

**HMFSI AUDIT AND INSPECTION POSITION STATEMENT
PROVISION OF OPERATIONAL RISK INFORMATION**

Recommendation 1 Recommendation 2 Recommendation 3	Implement review of the sustainability of existing Mobile Data Terminals (MDT). Develop a process that enables the tablet to be connected to the mobilising system. Ensure the new mobilising system has the capability to provide crews quick access to Site Specific Risk Information (SSRI).
Action 1.1, 2.1, 3.1	Arrange Formal meeting between Command and Control Futures (CCF), Emergency Services Mobile Communications Programme (ESMCP) and Operations Intelligence (OI) Board.
Closing position statement at July 2019	A formal meeting took place on 31 July 2019 with a plan to progress put in place.
Recommendation 1 Recommendation 2 Recommendation 3	Implement review of the sustainability of existing Mobile Data Terminals (MDT). Develop a process that enables the tablet to be connected to the mobilising system. Ensure the new mobilising system has the capability to provide crews quick access to Site Specific Risk Information (SSRI).
Action 1.2, 2.2, 3.2	Fully scope out integration with Airwave network post Command and Control Mobilising System (CCMS) Project completion but prior to introduction of Emergency Services Mobile Communications Programme (ESMCP).
Closing position statement at November 2022	The in-Vehicle Solutions Project is well established and working in conjunction with the Emergency Services Network Connect project with regards to this action. Documentation and recommendations for a staged plan for interim and full solutions was presented to the Digital Board in December 2022. There is clear evidence that the recommendations have been given due regard and that integration with Airwave will be fully scoped. The work is well established and being monitored via the Digital Board as part of the Emergency Services Mobile Communications Programme (ESMCP). As such, this action is determined as closed and future work will be undertaken as 'business as usual' and will be monitored accordingly.
Recommendation 1 Recommendation 2 Recommendation 3	Implement review of the sustainability of existing Mobile Data Terminals (MDT). Develop a process that enables the tablet to be connected to the mobilising system. Ensure the new mobilising system has the capability to provide crews quick access to Site Specific Risk Information (SSRI).
Action 1.3	Fully integrate Operational Intelligence (OI) information into Emergency Services Mobile Communications Programme (ESMCP) Mobilising System.
Closing position statement at November 2022	SFRS continue to pursue the Emergency Services Network (ESN) Connect Data only option, this will provide networked data to 724 fire appliances. Funding of £3.3m is under review by the Programme and the Scottish Government 1/3-2-3 funding split. If funding provided, this has a transition commencement of Autumn 2023. ESN Connect will be delivered by the R5 as a modem linked to the on-board Operational Intelligence Tablet. A staged plan for interim and longer-term solutions presented to Digital Board in December 2022. There is clear evidence that the recommendation has been given due regard and that Operational Intelligence information will be integrated into the Emergency Services Mobile Communications Programme (ESMCP) Mobilising System. This

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	work is, however, dependent on the ESN Connect Project. The work is well established and being monitored via the Digital Board as part of the Emergency Services Mobile Communications Programme. As such, this action is determined as closed and future work will be undertaken as 'business as usual' and will be monitored accordingly.
Recommendation 1 Recommendation 2 Recommendation 3	Implement review of the sustainability of existing Mobile Data Terminals (MDT). Develop a process that enables the tablet to be connected to the mobilising system. Ensure the new mobilising system has the capability to provide crews quick access to Site Specific Risk Information (SSRI).
Action 1.4, 2.4, 3.4	Apply for an Airwave Code of Connection.
Closing position statement at November 2022	The In-Vehicle Solutions Project is well established and working in conjunction with the Emergency Services Network Connect project with regards to this action. Documentation and recommendations for a staged plan for interim and full solutions was presented to the Digital Board in December 2022. There is clear evidence that the recommendation has been given due regard. This work is, however, dependent on the ESN Connect Project. The work is well established and being monitored via the Digital Board as part of the Emergency Services Mobile Communications Programme. As such, this action is determined as closed and future work will be undertaken as 'business as usual' and will be monitored accordingly.
Recommendation 4	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.
Action 4.1	Integrate Vehicle Risk Information onto Tablet.
Closing position statement at November 2022	The GETAC tablets remain a concern and ICT are continuing to try and solve issues regarding their limited flexibility and restrictions. The Document Conversion Team within the Operations Function progress with a plan of documents being updated for 2022-2023. Currently, the Team are on schedule and the new documents already completed are stored within the Team SharePoint site. A staged plan for interim and longer-term solutions was presented to Digital Board in December 2022. There is clear evidence that the recommendation has been given due regard. This work is, however, dependent on the ESN Connect Project. The work is well established and being monitored via the Digital Board as part of the In-Vehicle Systems Project. As such, this action is determined as closed and future work will be undertaken as 'business as usual' and will be monitored accordingly.
Recommendation 4	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.
Action 4.2	Provide enhanced mapping layers based on end user consultation as part of incremental device enhancement.
Closing position statement at June 2019	Enhanced mapping layers added and future builds planned.
Recommendation 5	The Service should develop its Operational Intelligence System (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

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	rely on locally created spreadsheets. Development should take account of end user requirements so that the updated system delivers what is required.
Action 5.1	Publish Operational Intelligence (OI) reporting tool to make available to all end users.
Closing position statement at April 2019	The Operational Intelligence Performance Reporting tool received 2 April 2019.
Recommendation 5	The Service should develop its Operational Intelligence System (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.
Action 5.2	Engage on performance reporting requirements during policy review consultation.
Closing position statement at April 2019	Engagement commenced on 4 April 2019 regarding the performance reporting requirements with an email to the Deputy Assistant Chief Officer (DACO) Support Teams. Further engagement was planned and undertaken with Local Senior Officer (LSO) Management Teams.
Recommendation 6	Future developments of the Operational Intelligence System (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 Operational Risk Information (ORI) duties and personnel who use the Operational Risk Intelligence (ORI) at operational incidents.
Action 6.1	Carry out 4 targeted engagement sessions with end users.
Closing position statement at March 2019	Engagement sessions were carried out in each Service Delivery Area.
Recommendation 6	Future developments of the Operational Intelligence System (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 Operational Risk Information (ORI) duties and personnel who use the Operational Risk Intelligence (ORI) at operational incidents.
Action 6.2	Embed Operational Intelligence into Operational Assurance processes.
Closing position statement at May 2019	Operational Assurance processes have been developed to incorporate Operational Intelligence.

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Recommendation 6	Future developments of the Operational Intelligence System (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 Operational Risk Information (ORI) duties and personnel who use the Operational Risk Intelligence (ORI) at operational incidents.
Action 6.3	Ensure process in place to collate feedback from Incident Command courses.
Closing position statement at May 2019	A process was developed and implemented with Training and Employee Development to embed the use of Operational Intelligence in Incident Command courses and collate relevant feedback.
Recommendation 7	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.
Action 7.1	Continue to roll out Wi-Fi in line with agreed Project Plan.
Closing position statement at August 2019	The Project Plan to roll out Wi-Fi is complete with the exception of two stations. These were later managed as Business as Usual.
Recommendation 7	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.
Action 7.2	Continue ongoing development to ensure a stable and reliable auto update function.
Closing position statement at November 2022	The In-Vehicle Solutions project is well established and working in conjunction with the Emergency Services Network Connect project with regards to this action. Documentation and recommendations for a staged plan for interim and full solutions was presented to the Digital Board in December 2022. There is clear evidence that the recommendation has been given due regard. This work is, however, dependent on the ESN Connect Project. The work is well established and being monitored via the Digital Board as part of the Emergency Services Mobile Communications Programme. As such, this action is determined as closed and future work will be undertaken as 'business as usual' and will be monitored accordingly.
Recommendation 8	8. The Service should consider the capacity and remit of the Operational Intelligence Officer (OIO) team and other personnel involved in the Operational Intelligence (OI) process such as operational personnel.
Recommendation 9	9. The Operational Intelligence Officer (OIO) team should be competent to carry out their role.
Action 8.1, 9.1	Carry out a review of Operational Intelligence (OI) structure and produce options appraisal.
Closing position statement at March 2020	A paper was prepared and meetings were held with Human Resource Advisors in relation to job evaluations.
Recommendation 8	8. The Service should consider the capacity and remit of the Operational Intelligence Officer (OIO) team and other personnel involved in the Operational Intelligence (OI) process such as operational personnel.
Recommendation 9	9. The Operational Intelligence Officer (OIO) team should be competent to carry out their role.

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Action 8.2, 9.2	Carry out SDA impact assessment and act on findings.
Closing position statement at September 2019	Service Delivery Areas (SDA) impact assessments were completed in May 2019 and were considered following the outcomes of Policy Review.
Recommendation 8	8. The Service should consider the capacity and remit of the Operational Intelligence Officer (OIO) team and other personnel involved in the Operational Intelligence (OI) process such as operational personnel.
Recommendation 9	9. The Operational Intelligence Officer (OIO) team should be competent to carry out their role.
Action 8.3, 9.3	Embed and evaluate Operational Intelligence Officer (OIO) training plan.
Closing position statement at September 2019	The OIO training plan has been embedded and evaluated.
Recommendation 10	The Service should further develop the use of 'champions' as used within the Highland and Dumfries and Galloway Local Senior Officer (LSO) areas, to enhance Operational Intelligence (OI) capacity within Retained Duty System (RDS) fire stations.
Action 10.1	Collate, share and evaluate Best Practice in relation to mainstreaming Operational Intelligence (OI).
Closing position statement at September 2019	Operational Intelligence (OI) information shared with Senior Responsible Officer leading Retained Duty System (RDS) Project.
Recommendation 10	The Service should further develop the use of 'champions' as used within the Highland and Dumfries and Galloway Local Senior Officer (LSO) areas, to enhance Operational Intelligence (OI) capacity within Retained Duty System (RDS) fire stations.
Action 10.2	Ensure Operational Intelligence (OI) is considered within Retained Duty System (RDS) Working Group.
Closing position statement at September 2019	Operational Intelligence (OI) information shared with Senior Responsible Officer leading Retained Duty System (RDS) Project.
Recommendation 11	The Service should consider methods of improving the culture of utilising Operational Risk Information (ORI) at incidents and should monitor its use by adding specific questions or sections on the use of Operational Risk Information (ORI) by incident commanders to its Operational Assurance (OA) policies.
Action 11.1	Embed Operational Intelligence into Operational Assurance processes.
Closing position statement at May 2019	Operational Assurance processes have been developed to incorporate Operational Intelligence into the Operational Assurance process.
Recommendation 11	The Service should consider methods of improving the culture of utilising Operational Risk Information (ORI) at incidents and should monitor its use by adding specific questions or sections on the use of Operational Risk Information (ORI) by incident commanders to its Operational Assurance (OA) policies.
Action 11.2	Explore opportunities to further embed Operational Intelligence (OI) use during Incident Command Training.
Closing position statement at May 2019	Agreed process in place with Training and Employee Development to embed the use of Operational Intelligence into Incident Command courses and collate feedback.

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Recommendation 12	The Service should carry out a review of the premises or sites that it has Site Specific Risk Information (SSRI) for. The review should focus on the areas that have comparatively low numbers of premises on the Operational Intelligence (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.
Action 12.1	Develop Site Specific SOP template.
Closing position statement at July 2019	Site Specific Standard Operating Procedure (SOP) template developed and tested in exercises and for a real incident within the Grangemouth complex.
Recommendation 12	The Service should carry out a review of the premises or sites that it has Site Specific Risk Information (SSRI) for. The review should focus on the areas that have comparatively low numbers of premises on the Operational Intelligence (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.
Action 12.2	The OI team will target resources within LSO Areas requiring assistance on a risk-based approach.
Closing position statement at July 2019	Local Senior Officer (LSO) planning meetings have been carried out and Operational Intelligence (OI) resources have been allocated on a risk-based approach,
Recommendation 13	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.
Action 13.1	Continue to explore data sharing opportunities with partner agencies.
Closing position statement at October 2019	Partner working in place and will continue with Forestry Commission and SEPA.
Recommendation 14	The Service should formalise data sharing with neighbouring FRSs of Cumbria and Northumberland.
Action 14.1	Agree, sign off and implement Memorandum of Understanding (MOUs) to support Operational Intelligence (OI).
Closing position statement at January 2019	Memorandum of Understanding (MOU) complete and signed off by Assistant Chief Officer.
Recommendation 15	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
Action 15.1	Ensure Business Case process is robustly followed and evaluated.
Closing position statement at January 2019	Business case guidance has been produced by Finance and Contractual Services (FCS) and continues to be followed and evaluated.