activities and outcomes resulting from Scottish Fire and Rescue Service (SFRS) support / resource dedicated to water safety for the time period April 2022 to March 2024. This is captured in the accompanying document <i>National Water Safety Project Review</i> .							
2	Background							
2.1	The National Water Safety Project (Project) was established in April 2022, largely in response to a series of fatal drowning incidents during a single weekend in July 2021 in which seven people lost their lives in separate incidents across Scotland. The Project aimed to consolidate efforts of Local Senior Officer (LSO) Areas in the delivery of water safety to ensure that as a Service, SFRS had a consistent approach and complimented the efforts of Water Safety Scotland (WSS) to work cooperatively towards reducing drownings in Scotland.							
2.2	WSS, of which SFRS is a member, was set up by the Royal Society for the Prevention of Accidents (RoSPA) in 2014 and are tasked with the co-ordination of efforts to improve water safety throughout Scotland through the delivery of Scotland's Drowning Prevention Strategy (SDPS).							
3	Main Report/Detail							
3.1	The focus of the dedicated SFRS resource was to support WSS and key partners to deliver the five key outcomes set out in the <i>Minister's Action Plan on Water Safety</i> which was developed in response to the events detailed in section 2.1.							
3.2	Over a two-year period, SFRS staff have contributed to the delivery of the outcomes. Significant pieces of work led by SFRS include the Partnership Approach to Water Safety (PAWS), Drowning Incident Review (DIR), and education resources.							
3.3	The attached document captures a review of all water safety work SFRS has supported over the period of the project, demonstrating the contributions made by the Service to develop and strengthen a joint approach to water safety. The document also details how this activity is now embedded and forms part of "Business as Usual" within the remit of the Prevention Function.							

3.4	As the work detailed in the report has only recently been adopted across the country, SFRS and WSS will continue to monitor water safety incidents and evaluate longer term how successful the outcomes and resulting tools and processes have been.
4	Recommendation
4.1	Committee members are asked to note the progress and contribution made by SFRS to support the work of Water Safety Scotland.
5	Key Strategic Implications
5.1	Risk
5.1.1	There are no significant risks within the Review.
5.2	Financial
5.2.1	There are no financial implications within the Review.
5.3	Environmental & Sustainability
5.3.1	There are no environmental or sustainability implications within the Review.
5.4	Workforce
5.4.1	There are no workforce implications within the Review.
5.5	Health & Safety
5.5.1	There are no Health & Safety implications within the Review.
5.6	Health & Wellbeing
5.6.1	There are no Health & Wellbeing implications within the Review.
5.7	Training
5.7.1	There are no Training implications within the Review.
5.8	Timing
5.8.1	There are no timing implications with the Review.
5.9	Performance
5.9.1	There are no performance implications within the Review.
5.10	Communications & Engagement
5.10.1	There are no Communications & Engagement implications within the Review.
5.11	Legal
5.11.1	There are no Legal implications within the Review.
5.12	Information Governance
5.12.1	DPIA completed Yes/No. If not applicable state reasons. There are no Information Governance implications within the Review. A DPIA is in place for relevant workstreams referenced within the Review.
5.13	Equalities
5.13.1	EHRIA completed Yes/No. If not applicable state reasons. There are no Equality implications within the Review.
5.14	Service Delivery
5.14.1	There are no Service Delivery implications within the Review.

6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	David Lockhart, Director of Prevention, Protection and Preparedness
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	This is a preventative and improvement measure.
8	Appendices/Further Reading	
8.1	Appendix A: National Water Safety Project Review April 2022 to March 2024	
Prepared by:		James Sullivan, Station Commander Community Safety Engagement
Sponsored by:		Cathy Barlow – Deputy Head of Prevention and Protection
Presented by:		David Lockhart, Assistant Chief Officer, Director of Prevention, Protection and Preparedness
Links to Strategy and Corporate Values		
<p>Strategic Plan 2022 – 2025:</p> <ul style="list-style-type: none"> • Outcome 1 – Improved Community Safety • Outcome 2 – Responding to changing risks • Outcome 3 – Demonstrate innovation • Outcome 4 – Respond to impacts of climate change • Outcome 7 – Improve Community Safety through Partnership Working <p>Long Term Vision:</p> <ul style="list-style-type: none"> • Principle 1 – Progressive • Principle 2 – People Centred • Principle 3 – Inclusive • Principle 4 – Connected 		
Governance Route for Report		Meeting Date
<i>Service Delivery Board</i>		<i>14 August 2024</i>
<i>Service Delivery Committee</i>		<i>22 August 2024</i>
		Report Classification/ Comments
		<i>For Information</i>
		<i>For Information</i>



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APPENDIX A
water safety
Scotland

National Water Safety Project Review April 2022 to March 2024



Prepared by:
Date:

SC James Sullivan
June 2024



Contents

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Page 12	World Drowning Prevention Day
Page 13	Key Project Highlights
Page 14	Business as Usual and Summary

Introduction

Background

Scotland is surrounded by over 6,000 miles of coastal water and has vast access to inland water including rivers, burns and over 30,000 lochs which unfortunately sees an average of 96 people drowning each year in Scotland. Unfortunately, being safe around water has not been a key priority for all stakeholders in Scotland, with the management of water safety being a mixed picture with little uniformity or consistency across the country, with many landowners and Local Authorities not having a Water Safety Policy or suitable Risk Assessments.

Water Safety Scotland (WSS) are tasked with the coordination of efforts to improve water safety throughout the country but often encounter challenges of inconsistency of messaging and effort between members who can be independent organisations or have remits beyond the borders of Scotland.

The National Water Safety Project (Project) was established in April 2022, largely in response to a series of fatal drowning incidents during a single weekend in July 2021 in which seven people lost their lives in separate incidents across Scotland. The Project aimed to consolidate efforts of LSO Areas in their delivery of water safety to ensure that as a Service we had a consistent approach and that we complimented the efforts of WSS to work cooperatively towards reducing drownings in Scotland.

Scottish Fire and Rescue Service (SFRS) provided dedicated support to the project for two fiscal years, concluding 31 March 2024.

Year 1 - dedicated Group and Watch Commander

- GC Albert Bruce (retired)
- GC Stuart McDonald
- WC James Sullivan

Year 2 - dedicated Station Commander

- SC James Sullivan

The purpose of the project was as follows:

- Deliver the outcomes of Scotland's Drowning Prevention Strategy (SDPS) and the Minister's Action Plan (MAP) on Water Safety.
- Work externally with Water Safety Scotland (WSS) to create and develop consistent national approaches to water safety.
- Work internally to ensure these processes were embedded within SFRS as a sustainable and consistent Business as Usual (BAU) model for water safety post project.

Water Safety Scotland (WSS)

WSS was established by the Royal Society for the Prevention of Accidents (RoSPA) in 2014 bringing together individuals and organisations from all over the country, who, over many years, have developed a variety of excellent water safety initiatives. These wide ranging and important initiatives have kept individuals and communities safe across Scotland.

In 2018, [Scotland's Drowning Prevention Strategy](#) (SDPS) was launched with two key targets:

- Reduce accidental drowning deaths in Scotland by 50% by 2026 and reduce risk amongst the highest risk populations, groups and communities.
- Contribute to the reduction of water-related suicide.

Due to a series of fatal drowning incidents during a single weekend in July 2021, the [Minister's Action Plan](#) (MAP), was created and released to compliment SDPS and focus efforts from partners across Scotland.

In response, SFRS established the SFRS National Water Safety Project through dedicated staff and increased support for WSS through their Steering Group as Vice Chair, and as an active participant and driver of their subgroups working towards implementing SDPS and MAP.

SFRS and partners provide regular updates via the Water Safety Stakeholder Group which is Chaired by the Minister for Victims and Community Safety and tracks progress on implementation of the MAP.

Current Position

WSS has a Steering Group consisting of members from SFRS, RoSPA, Police Scotland, Loch Lomond & Trossachs National Park Authority (LLTNPA), and the RNLI. There are also sub-groups focussing on Data, Communications, Education, and Recreation which work on creating and promulgating consistent water safety assets and messages based on verified data.

SFRS increased their commitment to WSS in Year 2 and took on the role of Chair to provide support and strategic direction along with the Secretariat and Founder, RoSPA.

SFRS held the Chair from April 2023 to March 2024 at which point the Steering Group evolved into a Management Committee with responsibilities being shared equally amongst members. SFRS maintain membership of the WSS Steering Group as of 2024.

Key Outcomes

During the Project, SFRS were instrumental in the development and implementation of several workstreams that are recognised by subject matter experts as having the potential to not only improve water safety outcomes across Scotland but have been recognised as good practice on a worldwide scale.

Partnership Approach to Water Safety (PAWS)

PAWS is a framework for the delivery of a multi-agency approach to improving water safety that combines the knowledge and experience of those individuals and organisations that best understand, and can manage, risks in and around water.

Written in 2021 by SFRS, PAWS has three key stages:

- **Prevention:** raising water safety awareness through education, engagement, and media platforms.
- **Improved incident response:** training the public how to safely respond in the developing stages of a water emergency and conducting multi-agency training events with Search & Rescue partners.
- **Review:** reviewing significant water events to gather information and gain an understanding of contributory factors or trends to allow a focused approach to drowning prevention.

PAWS Groups are endorsed and supported by WSS which ensures a consistent approach to activity and messaging throughout Scotland.

One of the key outcomes of the MAP is to increase water safety awareness and activities across Scotland's 32 local authority areas via PAWS Groups. SFRS supported the establishment of PAWS Groups across Scotland on a risk-based approach, utilising historical incident data. SFRS also had overall accountability through WSS to monitor the development and implementation of PAWS groups.

At the conclusion of the Project (March '24), 26 Local Authority Areas had an established PAWS group:

Aberdeen City
Argyll & Bute
Dundee City
East Renfrewshire
Inverclyde
North Lanarkshire
Renfrewshire
South Lanarkshire
West Lothian

Aberdeenshire
City of Edinburgh
East Ayrshire
Falkirk
Moray
Orkney Isles
Scottish Borders
Stirling
Western Isles

Angus
Clackmannanshire
East Dunbartonshire
Highland
North Ayrshire
Perth & Kinross
South Ayrshire
West Dunbartonshire

The following four Local Authorities have a water safety group that predates the PAWS format and meet regularly to implement SDPS and MAP:

Dumfries & Galloway
Glasgow City

East Lothian

Fife

These groups, referred to as “PAWS Equivalent”, are attended by local SFRS representatives and were supported by SFRS both internally and via WSS. A PAWS Equivalent Group has the same outcomes and standards as a PAWS Group but can maintain their original identity and legacy of the work they have achieved to date.

A map of established PAWS, or equivalent water safety, groups can be seen in figure 1.

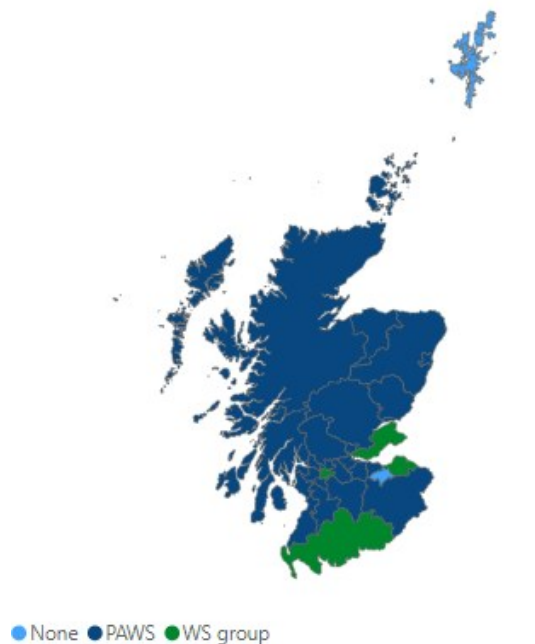


Figure 1: PAWS map

The two outstanding Local Authorities, Midlothian and Shetlands are yet to establish a sustainable water safety group, but WSS continue to support local partners to overcome any challenges they may encounter.

In November 2022, PAWS was recognised by the NFCC and won the award for Partnership Working in the Celebrating Prevention Awards.

Drowning and Incident Review (DIR)

The Drowning and Incident Review (DIR) is a world first pioneering process that aims to establish the contributory factors of a drowning incident and look at potential measures that could prevent reoccurrence of similar events.



Written during the Project by SFRS and RoSPA, DIR attracted global attention from the World Health Organisation (WHO) when it was researched via the George Institute for Global Health and the Johns Hopkins University. Research outcomes on DIR were published in the British Medical Journal [BMJ Qualitative Analysis on the DIR](#)

DIR was developed for accidental water-related fatalities in Scotland and is supported by our partners in His Majesty's Coastguard (HMCG), RNLI, Police Scotland, Crown Office & Procurator Fiscal Service (COPFS), and Public Health Scotland.

DIR went live on 02 May 2023, aiming to gather data and understand the contributory factors of a water-related incident to help gain a better understanding of how to prevent similar incidents occurring in future. It followed the release of [Preventing Future Fatalities](#) in 2020 which brought together information on the current legal landscape and explored potential solutions to help prevent accidental water fatalities in Scotland.

Every year, on average, there are 96 drowning fatalities in Scotland. In around 20 of these incidents, we have limited information e.g., no known outcome. Due to the legal structure in Scotland very few drowning fatalities progress to a Fatal Accident Inquiry (FAI) so vital information that could potentially prevent future fatalities is missing. DIR aims to address this data gap and can be used for fatal incidents located both inland and in coastal waters, and for near-miss incidents where these are either attended by emergency services or are reported.

DIR is not used for boating and commercial incidents, deaths by suicide, deaths in employment, or deaths where crime is suspected.

DIR has tangible benefits both locally and nationally:

- Locally
 - Partners gain an insight into risks in their area.
 - The people best placed to address these risks are involved in the process and updated.
 - Local knowledge is employed to improve water safety in the area.
- Nationally
 - Previously unavailable information will be gathered for analysis.
 - National strategy will be better informed due to this enhanced data capture.

From launch in May 2023 until December 2023, there were 32 incidents that met the progression criteria for DIR. All 32 of these incidents were reviewed on a multi-agency basis, with all but four of these reviews being Chaired by the SFRS, considered as a subject matter expert.

Whilst still a new process, DIR is recognised as having the potential to significantly reduce drownings in Scotland and is seen as a credible process. Ongoing analysis of the process, the data captured, and interventions will be undertaken by RoSPA on behalf of WSS and shared with SFRS to ensure that DIR meets its potential within the communities of Scotland. DIR has already significantly improved data for incidents with 100% capture since its launch, an unprecedented figure for drownings in Scotland. In contrast, the UK reported a total of 659 drownings in 2023 with 211 of these having no known cause¹.

At time of writing this report, since January 2024, eight incidents have met the progression criteria, with four DIR's complete and the remaining four within the Evidence Gathering phase.

DIR has received positive recognition for its unique approach and the constructive and respectful way that it examines an incident. COPFS have stated that it has exceeded their expectations, and they are firm advocates for its continued use. The Minister for Victims and Community Safety has acknowledged the crucial impact that DIR has on delivering the MAP. Outside of Scotland, SFRS attended the EURO SAFE Conference in Reykjavik in October 2023 to speak about the success of DIR. A further invitation to share this experience will be undertaken by our partners from RoSPA at the World Conference on Injury Prevention and Safety Promotion in India, September 2024.

SFRS created a comprehensive Training Package for DIR that is hosted upon the LearnPro Community Portal which is accessible to all partners. At time of writing, 111 individuals representing water safety partners have completed the package.

As co-authors of DIR SFRS provided support during the Project for all water safety groups that needed to implement the DIR process post water incident.

Due to technical issues with the Water Incident Database (WAID), DIR data is currently held by SFRS and made available to WSS for review via an Information Exchange Agreement, supported by SFRS Data and Legal partners. It is envisaged that WAID will accept DIR data in the future.

1. ¹ Incident Database (WAID) [2023 UK Annual Trend Report](#)

Engagement Assets

SFRS assisted WSS to create a comprehensive suite of Education and Engagement assets for use throughout Scotland.

A full progression pathway, linked to the Curriculum for Excellence, and underpinned by the consistent message of the Water Safety Code, was created for use in schools by teachers and practitioners with no previous experience of water safety.

To compliment these resources, an additional suite of workshops was created for use by partners, including SFRS, that follows the same underpinnings and messaging so that there is a consistent appearance that is easily understood by the young people participating in the lessons.

The full list of Education Assets created during the Project are as follows:

- Early Level (Nursery)
- First Level (P1-P3)
- Second Level (P4-P7)
- Third and Fourth Level (S1-S3)
- Senior Phase (S4+)
- Primary Water Safety Workshop (SFRS Use)
- Secondary Water Safety Workshop (SFRS Use)
- Alcohol Workshop (SFRS Use)
- Ice Safety Workshop (SFRS Use)
- Tombstoning Workshop (SFRS Use)

In addition to the Education Assets listed above, the Project assisted WSS in the creation of a comprehensive Social Media Toolkit for use by partners. This toolkit again utilised the Water Safety Code for consistency of messaging and used graphics and images that were common to the Education Assets.

This toolkit focussed on three phases:

- Prevention
- Incident Phase
- Post Incident

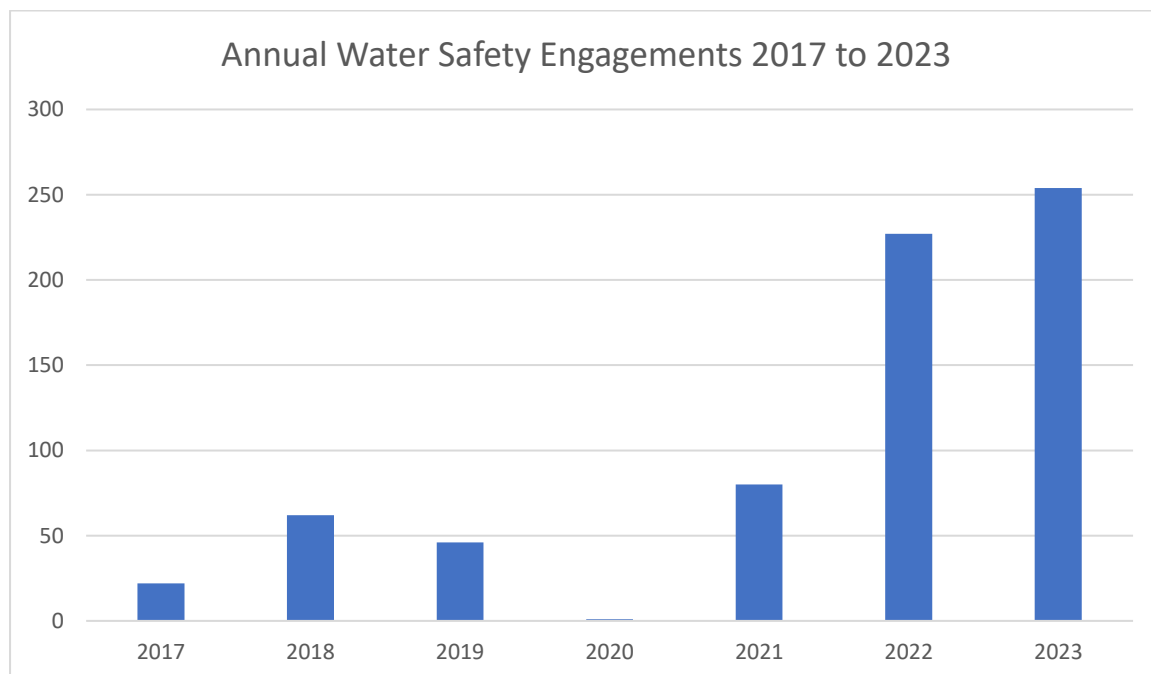
The toolkits have been made available to LSO areas and SFRS Comms and constitutes the core water safety messaging that is shared on SFRS local and National social media accounts.

LSO Area Performance

Engagements

In the five-year period prior to the Project (2017/18 – 2021/22) there were 211 activities recorded on CSET as a “Water Safety Talk”. This gives us an average of 42 such engagements throughout Scotland each year before the formation of the Project.

Similar information recorded on CSET for “Water Safety Talk” during the Project period show 227 engagements in 2022/23, and a further 254 engagements in 2023/24.



Note - figures are for the Fiscal Period for consistency with the time period that the Project was live.

The rise in numbers is encouraging but it also worth noting that prior to the Project there was no dedicated water safety engagement tools available for SFRS who would often rely on partner assets that had inconsistent messaging. The creation of the previously mentioned Education Assets that are part of a Progression Pathway and contain a suite of age and stage appropriate materials all underpinned by Scotland’s 3 Step Water Safety Code have ensured that SFRS are consistently delivering approved messaging in our engagements. These assets are now complete and SFRS have agreed to their exclusive delivery as part of our commitment to realising the outcomes of SDPS and the MAP.

Hotspot Action Plans

A Hotspot Action Plan is an engagement tool that was designed by SFRS during the Project that creates a coordinated approach for targeting locations that are known to have an increased likelihood of an incident due to the geography or specific activities that take place there.

Under the MAP, SFRS and RoSPA were required to identify the top 10 locations in Scotland and create a Hotspot Action Plan for each.

These initial 10 locations were identified, and plans created with SFRS utilising their own local knowledge and that of PAWS partners. In addition to these initial locations, SFRS identified further locations and created a total of 61 Action Plans (West SDA – 27, East SDA – 24, North SDA – 10) where we deliver targeted approaches in locations with known or emerging trends that could lead to water emergency incidents.

World Drowning Prevention Day

World Drowning Prevention Day is an annual event on the July 25th advocated by the World Health Organisation (WHO) to raise awareness of water safety amongst as many members of the public as possible and to foster an increased knowledge of the potential dangers around water, and what to do in an emergency.

In 2022 and 2023 SFRS assisted in the delivery of a multi-agency event at Helix Park in Falkirk to mark World Drowning Prevention Day in Scotland. Each event was attended by over 3,000 people who had the opportunity to interact with various displays and learn how to identify hazards and stay safe in and around water.

Community Action Teams from across Scotland attended including Falkirk & West Lothian, East & West Dunbartonshire, Argyll & Bute, and Lanarkshire to support the water safety staff to deliver the event. Additionally, the event was supported by our Young Volunteer Scheme (YVS) who provided an invaluable resource in the delivery of safety messaging from the perspective of a young person to other young people.

Also in attendance at the events were Chief Officer Haggart, Local Senior Officers Quinn (2022) and Pollard (2023), Local Crews and the Community Safety Ministers, Ash Regan (2022) and Siobhian Brown (2023).



Above image is taken at World Drowning Prevention Day in 2023.

Key Project Highlights:

- November 2022. Winners of NFCC Partnership Working Award (PAWS)
- 21 April 2023. Project Lead presented to COSLA Community Wellbeing Board meeting on DIR (joint presentation with RoSPA)
- 02 May 2023. Launch of the Drowning and Incident Review (DIR)
- 18 May 2023. Project Lead Interviewed by BBC Radio on the publication of the annual drowning statistics from WAID
- 06 June 2023. Project Lead presented to the Cross-Party Group on Accident Prevention and Safety Awareness at Scottish Parliament on DIR (joint presentation with RoSPA)
- 04 to 06 October 2023. Attendance at Euro SAFE Conference in Reykjavik to demonstrate DIR.

WSS exhibition at Scottish Parliament, supported by Clare Adamson, MSP.

Between the 02 - 04 May 2023, SFRS attended Scottish Parliament with the support of Clare Adamson, MSP, to highlight the work of WSS and promote the need for continued efforts and consistency in drowning prevention throughout Scotland.



L to R: Jen Foley and Carlene McAvoy (both RoSPA); First Minister Humza Yousaf; SC James Sullivan

Business as Usual

A key part of the Project was to establish a Business as Usual (BaU) Model for SFRS Water Safety beyond the conclusion of the Project. The BaU Model has been established and is fully operational and supporting LSO areas throughout Scotland. A General Information Note (GIN) on the BaU Model will formalise the approach and ensure consistency.

The BaU Model consists of one Watch Commander from the PPP Directorate who acts as first point of contact for enquiries and provides support to all LSO areas and provision of approved national assets and messaging. The Watch Commander is supported by a Station Commander from the PPP Directorate who formerly worked within the Project.

Incident activity is monitored on a regular basis to identify emerging trends or incident profiles and is shared with the ACO to ensure vision of this information at Strategic level and allow for focussed approaches on a local or national basis as appropriate.

The BaU Model will build upon the innovative work that was undertaken during the Project to sustain a consistent approach to water safety that is complimentary of the national efforts of our partners at WSS and will support the delivery of the outcomes of Scotland's Drowning Prevention Strategy and the MAP.

The progressive work of the Project and BaU approach will continue to be shared with WSS and the NFCC to ensure that good practice is made available for wider use as required.

Summary

The most recently published statistics show that drowning incidents in Scotland are at their lowest since 2018 (source [RoSPA Annual Trend Report](#)). The contributions of SFRS via the National Water Safety Project and their support for WSS has been widely recognised as a key factor in the progress that has been made in Scotland. Future progress will be monitored via WSS and updates provided to SFRS via the PPP DMT meetings.

The commitment shown by SFRS to wider elements of Community Safety through the delivery of the Project is consistent with the Priorities and Principles set out within our Long-Term Vision and shows an awareness and willingness to manage risks that are outside those for which we are normally recognised for.

The advancements in water safety made due to the support from SFRS have been credited both within and beyond Scotland which is a testament to the foresight of the Service and our ability to project manage and deliver improved outcomes for the communities that we represent.



Report No: C/SDC/26-24

Agenda Item: N/A FIO

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	22 AUGUST 2024						
Report Title:	ANNUAL REPORT OF THE CLINICAL GOVERNANCE TECHNICAL WORKING GROUP 2023/24						
Report Classification:	For Information Only	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To provide the Service Delivery Committee with a high-level overview of the Operational Clinical Governance Technical Working Group (CGTWG) during 2023/24. This report also provides assurances around the CGTWG membership and meetings conducted over this period, highlighting the progress made towards delivery of the Operational Clinical Governance Framework and related Action Plan. The work demonstrates alignment to the seven pillars of clinical governance, along with providing an overview of the key success / achievements over this period.						
1.2	The Scottish Fire and Rescue Service (SFRS) Board (through the Service Delivery Committee (SDC) and Strategic Leadership Team (SLT)) will be kept informed of clinical matters through this annual report.						
2	Background						
2.1	The Training, Safety and Assurance Directorate (TSA) have agreed arrangements and are continuing to work in partnership with the Scottish Ambulance Service (SAS) to deliver the SFRS Operational Clinical Governance Framework (OCGF) as set out back in September 2021.						
2.2	The Memorandum of Understanding (MoU) for the OCGF was agreed and signed by the SFRS Deputy Chief Officer and the SAS Chief Executive in May 2022.						
2.3	The Service Level Agreement (SLA) for the OCGF, drafted by the SFRS legal team is now in the final stages of consultation and agreement by the SAS legal team ahead of being formally put in place (As per the procedure set out in the MoU.)						
3	Main Report/Detail						
3.1	To review and note the contents contained within the CGTWG's annual report 2023/24 please see Appendix A.						
3.2	This is the first CGTWG annual report presented to the SDC and feedback would therefore be welcomed on how this could be improved.						

4	Recommendation
4.1	For the SDC to note the content of this report and provide feedback accordingly.
5	Key Strategic Implications
5.1	Risk
5.1.1	Clinical risk management approach is in place to reduce the likelihood of harm to casualties through providing sub optimal care.
5.2	Financial
5.2.1	Our on-going collaboration with SAS cover time allocated by two seconded members of staff and expenses, circa £28k for work conducted during 2022/23, providing best value.
5.3	Environmental & Sustainability
5.3.1	Not applicable
5.4	Workforce
5.4.1	SFRS crews are trained and are provided with the relevant equipment to deliver high quality care.
5.5	Health & Safety
5.5.1	Not applicable
5.6	Health & Wellbeing
5.6.1	Not applicable
5.7	Training
5.7.1	Material has been reviewed in collaboration with SAS colleagues to ensure this aligns to clinical governance standards. SFRS firefighters are trained to provide high quality clinical care in the differing situations they encounter.
5.8	Timing
5.8.1	The annual report is aligned to the reporting year and to demonstrate the progress and work being carried out relating to clinical governance within SFRS.
5.9	Performance
5.9.1	Not applicable
5.10	Communications & Engagement
5.10.1	Not applicable
5.11	Legal
5.11.1	A clinical risk management approach is in place to reduce the likelihood of harm to casualties and potential legal challenges against the SFRS for providing sub optimal care.
5.12	Information Governance
5.12.1	DPIA completed No. If not applicable state reasons. – Nothing related within this report.
5.13	Equalities
5.13.1	EHRIA completed No. If not applicable state reasons. – not required as part of this annual assurance report submission.
5.14	Service Delivery
5.14.1	To improve the level of care SFRS Firefighters provide our communities when responding to incidents that require casualty care.

6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Andy Watt, Director of Training, Safety and Assurance
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.3	Rationale:	As evidenced within the Scottish Fire and Rescue Service Operational Clinical Governance Framework, Report Number Two, March 2023 and associated Action Plan continued progress is being made towards the delivery of this work.
8	Appendices/Further Reading	
8.1	Appendix A CGTWG Annual Report 2023/24.	
Prepared by:		AC Ally Cameron and GC Niall McLennan, Training Function
Sponsored by:		Deputy Assistant Chief Officer Craig McGoldrick, Head of Training
Presented by:		Assistant Chief Officer Andy Watt, Director of Training Safety and Assurance
Links to Strategy and Corporate Values		
SFRS Strategic Plan 2022-25		
Outcome 2 – Communities are safer and more resilient as we respond effectively to changing risks		
Outcome 3 – We value and demonstrate innovation across all areas of our work		
Outcome 7 – Community safety and wellbeing improves as we work effectively with our partners		
Governance Route for Report		Meeting Date
<i>Service Delivery Board</i>		<i>14 August 2024</i>
<i>Service Delivery Committee</i>		<i>22 August 2024</i>
		Report Classification/ Comments
		<i>For Information Only</i>
		<i>For Information Only</i>



Scottish Fire and Rescue Service (SFRS)

Operational Clinical Governance Technical Working Group

Annual Report 2023/24

1. Purpose

- 1.1 To provide the Service Delivery Board (Clinical Governance Committee) and Service Delivery Committee with a high-level overview of the Operational Clinical Governance Technical Working Group (CGTWG) during 2023/24. This report also provides assurances around the CGTWG membership, and meetings conducted over this period, highlighting the progress made towards delivery of the Operational Clinical Governance Framework and related Action Plan. The work demonstrates alignment to the seven pillars of clinical governance, along with providing an overview of the key success / achievements over this period.

2. Background

- 2.1 The SFRS's primary role continues to be a Fire and Rescue Service; however, the Service assists partner emergency services in a range of duties. In both roles, SFRS operational personnel could be reasonably expected to have to deal with casualties and patients. SFRS thereby has a corporate responsibility to ensure all reasonable measures are in place to safeguard the safety of patients, casualties and our own personnel in line with the SFRS ['Our Values'](#).
- 2.2 The requirement to provide an appropriate casualty care response falls under our SFRS Strategic Plan 2022-25 specifically:

Outcome 2 – Communities are safer and more resilient as we respond effectively to changing risks

Outcome 3 – We value and demonstrate innovation across all areas of our work

Outcome 7 – Community safety and wellbeing improves as we work effectively with our partners.

- 2.3 SFRS is not a primary medical response service and therefore does not have the necessary required clinical expertise for all aspects of clinical governance. Consequently, SFRS rely on the Scottish Ambulance Service (SAS) for some aspects of its clinical governance, as detailed within section 3, below. The SFRS continue to work with SAS partners to provide a clinical governance framework for policies, procedures, training and equipment for the provision of casualty care. The guidance and support provided by SAS is laid down clearly within the Memorandum of Understanding (MoU) and draft Service Level Agreement (SLA).



Scottish Fire and Rescue Service (SFRS)

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2.4 The CGTWG was Chaired by the Training Safety and Assurance Directorate Group Commander with the Casualty Care reference during the financial year ending 31 March 2024 and was attended by: -

- Group Commander – Training
- Group Commander – Operational Assurance
- Station Commander – Operational Assurance
- Group Commander – Operations
- Station Commander – Operations
- SFRS Information Governance Manager
- SFRS Legal Services Manager
- SFRS Equality and Diversity Manager
- SFRS Senior Head of Safety Adviser
- SAS Clinical Governance Manager
- SAS Clinical Effectiveness Lead

The group met four times during 2023/24, as detailed below: -

- 29 March 2023
- 2 October 2023
- 14 December 2023
- 28 February 2024

3. High-Level Overview of Work Aligned to the Seven Pillars of Clinical Governance

3.1 Over this reporting period a review of the SFRS Clinical Governance Structures was completed and an overview submitted to the Service Delivery Committee on 29 November 2023. As a result, and to align with the agreed structure, this annual report will therefore be aligned to the seven pillars of clinical governance, as detailed below.

3.2 Leadership and Governance

The area has seen significant developments over this reporting period. The SFRS Board (through the Service Delivery Committee (SDC) and Strategic Leadership Team (SLT) are kept informed of clinical matters through both quarterly updates and this annual report combined. The development in this area, demonstrates a significant improvement in relation to the overall reporting processes and therefore assurances now being provided, together with the scrutiny applied. A longer-term aspiration is to provide more comprehensive data capture and analysis.

3.3 Training, People Management and Support

Medical and casualty care training of SFRS personnel to appropriate levels continues to be progressed with the guidance and support of the SAS. The medical training packages have all been reviewed by SAS subject matter experts on behalf of the SFRS in line with latest clinical developments, best practice guidelines and to ensure continual professional development. An initial review of casualty training by SAS has also been undertaken and training input amended to reflect recommendations for best practise.

Through the partnership approach with SAS there has been an opportunity to align treatment procedures and techniques where appropriate, helping to ensure that there is a continuity in the Pre-hospital care provided by partners ensuring we are working toward improving casualty outcomes for our communities.

In conjunction with the SAS the SFRS continue to monitor trends in the type of medical support required for incidents attended with the support of our Operational Assurance team. Under the agreed clinical governance arrangements with SAS this should help ensure SFRS firefighters are trained to provide high quality clinical care in the differing situations they encounter.

People management continues to be monitored through SFRS People, Training, Safety and Assurance and Service Delivery Directorates to ensure suitable numbers of trained personnel are maintained and balanced accordingly across the Service. This includes provision of the appropriate medical and casualty care skills for Service personnel who provide specialist rescue response capabilities. The Service's 'Training Needs Analysis' procedure is utilised and is an effective tool towards supporting a balance of medically trained personnel across the SFRS.

As part of SFRS's commitment to promoting healthy working environments for all personnel, support is being provided through the current provision of Post Incident Support Procedure (PISP).

3.4 **Equipment**

The equipment employed by the SFRS to assist with casualties and patients continues to be agreed and regularly reviewed by the SAS where appropriate on behalf of the SFRS, in line with current best practice and clinical guidance requirements. The CGTWG with relevant representation, including SAS ensures the pathway for the review, procurement and implementation of equipment, thus ensuring SFRS crews can be provided with necessary equipment to deliver high quality care.

3.5 **Clinical practice**

Following the introduction of the initial Operational Clinical Governance Framework, good progress continues to be made in relation to the work activities detailed within the agreed action plan, contained within the Framework document. Relationships between SFRS and SAS have also strengthened through regular dialogue. Our approach aims to enable us to further develop and improve the delivery of casualty care outcomes for our communities, together with the competency of operational personnel, an area we aim to be able to evidence in more detail as we evolve.

3.6 **Audit and continuous improvement**

SAS have completed a review of related SFRS training content to ensure it meets with current practice. Our Casualty Care Practitioners Group provides a crucial platform to manage this work, which further supports improvements we can make towards the level of casualty care we provide our communities. Work is also underway in conjunction with the SAS to develop an ongoing audit programme of SFRS's clinical activity. Learning and continuous improvement that arises from all of this will now be managed through our established governance process.

3.7 **Risk management**

Risk management arrangements relating to the partnership approach adopted by SFRS and SAS for clinical governance have been considered and agreed as part of the MOU and SLA.

3.8 **Patient and Public Involvement**

The SFRS continues to have a limited number of patients and casualty contact time. The SFRS therefore continue to take learning when and where appropriate from the SAS in a way that is meaningful to the level of service the SFRS delivers.

4. **Key Successes/Achievements throughout 2023/24**

- A review of the Clinical Governance Terms of Reference (ToR) has been undertaken and a number of changes implemented. The majority of these centred around membership and representation within the group. The recommended amendments for the ToR were progressed through Training Function FMT / DMT and subsequently agreed by the SDB.

In addition to the membership changes there has also been a requirement to amend the governance pathways stipulated within the ToR in order that they align with changes made to leadership teams at a strategic level.

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- Following review of the SFRS Initial Casualty Assessment and Treatment (ICAT) Operator and ICAT Intermediate courses; and subsequent redesign of SFRS Casualty Care Training delivery courses all changes have now been introduced for the course delivery. This has included associated updates to the learning and support materials, accessed via the LCMS platform and the upskilling of ICAT instructional personnel.
- The annual review of the National Training Standard for Casualty Care has been completed as part of the Training Function internal review programme.
- One of the CGTWG workstreams has focused on the oxygen management of casualties receiving treatment by SFRS personnel. An aspect of this has been looking at the addition of equipment within trauma bags to help support this. Through the CGTWG pulse – oximeters have now been rolled out to assist with casualty oxygen management and are part of the standard trauma kit. A standard type of oxygen cylinder is now also in use across the Service.
- Following feedback from an incident that involved a delayed SAS response a review of the Service's approach to 'Do-Not-Attempt-Resuscitation' (DNACPR) was undertaken through the CGTWG. It was identified that further guidance was required and with support from SAS guidance for DNACPR this work has been developed. This is currently in the process of progressing through the appropriate governance pathway.
- As part of a Scottish Government funded initiative training to allow administration of Naloxone by volunteer Flexi-duty managers has been put in place. The one-day course, which also provided input on CPR and major bleed management was developed and delivered with the support of the CGTWG.
- SFRS Training for Operational Competence (TfOC) for Casualty Care learning for all operational staff continues to be reviewed and enhanced with additional learning support materials. This has included the ongoing development of a suite of practical video content to enhance learning materials available to all operational personnel.
- Review of the SFRS Trauma Kit remains an ongoing activity for the CGTWG, with recommendations made for some additional items that would enhance SFRS's casualty care capability. Clinical governance is centred on achieving best patient outcomes and the review process involves SAS submitting reports through the NHS Confidentiality Advisory Group (CAG) for recommendation. In addition to the oxygen management equipment detailed above some further equipment recommendations have been identified. CGTWG members with roles in Service Delivery will progress equipment recommendations via a business case for funding in due course to the SFRS Asset Management Liaison Board, in consultation with SAS and SFRS Training Directorate.
- The establishment of a clinical governance risk register is one of the outcomes set out in the CGTWG ToR. Significant progress on this has been made with a draft register now developed. This currently highlights three risks for the Service, all of which relate to the proposed inclusion of additional inventory for operational trauma packs recommended as best clinical practise by SAS. In summary the three risk are:
 - Recommendation for inclusion of variable flow oxygen mask to facilitate measured and controlled administration of oxygen has not been adopted by SFRS.
 - Recommendation for inclusion of trauma dressing and tourniquets for management of catastrophic haemorrhage has not been adopted by SFRS.
 - Clinical risk for best practise standardised care cannot be fully quality assured by SAS because we do not have the recommended equipment in place which could result in patients / casualties not receiving the appropriate level of care.

5. Casualty Care Practitioner Group

5.1 The Casualty Care Practitioners Group was established to provide a group of subject matter experts from SFRS and SAS to drive forward casualty care improvements and actions arising from Clinical Governance Technical Working Group. The Casualty Care Practitioners Group has also had an active focus on completing the review of the current SFRS Initial Casualty Assessment and Treatment (ICAT) courses, supporting the development of new learning materials and rolling out of ICAT Instructor CPD days. The aim of the ICAT course is to provide basic care and initial management/care to people presenting with life threatening conditions. An initial review in 2021 helped inform our understanding of the baseline of casualty care activities in SFRS, and the recent completion of a full course review has led to significant improvements to the quality of the SFRS ICAT course. The reviewed ICAT course has now fully implemented and delivered at all ICAT Operator and Intermediate courses. This aligns with continual improvement being a key workstream of the Casualty Care Practitioners Group. The next steps are to complete a best value review of the SFRS Instructor qualifications and look at options for the delivery of casualty care training through a 3rd party provider.

6. Closing Remarks

6.1 During 2023/24 notable progress has been made in our journey towards establishing an effective clinical governance structure and associated working practices. Our partnership working with the SAS is key to this success and together we have continued to comprehensively review, change and improved our clinical practices. Although the Service's prime function is that of a Fire and Rescue Service, it is clear that our work to support the SAS and the people of Scotland will increase in time as our population ages and demand for limited resources grows. In developing our Clinical Governance structure and workstreams we are taking the necessary steps now to ensure that we can provide safe, effective and appropriate practice when and where necessary.