HMFSI Performance Management Information Systems Inspection 2014-15

Action Plan

HMFSI Issue 1	**The SFRS should focus now on finalising its work to consolidate performance management information systems – paying due attention to the quality and completeness of the data being inputted into the systems being used – and demonstrating how the analysis of good management information is driving the Service's business.**								
SFRS Current Position	The SFRS has continued to progress the development, implementation and progress of relevant performance management information systems.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Implement Qlikview dashboard to LSO's.	Nov 2015	S. R	Nov 2015	Complete	Dashboard		H. McGhie	H.McGhie	
2. Implement Qlikview dashboards for SLT and SFRS Performance Committee.	Mar 2016	S. R	Mar 2016	Complete	SLT 7 March 2016 Performance Comm, 17 March 2016		M.McAteer	H.McGhie	
3. Data Market Place, development work now underway in conjunction with ICT to establish a local SQL Server instance for Performance Data Services. In addition to the IRS data used for incident reporting the new database facility also contains an off-line copy of CSET, PPED and Operational Intelligence tables,				Amber	Development work is underway in conjunction with the proposed purchase of a performance management system which in the fullness of time allow us to access data systems which have previously been unavailable to Data Services for reporting purposes.		M.McAteer	Mark McAteer Eleanor Craig	

expanding the scope of the systems accessible to Data Services.					**03.04.19.** Performance Management System has now been purchased and in place with training undertaken in appropriate use of the tool. **14.08.19.** New performance management system now in development phase of its implementation; currently considering how we provide staffing to allow for full implementation of In-Phase by the end of this fiscal year. ICT Developer Hazel Black assigned to work on implementation to assist in progression of In – Phase.				
4. Incident Recording System IRS, is on hold, shift in responsibility for IRS has moved from DCLG to Home Office.				On hold	The Home Office IRS team is now in the early stages of planning for a replacement for		M.McAteer	Mark McAteer Eleanor Craig	

					the existing system. **03.04.19.** Recent bid was turned down by Cabinet Office. The last IRS update was in 2010 S Ross will raise his concern with Scottish Government regarding Risk to the SFRS. S Ross advised we are years from completing this action. **14.08.19.** The home office is arranging to move servers on which the IRS is based to a new platform, work is underway in conjunction with ICT team to mitigate the risk of service interruption for the SFRS. Iain Harron, Scottish Government is being kept up to date on SFRS arrangements. Full re-development of IRS by the Home Office				

					remains on hold at present and even if funding was available next year it would take an estimated two fiscal years to complete. It is felt this action is now superseded by events, and a long term take on incident recording requires to be considered.			
5. Implementation of Health and Safety Management System (RIVO) across the SFRS	Dec 2015	K. L	Dec 2015	Complete	RIVO is fully implemented across the SFRS		D.Vincent	K. Lockhart
6i) LCMS	Apr 2016		Q3 – 2016/17	Complete	i) **LCMS** - Service wide e-systems went live 01.04.16. Systems will continue to be populated with historical data and will be further developed to assist in the provision of performance data leading to enhanced performance management arrangements.		D. Vincent	DACO P Stewart

					Work is essentially done with the exception of ICT infrastructure required to support.			

| 6ii) PDRPro | Apr 2016 | | Sep 2016 | Complete | ii) **PDRPro** – training for operational competence Framework went live 01.04.16. Learning content for MPDP modules now accessible directly via PDRPro. Software development to automate assessment outcomes directly onto PDRPro continues and should be completed within the next 6 months. Work is essentially done with the exception of ICT infrastructure required to support. | | D. Vincent | DACO P.Stewart /TED |

HMFSI Issue 1 (Cont.)	The SFRS should focus now on finalising its work to consolidate performance management information systems – paying due attention to the quality and completeness of the data being inputted into the systems being used – and demonstrating how the analysis of good management information is driving the Service's business.								
SFRS Current Position	The SFRS has continued to progress the development, implementation and progress of relevant performance management information systems.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
7. iTrent system operating throughout the service for payroll, finance, HR, Structures and Absences. All data validation to be completed.		AM S.Wright	Dec 2017	Complete	Itrent implementation for HR and Payroll now in place and the data structure is complete and accurate, however there are still some ongoing issues with maintaining the processes which confirm the system, as there are still identified gaps. Work continues as a priority to resolve this issue. Deadline date extended due to work taking longer than anticipated due to issues. The matching/ validating exercise is now complete. Review now takes place on a		L.Barnes	AM S.Wright	

					monthly basis as part of business as usual to allow the monitoring of continual changes within the service in relation to people, positions and post numbers.				
8. Information Governance System	Mar 2016	C.W	Mar 2016	Complete	Publication of user manual			M.McAteer	H. McGhie
9. Command and Control Futures System Planned phased approach and roll out across control rooms.	Apr 2020	AM Garry MacKay	Apr 2020	Amber	Agreement in place to role out new CCS at all three sites starting November 2019. This is a phased approach but to be completed end Apr 2020. **08.08.19.** This is a phased approach and was originally scheduled to be completed end Apr 2020. Following the Digital Assurace Office (DAO) review of the Project, where concerns over the Supplier's capacity to deliver the project on time	CCF Project Board	ACO J Dickie	GM D. Murdoch	

					were raised, a refreshed timeline is to be presented to the CCF Project Board in September 2019. This is likely to result in a project end date beyond April 2020.			
10. Retained Duty Availability Management System Interim solution currently in place, replacement solution to be pursued when ICT resources permit.	Mar 2016	C.McG	Mar 2016	Complete	Interim solution was introduced nationally in November 2013 and is working. A complete national replacement solution will be pursued when ICT resources permit.		ACO L. Ramsay/ DACO J. Dickie	AM J.Joyce
11. FSEC/Alternative Risk Modelling FSEC is now discontinued. Alternative means of Risk Modelling currently on trial.	Mar 2017	GM R.K	Mar 2017	Complete	FSEC has been discontinued within the SFRS and another system (ArcGIS) is viable within the SFRS. This does not have all of the risk modelling capability of FSEC but a new system would only be sourced when a specific need is identified. This would be done in conjunction with		ACO L. Ramsay/DACO J. Dickie	GM R.Keith

					Service Redesign.			
12. TRANMAN	Mar 2016	I.M	Mar 2016	Complete	Operation of system within SFRS Asset resource centres. Initial action complete work on-going as part of business.		S. O'Donnell / I. Morris	D.Johnston
13. Property Management System	Mar 2016	I.M	Mar 2016	Complete	System continues to be populated to allow performance reports to be provided. Initial action complete work on-going as part of business.		S. O'Donnell/ I.Morris	D.Johnston
14. Tech 1	Mar 2016	J.T	Mar 2016	Complete	Tech 1 system is operating effectively and continuing development will ensure it continues to meet requirements of the Service.		S. O'Donnell/ J.Thomson	D.Johnston

				Initial action complete work on-going as part of business.				
15. CSET	Complete	S.S	Complete	Complete	Database on Intranet	P&P Directorate	D McGown	ACO D.McGown	
16. PPED	Complete	A S	Complete	Complete	Database on Intranet	P&P Directorate	D McGown	ACO D.McGown	
17. Fire Investigation System FI	Complete	D B	Complete	Complete	Database on Intranet	P&P Directorate	D McGown	ACO D.McGown	
18. Gazetteer Project is now closed	Jan 2016	P.McG	Jan 2016	Complete	The Gazetteer project was completed and closed in Jan 2016. Continual population and updates will be required throughout the life of the Gazetteer		L. Ramsay/J. Dickie	AM J.Joyce	

HMFSI Issue 2	If there is data relating to non-domestic fire safety audits or HFSVs that is not held electronically anywhere else than FSEC, then we consider that the SFRS should take steps to back it up and hold it on a separate database for as long as it is likely to be required for historical, comparative or reporting purposes.								
SFRS Current Position	The data which was available within FSEC is available on an external hard-drive for potential re-use in the SFRS. Additionally, an 'FSEC server' PC will be retained to allow archive data to be loaded from the last FSEC datasets prepared before the disbandment of the FSEC team. Data from Fire Safety audit activity will be retained within the legacy FRS's files for as long as is necessary. This process has already taken place and a separate database contains all the relevant data required where it was stored electronically, and data which was not stored electronically has also been scanned and archived. This data is available for viewing only, via a separate database, accessed from the Prevention and Protection Enforcement Database (PPED).								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Arrange for alternative storage for previously stored FSEC data				Complete	FSEC data stored on hard drive for reuse. FSEC server PC retained to allow for archive data to be loaded from last FSEC datasets. Fire Safety Audit data retained in legacy FRS's files as long as necessary – stored/scanned electronically and archived view only via PPED. Arrange for alternative storage for previously stored FSEC data			ACO D.McGown	

HMFSI Issue 3	A methodology should be confirmed for calculating the numbers of relevant non-domestic premises which will provide a best estimate of the number of 'relevant premises' in Scotland as defined by the Fire (Scotland) Act 2005. It may also be better if the term 'known' premises is superseded. (There are some recognised issues around the quality of historical data, particularly in relation to non-domestic fire safety enforcement, and we welcome and encourage the steps being taken by the SFRS to address those issues for the future. We consider that this should include the finalisation of a robust methodology for calculating the number of 'relevant premises' within Scotland in relation to which the SFRS has enforcement responsibilities under Part 3 of the Fire (Scotland) Act 2005. (P3, par. 6)								
SFRS Current Position	This information is currently gathered from FSEC; however it is no longer current or accurate. The Service is in the early stages of identifying an alternative data source to access this information. SFRS have been in dialogue with Scottish Government in an attempt to determine if there is an accurate way of identifying the number of 'known' relevant premises. Consideration has been given to data held within a Scottish Assessors register. A range of partners have been engaged to date in an effort to ascertain the number of relevant premises in Scotland e.g. SG, Local Authorities etc. At this time there appears to be no external body that holds the details of all of the premises that could be considered to be within the scope of this HMFSI issue. The SFRS has a number of relevant premises that are held on its PPED system and which form the basis of audit programmes for them. As new premises come to the attention of the service these are added and audited as required. Within the Directorate it is felt that there is no realistic methodology for collating the list of relevant premises in its entirety and then being able to QA this on a regular basis.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Continue dialogue and work with Scottish Government to determine a suitable methodology to accurately record number of relevant premises in Scotland.	31 Jul 2020	AM S.W	31 Jul 2020	Complete	P & P have spoken at length with, private industry COSLA and the Scottish Assessor Association (SAA) and all routes have proven problematic in identifying a single, live database for relevant premises. This has been reported through	Internal within P&P	ACO R Haggart/ DACO A Perry	AM S.Wood	

the Scottish National Improvement Service for Local Government in Scotland who are trying to secure SAA data and improve premises classifications within the National Gazetteer that SFRS uses however may take in excess of 18 months to achieve. A business case and privacy impact assessment is being developed for data from SAA that will assist in the interim to identify premises paying non domestic rates. This will not only benefit FSE but form part of the ongoing work for the new mobilising system through the CCF project and SFRS Gazetteer team. It is requested that the PIF

					board note the significant dealine review due to the extended time and external influences that are required to seek a partner and cross directorate agreed outcome. The methodology is identified and being progressed however the means to achieving the results remains outstanding for considerable time. **28.08.19.** Whilst SFRS will continue to review and progress alternative methods of estimating the total number of "relevant Premises" in Scotland, it is considered that current avenues as mentioned above remain sufficient, alongside the inclusion of				

					locally identified risks within Local Enforcement Delivery Plans, to remain vigilant to all risks within communities. There is no conclusive way of obtaining a total list without the introduction of leglsiative responibilities, such as registration requirements, of which there is no current appetite. This actionis considered closed.				
2. Test and Implement methodology	31 Mar 2020	AM S.Wood	31 Mar 2020	Complete	P & P have spoken at length with, private industry COSLA and the Scottish Assessor Association (SAA) and all routes have proven problematic in identifying a single, live database for relevant premises. This has been reported through the Scottish	Internal within P&P.	R Haggart/ DACO A Perry	AM S.Wood	

| | | | | | National Improvement Service for Local Government in Scotland who are trying to secure SAA data and improve premises classifications within the National Gazetteer that SFRS uses however may take in excess of 18 months to achieve. A business case and privacy impact assessment is being developed for data from SAA that will assist in the interim to identify premises paying non domestic rates. This will not only benefit FSE but form part of the ongoing work for the new mobilising system through the CCF project and SFRS Gazetteer team. It is requested that the PIF board note the | | | | |

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					risks within Local Enforcement Delivery Plans, to remain vigilant to all risks within communities. There is no conclusive way of obtaining a total list without the introduction of leglsiative responibilities, such as registration requirements, of which there is no current appetite. This actionis considered closed.				

HMFSI Issue 4	We would encourage the SFRS to give some further consideration to whether the work to establish a robust methodology for identifying the number of relevant premises across Scotland could be related to the gazetteer and possibly designed to enhance the usefulness of the gazetteer in this area.
SFRS Current Position	The priority for the SFRS gazetteer team at present is to assist with the merger of control room gazetteers. In line with the risks associated with Issue 8 (Command and Control Futures), the preparations for and implementation of gazetteer mergers must take priority for the gazetteer team at present. Once the control room mergers have been completed post-2016 we will then be in a position to review whether or not the gazetteer could be used to identify commercial and other premises more reliably. However, what is recorded even on the most up-to-date information provided by Ordnance Survey in the Address base Premium data that underlies the SFRS gazetteer is unlikely to match in any simple and straightforward way to the FSEC categories required for Other Building totals, particularly for buildings whose use changes relatively frequently such as care homes. Accordingly, it is likely that we will still need to maintain additional sources of information outside of the gazetteer such as lists of current care homes sourced locally or from the Care Inspectorate.

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1. The Gazetteer used by SFRS and other emergency services will be the source for all premises data following the review by the National Improvement Service				Complete	This has been incorporated in the upgrading of the Gazetteer used by SFRS and for the purposes of P&P and CCF Project to allow for a single source of data when available.		ACO D. McGown/ DACO J.Miller	AM S.Stevens	

HMFSI Issue 5	**Any practicable steps that can be taken to streamline and improve the ease of uploading data to IRS and the quality of data that can be extracted, should be taken. SFRS may therefore wish to review whether it is achievable to reduce its presences on IRS pending the introduction of the new command and control system.**								
SFRS Current Position	The SFRS accepts that the 17 legacy IRS presences inherited as part of the merger process lead to inefficiencies in data extraction and the management of IRS data, but contends that the current system, though inefficient, has been stable and reliable over the past two and a half years and works well if somewhat inefficiently. As the consequences of failures on the live IRS systems can be severe (such as loss of the ability to upload new incidents), the SFRS does not intend to reduce or modify its legacy presences at present (except as may be required to achieve control room mergers), until a new version of the IRS is available nationally from Home Office. The Home Office team have not in recent months been able to give any indication of if and when their project to replace the IRS may restart.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
NO ACTIONS IDENTIFIED TO DATE					Linked to Issue 1, Actions 3 and 4		M.McAteer/E Craig		

HMFSI Issue 6	When considering the future levels of ICT support likely to be required, the Digital Steering Group should explicitly take into account that the Prevention and Protection Directorate's performance management information systems were developed in-house, and require an ongoing level of in-house ICT support to keep them running efficiently. The SFRS may wish to consider whether the risks, if in-house systems are not adequately supported, are fully reflected in the relevant Corporate and Directorate Risk Registers.								
SFRS Current Position	Risks are now captured on the Corporate Risk Register and the P&P Directorate Risk Register.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Ensure risks are captured on the FCS and Corporate Risk Registers and reported on accordingly.	2014/15	D. J	Ongoing reporting	Complete	FCS Risk Register Corporate Risk Register		S. O'Donnell	D. Johnston	
2. Ensure risks are captured on the P & P Risk Register and reported on accordingly.	Complete	ACO D. McGown	Complete	Complete	P&P Risk Register	P&P Directorate	D McGown	D.McGown	

HMFSI Issue 7	In relation to the SFRS Digital Strategy, it is important that the corporate culture of the SFRS continues to support the direction that has been set and, particularly given the ongoing need for in-house systems support referred to above, that the strategy is adequately resourced.								
SFRS Current Position	The SFRS Digital Steering Group established in Jan 2016, oversees the implementation of the Digital Strategy approved by the SFRS Board in Sept 2014.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Continue to report progress on the implementation of Digital Strategy to the SFRS Board.	Jan/Feb 2016	S. F	Mar 2016	Complete	Initial action complete work on-going as part of business.	Minutes of DSG to SMT

DST progress updates to SFRS Board

Continuing reporting – 28 April 2016 to SFRS Board | S. O'Donnell | D.Johnston | |

HMFSI Issue 8	The Command and Control Futures project will require ongoing attention by senior management and the Board of the SFRS in order to ensure that it is adequately resourced and brought to a successful and timely conclusion. The SFRS may wish to consider whether the risks associated with the Command and Control Futures project should be explicitly reflected in Corporate and Directorate Risk Registers.								
SFRS Current Position	The CCF is reported to a cross-functional project board.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. On-going monitoring to a cross-functional project board. Activities logged on project Risk Register and R & R functional Risk Registers.	Apr 2020	AM Garry MacKay	Apr 2020	Amber	Risk Register and CCF Board Papers. April 2020 is the project timeline end date by which time 3 OCs will be installed with CCMS and Project will be at point of closure. **08.08.19.** Risk Register and CCF Board Papers. Agreement in place to roll out new CCMS at all three sites starting November 2019. This is a phased approach and was originally scheduled to be completed end Apr 2020. Following the DAO review of the Project, where concerns over the	Project Board Corporate Risk Register AOP	ACO J Dickie	GM D.Murdoch	

				Supplier's capacity to deliver the project on time were raised, a refreshed timeline is to be presented to the CCF Project Board in September 2019. This is likely to result in a project end date beyond April 2020.				

HMFSI Issue 9	SFRS should take steps to have ex-Highlands and Islands FRS volunteer stations shown on IRS as soon as possible. Careful consideration should be given to including Volunteer Duty System stations on the future national Retained Duty System availability management system.								
SFRS Current Position	It is not possible at present to add the volunteer stations to the national IRS, as to do so would breach the 100-station limit on the total number of stations for the former H&I IRS legacy system. This issue will be resolved if and when Home Office is able to deliver a revised national IRS (see Issue 5), as the revised system will have no arbitrary limit to the number of stations that can be stored for any service or area sub-division. The SFRS continues to work on legacy arrangements.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. IRS NO ACTIONS IDENTIFIED TO DATE					Linked to Issue 1, Actions 3 and 4			Mark McAteer/DACO S Stevens	
2. RDS NO ACTIONS IDENTIFIED TO DATE					Linked to Issue 1, Actions 3 and 4	POB		GM Mark Bryce for R & R Project Leade RDS	

HMFSI Issue 10	**Given the fundamental importance of having a single national HR system for the SFRS, and the disadvantages inherent in the current setup, SFRS strategic managers may wish to satisfy themselves on an ongoing basis that the revised timeframes for the HR and Payroll project will be achieved and that undue further project slippage does not occur.**								
SFRS Current Position	Monthly Project Board meetings have been held throughout the duration of the project, ensuring effective governance was maintained. A project board meeting will be held in February 16 with a final closure meeting in March. The project will end at the beginning of the new financial year and much of the project work has now transitioned over to the "business as usual" regular teams that will own this work going forward via the agreed project business processes. The Project is currently working on new SFRS support staff T&Cs until 31 Jan 2016, which will see the application of new salary scales and pay, in addition to the decommissioning of all effected support staff historical salaries, the reposition of employees onto their new salary with the correct effective from date, enhancements such as pay protection, market allowance and recognition payment coming along too, where applicable, along with building and applying new T&Cs i.e. working week, A/L entitlement, allowances etc.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. February and March Board Meetings to be held to monitor on-going performance and bring the project to a close.	Mar 2016	J.T	Mar 2016	Complete	Minutes of meeting available		S. O'Donnell	D.Johnston	

HMFSI Issue 11	We consider that there would be scope for the SFRS executive to review the current projects in progress and to obtain current information to inform a decision on whether it would be beneficial to apply extra development or support resource to enable projects to be closed sooner than would otherwise be the case.								
SFRS Current Position	Project Review took place in Oct 2015. This review is subject to ongoing monitoring by the Digital Steering Group.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Continue to implement the prioritised work plan, based on the outcome of the project review.	31 Mar 2016	S.F	Mar 2016 – continuing into 2016/17	Complete	88 days of effort was carried forwarded from 2015/16 plans into 16/17. The aim is to have this piece of work completed by the end of May 2016. Budget underspends for 15/16, caused through significant staff vacancies, were utilised to buy-in external support to progress work. Digital Steering Group on-going part of business.	Agreed programme of work report to and agreed by the D.S.G chaired by Depute Chief Officer.	S. O'Donnell	D.Johnston	

HMFSI Issue 12	**Planners and decision-makers who could benefit from the data that Tranman is able to report on, should be aware of and have access to it.**								
SFRS Current Position	Tranman has been implemented across the SFRS Asset Resource Centres developing its capability to ensure the availability of accurate data to enhance the governance arrangements of the Service.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Implement the Tranman system within Asset Resource Centres	March 2016	I.M	March 2016	Complete	Operation of system within SFRS Asset resource centres		S. O'Donnell / I. Morris	D.Johnston	

HMFSI Issue 13	**Complaints and compliments are a useful 'soft' indicator of organisational performance and there may be benefits in giving more prominence to reporting them both internally and externally.**								
SFRS Current Position	Develop our compliments policy and procedure.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Develop our complaints and compliments policy and procedure	Jul 2016	C.W	Jul 2016	Complete	Policy and procedure have been revised. These will be re-launched to coincide with enhanced Information Governance scrutiny arrangements commencing.		M.McAteer	C.Wade	

HMFSI Issue 14	Although the current system (fire Investigation) is tried and tested, it is heavily reliant on manual input and is not set up to provide useful reports on the data held without time consuming identification of relevant data by staff. There are also issues caused by the fact that predecessor services all had their own Fire Investigation recording protocols, and while efforts have been made to bring these together, there are still separate recording systems for the three Service Delivery Areas (SDAs). For that reason we would expect the SFRS to be actively seeking to provide a national Fire Investigation recording system, with rather more functionality than is provided by the use of spreadsheets.(P13, par. 4)								
SFRS Current Position	The FI reporting system on the Service's database has been developed and is now complete. Work has commenced to review this part of the database to identify how it should be further developed to address the issues identified within the HMFSI report. This system is part of the revised PPED system that is on ICT's work list and will be complete as part of their business as usual work within the fiscal year.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Gather information from the FI teams, who are the current users of the FI section of the database, identify issues, agree actions to develop the system and consult with ICT regarding a plan of action.	Nov 2019	AM S.Wood	Apr 2020	Green	Information gathered and Initial Statement of Requirements being formalised on 7th May 2018 with work on development commencing at conclusion of PPED system or where resources permit, alongside PPED system. ICT have resourcing issues currently being addressed therefore deadline has been extended. The Requirements and System Development approach for the	P&P Directorate	ACO R Haggart/ DACO A Perry	AM S.Wood	

					Fire Investigation database has been agreed with the Project Board. . Requirements have been gathered and validated with the FI teams and project leads using process, mapping, workshops and the creation of wireframe diagrams, The work is now felt to be at a stage where the high level requirements are understood and documented in sufficient detail to allow a technical assessment on the way forward to be carried out. The FI database is dependant on the production of the FSE Database as the FI database forms a "module" of the larger system. It is likely that work to finalise the database and introduce it				

					nationally will extend well in to 2019, but should be achievable within 2019. 27.08.19. Work on FI database delayed due to outsourced expertise for FSE PPED development bai, developer constraints to produce the module and the OI database external contract ending with in house maintainence and development taking priority. FI PPED should pilot in November 2019				

Key for RAG status for overall performance against deadline

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

Amber   (approaching slippage for completion by target date)

Red   (behind schedule for completion by target date)

Blue   (complete)