



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**  
Working together for a safer Scotland

**Report to: AUDIT AND RISK ASSURANCE COMMITTEE**  
**Report No: C/ARAC/23-16**  
**Date: 12 OCTOBER 2016**  
**Report By: MARK MCATEER, DIRECTOR OF STRATEGIC PLANNING,  
PERFORMANCE AND COMMUNICATIONS**

**Subject: PERFORMANCE IMPROVEMENT FORUM (PIF) UPDATE**

## **1 PURPOSE**

- 1.1 The purpose of this report is to provide the Audit and Risk Assurance Committee with the six monthly performance updates on the HMFSI Overview of the Scottish Fire and Rescue Service, HMFSI Risk Based Operational Decision Making in the Scottish Fire and Rescue Service and HMFSI Managing Automatic Fire Signals Action Plans.

## **2 RECOMMENDATION**

- 2.1 Committee members are asked to note the progress made on activities listed within each of the action plans and to consider the detail within the residual reports.

## **3. BACKGROUND**

- 3.1 This report forms part of the governance and reporting processes on HMFSI Action Plans.
- 3.2 RAG status definitions for overall performance against stated deadline are:  
Green - achieved or on track for completion by target date  
Amber - approaching or behind schedule for completion by target date  
Red - behind schedule for completion by target date  
Blue - complete
- 3.3 The majority of the issues within the Overview of the Scottish Fire and Rescue Service Action Plan are complete (43 actions). Four actions are currently at amber, five at red and two at green.

- 3.4 The majority of issues within the Risk-Based Operational Decision Making Action Plan are complete (12 actions). Four actions are currently at amber, one at red and five at green.
- 3.5 The majority of issues within the Managing Automatic Fire Signals Report are complete (4 actions) with one amber and three green remaining.
- 3.6 The detailed residual reports are as follows:
- 3.6.1 Response to Audit Scotland's – An Overview of the Scottish Fire and Rescue Service May 2015 – 6 monthly update

<b>HMFSI Issue 10</b>		
<b>Develop policy on Crown premises enforcement.</b>		
Action No.1	RAG Status	Detail
The review of the FSE Framework will also include a review of the SFRS's regulation of crown premises in relation to risk.	Red	Designated red as deadline date has passed without issue being resolved. The revised FSE Framework has been held back to consider HMI inspection timings, and to be concluded and presented in line with the P&P Frameworks on CSE and FI. This is now scheduled for completion for SLT in October 2016.
<b>HMFSI Issue 11</b>		
<b>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.</b>		
Action No.1	RAG Status	Detail
Performance in relation to HFSV's has been very positive during 2013/14 and 2014/15. To further support this work, the P&P Directorate has included 2 specific actions within its 15/16 annual plan to 'Share data and develop a means to ensure a robust flow of information between partners regarding vulnerable and high risk groups', and also to 'Review the HFSV policy to incorporate a partnership approach based on risk'.	Red	Designated red due to issue falling behind original deadline. The revised HFSV policy has been delayed to take into account SMT and SLT comments on the review of the HFSV process to date. This is now scheduled for completion for SLT in November 2016.

<b>HMFSI Issue 14</b>		
<b>Ensure policies are released under system of version control and given an early review date rather than issued as drafts.</b>		
Action No.9	RAG Status	Detail
Implementation of SharePoint nationally to assist in delivering an overall document management and records management solution for the service.	Red	Designated red as ICT unable to deliver architecture due to staffing.
<b>HMFSI Issue 16</b>		
<b>Monitor learning and development provision to control staff to ensure that they have equitable access to training.</b>		
Action No.2	RAG Status	Detail
PDRpro will also be made available for all control room staff to record their development and performance. Allowing equal access to PDRpro will allow Control, operational assurance of training standards to be carried out.	Amber	Designated amber due to change in overall deadline date now March 2017.
<b>HMFSI Issue 19</b>		
<b>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 middle management layer.</b>		
Action No.2	RAG Status	Detail
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.	Red	Designated red due to change in overall deadline date now Mar 2017.
<b>HMFSI Issue 24</b>		
<b>Ensure the on-going development of a programme management function to support STC and Programme Board is integrated into the Service.</b>		
Action No.1	RAG Status	Detail
Appointing Professional Project Managers.	Red	Designated red as deadline date has passed. Revised Programme Officer to be presented to SLT for their consideration.

<b>HMFSI Issue 26</b>		
<b>Establish role as a champion of specialist rescue by:</b>		
<ul style="list-style-type: none"> <li>• <b>considering the establishment of a centre for excellence for specialist rescue</b></li> <li>• <b>building partnerships with other blue and non-blue light organisations to further enhance the protection afforded to Scotland’s communities</b></li> </ul>		
Action No.1	RAG Status	Detail
Creation of “Memoranda of Understanding” for the adoption of other agencies onto register.	Amber	Designated amber deadline date moved to December 2016 as further work required by Legal on MOU.
Action No.2	RAG Status	Detail
Agreement to be sought on the role of accrediting agency for acceptable resources.	Amber	Designated amber deadline date moved to December 2016 work ongoing with Legal and TED to establish an appropriate accreditation scheme.
<b>HMFSI Issue 27</b>		
<b>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.</b>		
Action No.1	RAG Status	Detail
Awaiting Airwave cost and timescale estimates.	Amber	Designated amber as deadline date moved due to impending replacement of Airwave.

3.6.2 HMFSI Risk-Based Operational Decision Making in the Scottish Fire and Rescue Service – 6 monthly update

<b>HMFSI Issue 2</b>		
<b>The SFRS should pursue to an early conclusion its efforts to provide standard and comprehensive site-specific operational risk information to all crews.</b>		
Action No.1	RAG Status	Detail
User acceptance testing of new system.	Amber	Designated amber due to change in overall deadline date now December 2016; delay on delivery of OI system.
Action No.2	RAG Status	Detail
Pilot programme of service rollout.	Amber	Designated amber due to change in overall deadline date now December 2016; delay on delivery of OI system.

<b>HMFSI Issue 4</b>		
<b>Current Incident Command training curricula and course delivery do not appear to focus particular attention on the principles of operational discretion and professional judgement. This may in part be because the SFRS does not have a clear national position on these issues. We suggest that the SFRS builds appropriate learning into incident command development courses.</b>		
Action No.1	RAG Status	Detail
Operational discretion policy developed and a training programme established and delivered to all SFRS personnel.	<b>Red</b>	Designated red due to deadline date approaching and additional work required to provide indicative parameters which will be incorporated into e-learning programs. Will be revised in line with R & R.
<b>HMFSI Issue 8</b>		
<b>It is important for the SFRS to reinforce the message to managers that they should place all requests for specialist advice through Control Rooms, and at the same time ensure that all Control Rooms are aware of the importance of prioritising request for advice and arranging for it to be provided by telecommunications where necessary.</b>		
Action No.2	RAG Status	Detail
All controls have shared resource information to ensure the nearest resources are shown within the mobilising systems. Initial instruction on promoting assets provided.	<b>Amber</b>	Designated amber due to change in overall deadline date now June 2017; awaiting roll out of Community Asset Register to all control rooms with information on national resources.
Action No.3	RAG Status	Detail
Procedures for the promotion of specialist resources and advice have been developed and included within the Radio Procedures COP. Consultation completed awaiting incident command policy. Go live Sept 2015.  Incident response COP and FDM and PO mobilising COP is due for consultation May 2015 and go live Sept 2015.	<b>Amber</b>	Designated amber due to change in overall deadline date now June 2017; Community Asset Register will provide Control Rooms with contact details for specialist resources. Supporting information will be incorporated into Radio Procedure COP.

### 3.6.3 HMFSI Managing Automatic Fire Signals – 6 monthly update

<b>HMFSI Recommendation 4</b>		
<b>We recommend that the Board and SLT of the SFRS consider numerical targets for a reduction in calls responded to which have been received from automatic systems, and the number of 'blue light' journeys made by fire appliances to automatic fire signals.</b>		
Action No.3	RAG Status	Detail
Report on the performance achieved against agreed targets at LSO, SDA and Service levels.	<b>Amber</b>	Designated amber due to deadline unlikely to be met.

**4 FINANCIAL IMPLICATIONS**

4.1 There are no financial implications directly associated with this report.

**5 EMPLOYEE IMPLICATIONS**

5.1 There are no employee implications directly associated with this report.

**6 LEGAL CONSIDERATIONS**

6.1 There are no legal implications directly associated with this report.

**7 EQUALITY IMPACT ASSESSMENT**

7.1 There are no equality-related issues directly associated with this report.

**8 CORE BRIEF**

8.1 The Audit and Risk Assurance Committee is asked to note the six monthly action plan updates for the HMFSI Overview of the Scottish Fire and Rescue Service, HMFSI Risk Based Operational Decision Making in the Scottish Fire and Rescue Service and HMFSI Managing Automatic Fire Signals.

8.2 Detailed information on actions designated as amber or red are provided for consideration.

**Mark McAteer**

**Director of Strategic Planning, Performance and Communications**

**12 October 2016**