

RESPONSE TO HER MAJESTY FIRE SERVICE INSPECTORATE INSPECTION REPORT:

AN OVERVIEW OF THE SCOTTISH FIRE AND RESCUE SERVICE NOVEMBER 2013



Issues – the impact of transition on service delivery

1) OPERATIONS							
Page No.	Issue/Recommendation	SFRS current position	SFRS proposed actions e.g. links to ST programme	Lead officer	Evidence	Deadline Date	RAG Status
42.	a) Focus on staff retention and engagement to avoid any degradation of service delivery pending the finalisation of control structures and staffing.	<p>The Board have made a decision on the location of Control Rooms. SLT conducted face to face visits to all Control Room sites and a commitment has been made to follow this up with briefings/one to ones to explain the transition process and the SFRS change management arrangements to all employees.</p> <p>Staff impact analysis conducted as part of final business case for the rationalisation of control rooms.</p> <p>Series of feedback sessions carried out by ACO R&R, also by other SLT and Board members.</p> <p>Individual face- to- face meetings between control staff and line managers.</p> <p>Recruitment of temporary staff to fill vacancies in controls, to ensure continuity of service delivery.</p> <p>Through the use of transitional funding, a change management team has been established within HR-OD. This team will work alongside the Control project team to develop and implement the end-state control room structure.</p>	<p>A project will be established under the Estates Strategy Programme Board which will manage all aspects of the Control Room rationalisation, including measures to ensure staff retention and engagement. This project will report through the Estate Strategy Programme to the Service Transformation Committee and ultimately the SFRS Board.</p> <p>Entire project to consolidate and merge control rooms run in formal project management methodology, reporting to ST under reference SA2.1.7</p> <p>Opportunities for redeployment to be identified at appropriate timescales eg. existing CS Advocate vacancies.</p> <p>Control staff included in VSER arrangements, on-going communications with line managers.</p>	Director/ Response & Resilience & Director/ People & Organisational Development	<p>Final business case and supporting documentation.</p> <p>Feedback report.</p> <p>Line managers' records.</p> <p>Recruitment advertisements.</p> <p>SLT papers.</p> <p>Change management action plan.</p>		ST meeting schedule, Board as required.
	b) Configure specialist resources within the	National assets recorded in the Scottish	Full integration of response	Director/	SCCD database		Within overall

	command and control systems. Control staff to understand when a specific resource should be included within a response.	Coordination Centre Database. Control Operating Procedures (COPs) promulgated to allow standardisation of Incident Response, Flexi Officer Mobilising and Strategic Cover. Local lists of cross-border attributes created.	arrangements into the Control Rooms Project.	Response & Resilience	COPs (x4) Local lists		project. ST meeting schedule, Board as required.
c)	Assess impact of plans to change current arrangements for control rooms to ensure effective project management.	Entire project to consolidate and merge control rooms run in formal project management methodology, reporting to ST under reference SA2.1.7	On-going project.	Director/ Response & Resilience	Project plan		ST meeting schedule, Board as required.
d)	On-going monitoring in H&I area to ensure that the remedial activities in place before SFRS was established do not suffer loss of momentum.	Action Plan developed in November 2013 to maintain progress on recommendations contained in HMFSI report on former H&I service from 2012.	Action points relating to Operational Risk and L&D completed or on target	Director/ Strategic Planning, Performance, and Consultations	Action Plan		
e)	Address provision of operational risk information. The use of a recognised template should be encouraged and sufficient resources made available, particularly in the North SDA, to ensure that this work is carried out.	Parallel approach has commenced to standardise the method of data collection across Scotland; and develop a single technical platform for the presentation and delivery of risk information to crews,	Procure or develop an in-house solution to provide relevant risk information at the point of need. Project subject of transitional funding bid. Options report to SLT 19 February. Overall project for data collection, storage and presentation reporting to ST under reference SA2.1.5	Director Response & Resilience & Director/ Strategic Planning, Performance and Corporate Comms	SLT options report Transitional funding bid. Revised data collection form Project updates		ST meeting schedule

2) LEGISLATIVE FIRE SAFETY							
Page No.	Issue/Recommendation	SFRS current position	SFRS proposed actions e.g. links to ST programme	Lead officer	Evidence	Deadline Date	RAG Status
43	f) Consider scope to convert some enforcement officer posts to auditing officers to achieve a consistent approach in LSO areas	<p>The current position within the SFRS in relation to the blend of Fire Safety Enforcement Officers (FSEO's) and Auditing Officers (AO's) is articulated within the Prevention and Protection Directorate's 'Working Structure' chart (version 3 – February 2013).</p> <p>This outlines the number of FSEO's and AO's that are notionally allocated to each LSO area. This is only notional because legacy staffing arrangements are still impacting upon the SFRS' ability to fully populate the working structure as the matching process progresses. A recent exercise has been conducted to understand the gaps between the working structure and current Prevention and Protection staffing arrangements within each Service Delivery/Local Senior Officer Area.</p> <p>The split between FSEO's and AO's as illustrated in the aforementioned version of the Prevention and Protection working structure is based on legacy arrangements and the intention to blend these two roles incrementally over time.</p>	<p>Within the SFRS Operating Plan for 2014/15 it is planned to review the Prevention and Protection governance and service delivery structures at national, regional and local levels. The current blend between FSEO's and AO's will be within the scope of this review, as will any associated changes to the Prevention and Protection working structures.</p> <p>In reviewing the blend of FSEO's and AO's, as part of this wider project, cognisance will be taken of the opportunity that these posts provide for the redeployment and retraining of colleagues who may become displaced from their current roles.</p> <p>Due to the strategic nature of this project, it is likely to feature within the governance arrangements of the SFRS Service Transformation Programme as well as the 2014/15 Operating Plan.</p>	Director/ Prevention & Protection	SLT report S/PP/10-14 Future Resource Options for Delivery of Fire Safety Enforcement and Fire Engineering		
	g) Introduce non-firefighters as enforcement officers and middle managers.	The current position within the SFRS is that only uniformed personnel are appointed under the Fire (Scotland) Act 2005 to enforce this legislation.	The review outlined above will also include this consideration as part of its scope. In relation to middle managers the review will take account of any impact this may have on the provision of flexible duty managers to support	Director/ Prevention & Protection			

			the Incident Command System.				
	h) Consider auditing HMO premises and allocating resources, in line with the level of risk in individual premises.	<p>The current position within the SFRS in relation to the auditing of HMO's is that they are done in respect of new applications, or in keeping with the licensing cycle of the relevant local authority for existing premises.</p> <p>The exception to this are HMO's that have been identified by an auditor as being very high or high risk; in such cases the premises will be audited annually.</p> <p>This current position was adopted to ensure that no conflicts arose between the SFRS and local authorities, who license such premises, as the transition was being made to the new Service.</p>	<p>Within the SFRS Operating Plan for 2014/15 the Prevention and Protection Directorate are including an action point to develop a suitable policy for the standardisation and consistency of approach to HMO's across Scotland. This may result in a risk-based approach being undertaken to the auditing of such premises.</p> <p>Should a risk-based approach be adopted for the auditing of HMO's then discussions will be entered into with local authorities to ensure that such a policy could be implemented safely and smoothly across Scotland.</p>	Director/ Prevention & Protection			
	i) Consider whether audit targeting priorities should be modified to take account of relative risk levels.	<p>The current position is that the SFRS audits relevant premises under part 3 of the Fire (Scotland) Act 2005 in accordance with the Service's Fire Safety Enforcement Framework 2013-2016. This Framework outlines an audit programme, which is based on generic premises types, and risk levels following previous audits.</p> <p>This Framework is designed to promote a safe approach to the auditing of non-domestic premises as the eight previous enforcement regimes from the legacy Services are being amalgamated under the responsibility of the SFRS.</p>	<p>Although the Fire Safety Enforcement Framework has been developed for 2013 to 2016 it is scheduled for a review, which will commence in March 2014. This review will provide an opportunity to assess whether the targeting priorities for audits should be modified to take account of relative risk levels.</p>	Director/ Prevention & Protection			
	j) Develop policy on Crown premises enforcement	<p>The current position is that the SFRS is the enforcing authority for Crown premises that are within the scope of</p>	<p>The SFRS has developed a Prevention and Protection Strategy 2013-2016. For years two and three of the SFRS</p>	Director/ Prevention &			

		<p>the Fire (Scotland) Act 2005, part 3. The auditing of Crown premises currently follows the principles contained within the SFRS Fire Safety Enforcement Framework 2013-2016.</p>	<p>(2014/15 and 2015/16) the Strategy proposes broad ambitions, in support of which annual action points will be developed; these action points will feed into the SFRS annual Operating Plan.</p> <p>The issue of Crown premises enforcement will be considered as part of this process during the lifetime of this current Prevention and Protection Strategy.</p>	Protection			
--	--	---	--	------------	--	--	--

3) COMMUNITY SAFETY							
Page No.	Issue/Recommendation	SFRS current position	SFRS proposed actions e.g. links to ST programme	Lead officer	Evidence	Deadline Date	RAG Status
43	k) Ensure monitoring of performance of Home Fire safety Visits continues to ensure priority is given to identifying and engaging with households categorised as high risk.	<p>The position adopted by the SFRS in relation to Home Fire Safety Visits (HFSV's) during 2013/14 was the setting of targets for each Local Senior Officer (LSO) area based on the number of visits undertaken. The targets set were based on the numbers of HFSVs conducted within each LSO area during the last year of the legacy Services.</p> <p>This was done in recognition of the different approaches the legacy Services had for HFSV's, and to ensure that performance was maintained during the first year of the SFRS, while a single, consistent policy was being developed.</p> <p>Although these numerical targets have been set, LSO areas are encouraged to conduct HFSV's at high risk households. Monitoring is being</p>	<p>Performance in relation to HFSV's has been very positive during 2013/14. To further support this initiative, the SFRS HFSV Policy and Procedure will go live on 31 January 2014.</p> <p>From 1 April 2014, LSO area targets for HFSV's will be based on points rather than a numerical total of visits. This points based system will be designed to encourage personnel to undertake HFSV's at higher risk households.</p>	Director/Prevention & Protection	CSET & quarterly performance reports to Board		

		undertaken during 2013/14 to establish the breakdown of HFSV's by risk category for each LSO area.					
	l) Ensure implementation of partnership and initiatives elements of CSET are finalised.	At present, the major development work on all of the modules within CSET has been completed. This includes those for HFSV's, Activities, Partnerships, and Initiatives. Notwithstanding this, some minor adjustments to these modules are continuing to be made. National training has been concluded on all the above modules.	Now that national training has been conducted, this is being supported regionally and locally to ensure that all the current CSET modules are fully implemented by 31 March 2014.	Director/Prevention & Protection	CSET		
	m) Develop more localised targets, which contribute to the overall national target, within local plans.	Local plans now developed incorporating local targets	Consultation process on local plans completed 14.02.14. Feedback on targets from SG, partners and public will be analysed to ensure targets fit for purpose	Director/Service Delivery & Local Senior Officers			
	n) Ensure policies are released under system of version control and given an early review date rather than issued as drafts	The current position is that all Prevention and Protection governing and procedural documents are developed and promulgated in accordance with the Directorate's Policy Implementation Plan 2013/14. This plan details all types of documentation, including frameworks, policies, procedures, and guidance. The plan logs the undertaking of equality impact assessments/risk assessments and consultation with representative bodies, as well as when documents should be presented to the SFRS Strategic Leadership Team, the Board's Local and Stakeholder Engagement Committee, or the full Board for endorsement or information	The process articulated in the adjoining box will continue, with a Policy Implementation Plan being developed each year for the Prevention and Protection Directorate. This will be done to support the development and promulgation of any Prevention and Protection documentation as a result of undertaking relevant action points in the annual SFRS Operating Plans. It is recognised, however, that draft Prevention and Protection documents have been circulated in the past and this practice will continue in the future. This is done for the purpose of ensuring that personnel at regional and local levels have an opportunity to	Director/Prevention & Protection	Document library within SFRS intranet		

	<p>only. The plan then details when the relevant document will be uploaded onto the SFRS intranet and when it goes live. Personnel are advised of go live dates for these documents through the issuing of an Awareness Briefing.</p> <p>In preparing documents for uploading onto the SFRS intranet, the standard Service process for document control is followed. This includes detailing:</p> <ul style="list-style-type: none">• the document's author;• the date of risk assessment;• the date of equality impact assessment;• the date of impact assessment;• who undertook quality control;• when and by whom the document was authorised; and• the date for review. <p>Only once the above processes have been followed will a Prevention and Protection document be considered as having been adopted for use within the SFRS.</p>	<p>comment on draft documents as part of the consultation process. These documents should not be considered as anything other than drafts for consultation and will therefore be marked as such to avoid the potential for confusion in the future.</p>				
--	--	---	--	--	--	--

4) LEARNING AND DEVELOPMENT							
Page No.	Issue/Recommendation	SFRS current position	SFRS proposed actions e.g. links to ST programme	Lead officer	Evidence	Deadline Date	RAG Status
43	o) Ensure LCMS and PDRPro are properly maintained and being used consistently and to best effect.	<p>LCMS is available for all personnel to access, and has been further populated with additional high quality learning material, categorised against the incident types. It continues to be maintained through the close working relationship between Service staff and the external e-development provider, Learnpro.</p> <p>PDRpro is widely used across the Service on operational stations. It has been further developed and improved based on user feedback and suggestions. Phase 2 is now ready to be rolled out on a phased basis, and is also fully maintained and monitored by trained Service staff</p>	A significant piece of work now for the local Training staff across the Service is to provide training for, and implement, a comprehensive system to all operational personnel, assisting in the planning of training against the FFDP and the recording of that development on PDRpro. The electronic system links LCMS and PDR and will ensure consistency across the Service.	Director/ People & Organisat ional Develop ment	Standardised development programmes and refresher periods for all core skills and operational training programmes contained within, and reported from, the LCMS/PDR pro		N/A
	P) Monitor learning and development provision to control staff to ensure that they have equitable access to training.	A full development programme for Control room personnel, based on the operational FFDP has been developed. This is used in some parts of the Service to develop new personnel in the emergency control roles	<p>The programme will now be implemented across all control rooms to develop new personnel and current staff. This will ensure that all personnel are developed against the same modules and NOS's, with local specific training carried out additionally.</p> <p>PDRpro will also be made available for control room staff to record their development and performance.</p>	Director/ People & Organisat ional Develop ment	Standardised development programmes and refresher periods for all operational control training programmes contained within, and reported from, the LCMS/PDR pro.		N/A

5) MANAGEMENT AND SUPERVISION OF SFRS							
Page No.	Issue/Recommendation	SFRS current position	SFRS proposed actions e.g. links to ST programme	Lead officer	Evidence	Deadline Date	RAG Status
44	q) Consider how any potential gap in the management of specialist rescue could be filled until new national managerial structures are in place.	Review of specialist rescue resources on-going.	Final report and recommendations. Implementation project reporting to ST under reference SA2.1.6 Link to POD to agree training requirements based on proposed structure.	Director/ Response & Resilience	Individual resource reports. SLT papers on principles and National Assets presented 16 October 2013 Capital spending plan presented to SLT January 2014		ST meeting schedule, Board as required.
	r) Ensure management structures are finalised and published in a form easily accessible to staff, along with an explanation of reporting lines and avenues for escalation of issues where these are not clear.	A working structure was published for consultation in December 2012. The SFRS has used this structure as the basis for transfer and matching of employees to posts within the structure and to clarify reporting lines. There are a number of job families currently under review within the structure such as administration and general technical support.	SLT are reviewing the working structure and a revised structure, following consultation, will be published in August 2014. All posts will be sign-posted within the revised structure and this will be clearly communicated to all employees and their managers. A workforce plan will be developed to support implementation of the structure which will be fully implemented by April 2016.	Director/ People & Organisational Development	Revised structure published and fully implemented.		Revised structure and workforce plan August 14, implemented by April 16.
	s) Ensure that the capacity of middle management to deliver operational command, as well as the other management functions required by the Service, are factored into any further revision of the	A range of credit-rated ICS programmes are currently in place and managers are required to undertake regular refresher programmes. Formal management development programmes are under review. Programme of standardising all Standard Operating Procedures (SOPs) on-going. Local risk-based training for supervisory officers	The ICS training programme will be reviewed and updated based on feedback from users and other stakeholders. The SFRS is working with CFOA UK and Skills for Fire and Rescue to develop a Fire Professional Framework which will cover all leadership and management development requirements. National programme of incident	Director/ Response & Resilience & Director/ People & Organisational Development	Fire Professional Framework and associated development programmes agreed and made available to employees. SOPs Local training events Joint statement		Framework July 14; development programmes implemented by May 15.

	middle management layer.	Agreed minimum numbers of flexi duty officers	command training and assessment		SFRS/FBU on incident command		
--	--------------------------	---	---------------------------------	--	------------------------------	--	--

6) THE EXTENT TO WHICH SFRS HAS SET OUT ITS PLANS TO DELIVER THE BENEFITS OF REFORM							
Page No.	Issue/Recommendation	SFRS current position	SFRS proposed actions e.g. links to ST programme	Lead officer	Evidence	Deadline Date	RAG Status
44	t) Improve strategic planning through more detailed analysis of the measures that will be applied to meet the targets in the Fire and Rescue Framework.	Performance Team established within DCO function. Finance and Performance Group established under auspices of the Board to enhance performance measurement and reporting. First Strategic Plan developed. Click view system on data capture introduced to support improved analysis	Refresh performance measurement and reporting. Ensure outcome focussed	Deputy Chief Officer			
	u) Ensure policy papers submitted to the Board are Equality Impact Assessed. Submissions that do not comply should only be accepted in exceptional circumstances.	Equality Impact Assessments prepared for all Board papers.	Position monitored by BST	Strategic Leadership Team/Business Support Team			
	v) Build a reflection on business relationships between Board and SLT into the permanent arrangements for the Board.	Programme of Board development sessions with SLT in place. Chairs meetings established to oversee Board structures and processes. CIPFA governance programme established	Joint team development for Board and SLT	Business Support Team			
	w) Ensure Service Transformation Committee and	SG represented on ST Programme Board. Rep Bodies on STC. Partners involved in development sessions	Continue to monitor partner engagement	Deputy Chief Officer/Bu			

	Programme Board reflects on how they might use their processes to support partnership working.			Business Support Team			
x)	Ensure the on-going development of a programme management function to support STC and Programme Board is integrated into the Service.	Appointed ST Programme Manager. Support for Programme Manager established. Training programmes delivered for Project Managers	Appointing professional Project Managers	Deputy Chief Officer			
y)	Ensure second generation of strategic plans is clear and concise with focussed and measurable objectives.	First SP developed and approved by Minister. Laid before Parliament October 2013.	Second generation Plan will undergo full environmental analysis and strategic review of aims and objectives by Board	Deputy Chief Officer			
z)	<p>Establish role as a champion of specialist rescue by:</p> <ul style="list-style-type: none"> ▪ considering the establishment of a centre for excellence for specialist rescue, ▪ building partnerships with other blue and non-blue light organisations to further enhance the protection afforded to Scotland's communities, ▪ nationally managing and coordinating 	In-principle agreement of SFRS adopting role as rescue champion	Develop a project for inclusion in ST programme	Director/Response & Resilience			To be confirmed
		On-going dialogue taking place with all partner agencies	Creation of "Memoranda of Understanding" for the adoption of other agencies into register	Director/Response & Resilience	Draft MOU		To be confirmed
		Transitional funding bid submitted for the creation of an interactive resource	Agreement to be sought on the role of accrediting agency for acceptable	Director/Response	Transitional funding bid		To be confirmed

	information regarding non-fire service rescue resources, for example, Mountain Rescue Teams, voluntary organisations, Maritime Coastguard Agency etc.	database	resources.	& Resilience			
45	aa) Develop a more flexible approach, both technically and procedurally, to allow the tracking of appliances and officer resources over a wide geographical area and ensure an interface with a number of control rooms. Establish key success factors and medium to long-term planning.	<p>On-going discussions with Airwave to change the existing Gateway arrangements to allow fuller control room interoperability.</p> <p>Review of call signs for appliances and officers</p> <p>Removal of previous restrictions on Fire link talk groups and Sac radio utilisation.</p> <p>Rerouting of postcode incidents to appropriate control rooms.</p>	<p>Awaiting Airwave cost and timescale estimates</p> <p>SLT agreement on national call signs.</p> <p>Full integration of technical and response arrangements into the Control Rooms Project.</p>	Director/ Response & Resilience	<p>'Change Control Notice'</p> <p>Draft report on national call signs</p> <p>Airwave contract paperwork.</p> <p>Falkirk FK10 paperwork.</p>		Within overall project. ST meeting schedule, Board as required.
	bb) Ensure the Audit Scotland report <i>Managing ICT Contracts: an audit of three public sector programmes</i> is taken into account when planning and implementing the integration of the predecessor services' ICT systems.	<p>2 out of the 3 projects here are on a scale well beyond anything SFRS is likely to be involved in (£19m and £112m). Our ICT transformation programme has been undertaken in "chewable chunks" each element of which has a specific business case. To date these have been subject to SG approval through the transitional funding programme.</p> <p>Strict project management arrangements are in place within ICT including project boards, risk reporting etc.</p> <p>Financial performance is reported</p>		Director/ Finance & Contractual Services	<p>T/F bid correspondence with SG</p> <p>ICT project management documentation</p> <p>Capital and transitional funding monitoring group minutes</p> <p>STPB and STC minutes</p>		Regular

		<p>monthly to the capital and t/f monitoring groups (depending on funding route) and periodically to the Service Transformation Programme Board and Committee.</p> <p>All bids for ICT funding have included specialist resources where these are not available in house.</p>					
--	--	---	--	--	--	--	--