

## Response to HMFSI Inspection Report: SFRS arrangements for the provision of Operational Risk Information

### Action Plan

<b>HMFSI Recommendation 1</b>	Given the lack of certainty around the implementation date of the new ESN system, the SFRS should implement a review of the sustainability of the existing MDTs, which will continue to be used for mobilising. In conducting this review the Service should consider the feasibility of replacing the MDT with the new tablet device.								
<b>HMFSI Recommendation 2</b>	In the short term, the Service should develop a process that will enable the tablet to be connected to the mobilising system. The process should allow the incident location to be identified automatically providing responding crews quick access to SSRI without the requirement to manually search for the location.								
<b>HMFSI Recommendation 3</b>	As an interim measure the Service should ensure that the new mobilising system has the capability to provide crews the UPRN, via the MDT, for premises that the Service hold SSRI for. This will improve the likelihood that initial attending crews will access information.								
<b>SFRS Current Position</b>	<p>Integration with CCMS is in scope as part of Systel contract and is part of the considerations for the ESMCP programme. Systel goes live across 3 OC's early 2020. Until this time, changes to existing systems remain out of scope due to the complexities of changing the mobilising system for Scotland. ESMCP now has indicative timelines of 2022 and, once viable vehicle solutions are approved by Home Office, integration into one device with OC connectivity will take place as planned.</p> <p>UPRNs will be included in mobilising instructions once CCF programme is complete. At present this information can only be provided in the North SDA prior to implementation of CCMS. This is a legacy issue due to different systems and versions of such systems. This recommendation will be managed after the CCMS is fully operational.</p> <p>Given the issues associated with the Command and Control Futures Project and the delays with the UK National ESMCP the SFRS will now seek to implement an interim solution. This interim solution will follow an Airwave Code of Connection application and once complete will allow a message to be sent to the MDT instructing the officer in charge that operational intelligence is available in respect to the premises.</p>								
SFRS Proposed Actions to address recommendations 1-3	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting Reference
1. Arrange Formal meeting between CCF, ESMCP and OI Board	Jul 2019	GM D Murdoch	2022	Green	Meeting arranged for 31 <sup>st</sup> July 19 with CCF project manager and ICT manager		ACO J Dickie	GM D Murdoch	
2. Fully scope out integration with Airwave network post CCMS Project completion but prior to introduction of ESMCP	Dec 2019	GM D Murdoch	2022	Green	Position paper being developed between R&R and ICT.		ACO J Dickie	GM D Murdoch	

3. Fully integrate OI information into ESMCP Mobilising System	2022	SRO CCF Project	2022	Green	In progress as per current position		ACO J Dickie	GM D Murdoch	
4. Apply for an Airwave Code of Connection	Sep 2019	Sandra Fox, Head of ICT	2022	Green	This will be applied for following position paper in point 2		ACO J Dickie	GM D Murdoch	

<b>HMFSI Recommendation 4</b>	In the short term the type of risk information held on the tablets should be increased to provide at least the same level of information and functionality as that of the former legacy services systems, as shown on table 4.								
<b>SFRS Current Position</b>	The Project Manager already has additional mapping layers in scope. All additional layers will be consulted on with LSO Areas to ensure they fit end user and the SFRS requirements.								
<b>SFRS Proposed Actions</b>	<b>Deadline for individual action</b>	<b>Lead Officer for each action</b>	<b>Overall Deadline</b>	<b>RAG status for performance against deadline</b>	<b>Evidence of performance</b>	<b>Where is this information being reported if out-with the PIF</b>	<b>Lead Officer for overall performance</b>	<b>PIF Lead</b>	<b>Cross Cutting Reference</b>
1. Integrate Vehicle Risk Information onto Tablet	Nov 2019	SM Marc Pincombe	Dec 2019	Green	Initial report on current position submitted to GM Murdoch in April 19. Progress mapped out post Policy Review to engage with providers and scope out costs, ICT requirements etc.		ACO J Dickie	GM D Murdoch	
2. Provide enhanced mapping layers based on end user consultation as part of incremental device enhancement.	Jun 2019	Paul McGovern	Dec 2019	Green	Discussions with ICT ongoing with consultation with Service Delivery planned. Additional follow me mapping layer added in June 19		Sandra Fox, Head of ICT	GM D Murdoch	

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<b>HMFSI Recommendation 5</b>	The Service should develop its OIS website to enable performance reporting to be carried out by LSO based personnel, and to allow station based personnel to manage inspections and visits rather than rely on locally created spreadsheets. Development should take account of end user requirements so that the updated system delivers what is required.								
<b>SFRS Current Position</b>	This work has already been undertaken, with the introduction of Qlickview reporting. Further enhancements to the OIS will be considered as part of policy review and end user engagement.								
<b>SFRS Proposed Actions</b>	<b>Deadline for individual action</b>	<b>Lead Officer for each action</b>	<b>Overall Deadline</b>	<b>RAG status for performance against deadline</b>	<b>Evidence of performance</b>	<b>Where is this information being reported if out-with the PIF</b>	<b>Lead Officer for overall performance</b>	<b>PIF Lead</b>	<b>Cross Cutting Reference</b>
1. Publish OI reporting tool to make available to all end users	Apr 2019	John McNicol	Apr 2019	Complete	Final version of reporting tool received on 2 <sup>nd</sup> April.		ACO J Dickie	GM D Murdoch	
2. Engage on performance reporting requirements during policy review consultation	Apr 2019	SM Marc Pincombe	Apr 2019	Complete	Email sent to DACO support teams on 4 <sup>th</sup> April and engagement planned with LSO management teams to ensure reporting tool meets end user requirements for reporting		ACO J Dickie	GM D Murdoch	

<b>HMFSI Recommendation 6</b>	Future developments of the OIS and the tablet should take account of end user requirements. A structure should be put in place to collect and collate feedback from users and station based personnel who are involved in carrying out ORI duties and personnel who use the ORI at operational incidents.								
<b>SFRS Current Position</b>	A scheduled full policy review has commenced and will include end user and Rep Body engagement to shape future enhancements to the policy, system, training and end user experience in the Operational environment.								
<b>SFRS Proposed Actions</b>	<b>Deadline for individual action</b>	<b>Lead Officer for each action</b>	<b>Overall Deadline</b>	<b>RAG status for performance against deadline</b>	<b>Evidence of performance</b>	<b>Where is this information being reported if out-with the PIF</b>	<b>Lead Officer for overall performance</b>	<b>PIF Lead</b>	<b>Cross Cutting Reference</b>
1. Carry out 4 targeted engagement sessions with end users	Mar 2019	SM Marc Pincombe	May 2019	Complete	5 Engagement sessions carried out with all SDA areas within March. Consultation returns deadline for Policy Review set for 8 <sup>th</sup> April.		ACO J Dickie	GM D Murdoch	
2. Embed Operational Intelligence into Operational Assurance processes	Apr 2019	GM Fraser Simpson	May 2019	Complete	OA GM confirmed processes have been amended to incorporate OI.		ACO J Dickie	GM D Murdoch	
3. Ensure process in place to collate feedback from Incident Command courses	May 2019	GM Davie Murdoch	May 2019	Complete	Agreed process in place with TED in relation to embedding use of OI in Incident Command courses and collating feedback.		ACO J Dickie	GM D Murdoch	

<b>HMFSI Recommendation 7</b>	The Service should ensure, where possible, that there is suitable Wi-Fi connection at all stations in Scotland to ensure that the tablet devices are updated on a regular basis. The system should also include an automatic update function to ensure that there is no reliance on a manual update carried out by crews at stations.								
<b>SFRS Current Position</b>	A Wi-Fi Project, with a defined Terms of Reference and Project Board, has been running for over 4 months which is greatly enhancing existing legacy solutions. A phased roll out of Wi-Fi is being undertaken to dovetail into the OI roll out programme. The Wi-Fi roll out to remote island and other areas proves to be problematic at points similar to fleet issues with the installation of the OI cradle and hardware.								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting Reference
1. Continue to roll out Wi-Fi in line with agreed Project Plan	May 2019	Neil Dutton	August 2019	Complete	2 Stations outstanding being covered as BAU		Sandra Fox, Head of ICT	GM D Murdoch	
2. Continue ongoing development to ensure a stable and reliable auto update function	May 2019	Paul McGovern	Aug 2019	Amber	In progress as per current position. ICT have informed developers of requirements. Slippage		Sandra Fox, Head of ICT	GM D Murdoch	

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<b>HMFSI Recommendation 8</b>	The Service should consider the capacity and remit of the OIO team and other personnel involved in the OI process such as operational personnel. There is a considerable workload at the current time and one that may not be achievable given the size of the team and the wide remit that they have.								
<b>Recommendation 9</b>	The Service should ensure that the OIO team are competent to carry out their role. The Service should develop and implement comprehensive training and development for the OIO team. The team require to be developed across the range of skills that they will need to lead on OI inspections and to undertake their approval duties.								
<b>SFRS Current Position</b>	A review of the OI team will be undertaken to evaluate the structure and capacity of the team A full training needs analysis and training plan has already been instigated. The Policy review will consider the workload for Operational personnel by carrying out an impact assessment on end users within Service Delivery.								
<b>SFRS Proposed Actions</b>	<b>Deadline for individual action</b>	<b>Lead Officer for each action</b>	<b>Overall Deadline</b>	<b>RAG status for performance against deadline</b>	<b>Evidence of performance</b>	<b>Where is this information being reported if out-with the PIF</b>	<b>Lead Officer for overall performance</b>	<b>PIF Lead</b>	<b>Cross Cutting Reference</b>
1. Carry out a review of OI structure and produce options appraisal	Sep 2019	GM Davie Murdoch	Sep 2019	Green	Ongoing as per current position		ACO J Dickie	GM D Murdoch	
2. Carry out SDA impact assessment and act on findings	May 2019	SM Marc Pincombe	Sep 2019	Complete	SDA impact assessment carried out in May. Awaiting outcomes of Policy Review		ACO J Dickie	GM D Murdoch	
3. Embed and evaluate OIO training plan	Sep 2019	Kenny Fraser	Sep 2019	Green	Ongoing as per current position		ACO J Dickie	GM D Murdoch	

<b>HMFSI Recommendation 10</b>	The Service should further develop the use of 'champions' as used within the Highland and Dumfries and Galloway LSO areas, to enhance OI capacity within RDS fire stations.								
<b>SFRS Current Position</b>	Good practice will be shared across all areas of SFRS. A training package is being developed for the rural wholetime posts who will be designated as OI Champions for the rural areas of Scotland.								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting Reference
1. Collate, share and evaluate Best Practice in relation to mainstreaming OI.	Sep 2019	GM Davie Murdoch	Sep 2019	Green	Ongoing as per current position		ACO J Dickie	GM D Murdoch	
2. Ensure OI is considered within RDS working Group	Sep 2019	GM Davie Murdoch	Sep 2019	Green	Ongoing as per current position		SRO RDS Group	GM D Murdoch	

<b>HMFSI Recommendation 11</b>	The Service should consider methods of improving the culture of utilising ORI at incidents and should monitor its use by adding specific questions or sections on the use of ORI by incident commanders to its OA policies.								
<b>SFRS Current Position</b>	Programme to embed OI into training events will be further developed and OA data collection processes reviewed to aligning with the introduction of during incident monitoring.								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting Reference
1. Embed Operational Intelligence into Operational Assurance processes	Apr 2019	GM Fraser Simpson	May 2019	Complete	OA GM confirmed processes are being altered to accommodate this.		ACO J Dickie	GM D Murdoch	
2. Explore opportunities to further embed OI use during Incident Command Training	May 2019	AM Andy Watt	May 2019	Complete	Agreed process in place with TED in relation to embedding use of OI in Incident Command		DACO Paul Stewart	GM D Murdoch	

					courses and collating feedback.				
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<b>HMFSI Recommendation 12</b>	The Service should carry out a review of the premises or sites that it has SSRI for. The review should focus on the areas that have comparatively low numbers of premises on the OI database. The plans in the initial stages for the new system do not focus on the creation of records for previously unidentified premises. In particular, we believe a focus on the low number of premises in the City of Edinburgh is required.								
<b>SFRS Current Position</b>	The OI team will develop bespoke plans for sites of significant risk and where specific operating procedures are required. Year 1 of the policy aspirations was to cleanse and transfer existing information. Year two is the creation of OI and peripatetic deployment of resources will be considered to those areas deemed to require the most support.								
<b>SFRS Proposed Actions</b>	<b>Deadline for individual action</b>	<b>Lead Officer for each action</b>	<b>Overall Deadline</b>	<b>RAG status for performance against deadline</b>	<b>Evidence of performance</b>	<b>Where is this information being reported if out-with the PIF</b>	<b>Lead Officer for overall performance</b>	<b>PIF Lead</b>	<b>Cross Cutting Reference</b>
1. Develop Site Specific SOP template	Jul 2019	SM Marc Pincombe	Jul 2019	Green	Initial review of pilot OI gathered for Major Incident exercise at Syngenta in March 2019 will be reviewed against SSSOP requirements within LSO areas. This will inform template for sites deemed to require SSSOP		ACO J Dickie	GM D Murdoch	
2. The OI team will target resources within LSO Areas requiring assistance on a risk based approach	Jul 2019	Jennifer Henderson	Jul 2019	Green	LSO planning meetings will be scheduled from May onwards post Policy Review period. Engagement will outline work plan for areas and OIU assistance required.		SDA DACO's	GM D Murdoch	



<b>HMFSI Recommendation 13</b>	The Service should progress the data sharing with partners which is planned as part of the Service's Digital Strategy. This includes access to relevant risk information from key partners where that information would assist operational crews.								
<b>SFRS Current Position</b>	A process of data sharing is already underway with SEPA, Scottish Gas network, and this will continue with other agencies under the Digital Strategy.								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting Reference
1. Continue to explore data sharing opportunities with partner agencies	Oct 2019	GM Davie Murdoch	Oct 2019	Green	In progress as per current position		ACO J Dickie	GM D Murdoch	

<b>HMFSI Recommendation 14</b>	The Service should formalise data sharing with neighbouring FRSs of Cumbria and Northumberland								
<b>SFRS Current Position</b>	A Memorandum of Understanding is already in place with neighbouring Fire and Rescue Services to ensure risk information is shared as far as reasonably practicable. There is specific reference within each Memorandum of Understanding (MOU) to the current and future sharing of risk information to ensure Firefighter safety.								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting Reference
1. Agree, sign off and implement MOU's to support OI	Jan 2019	GM Davie Murdoch	Jan 2019	Complete	MOU signed by ACO		ACO Dickie	GM D Murdoch	

<b>HMFSI Recommendation 15</b>	In 2015, we recommended that the SFRS should strengthen the use of an option appraisal and evaluation approach in resource planning. We now further recommend that the Service should embrace the appraisal and evaluation principles set out in the Scottish Public Finance Manual in its project work. In particular, there should be agreed methods of evaluation, including end user feedback and details on how the evaluation will shape the direction and content of a project as it progresses								
<b>SFRS Current Position</b>	The SFRS recently introduced a Business Case process. The process is consistently followed when managers within the SFRS wish to make proposals for new developments or investments, and is based on Scottish Government guidance.								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting Reference
1. Ensure Business Case process is robustly followed and evaluated.	Dec 2018	AM I McMeekin	Jan 2019	Complete	Business Case guidance produced by Finance and Contractual Services.		ACO J Dickie	GM D Murdoch	

Corporate Governance (B)RAG – implemented Nov 2019

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