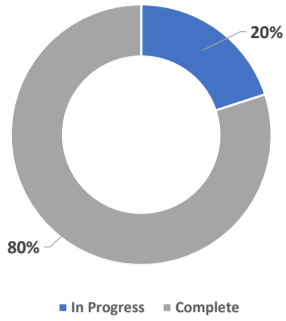


HMFSI Operational Risk Information - Action Plan Progress

Updated	Next Update
May-21	Aug-21

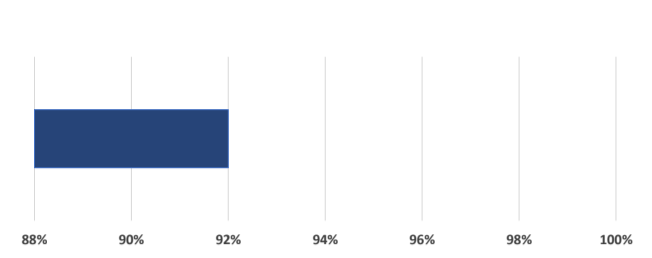
Status	Count
In Progress	5
Complete	20



In Progress RAG Rating



Overall Progress 92%



HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
1. Implement review of the sustainability of existing MDTs. 2. Develop a process that enables the tablet to be connected to the mobilising system. 3. Ensure the new mobilising system has the capability to provide crews quick access to SRRI.	1.2, 2.2, 3.2	Fully scope out integration with Airwave network post CCMS Project completion but prior to introduction of ESMCP.	Sandra Fox, Head of ICT	Mar-20	Sep-21	In Progress	17 February 2021: Technical solution developed by third party and positive discussions have taken place with Scottish Government re: funding of the solution. 19 May 21: Integration work has commenced with the technical on boarding work with the Programme. This requires all network addresses to be declared if they will be used for the Emergency Services Network. The Applications Lead is an active member of the Emergency Services Mobile Communications Programme (ESMCP) Working Group. Regular liaison with the Command and Control Futures Project Manager is taking place. The Operations Control lead and Security Accreditor are also members of the Working Group. Code of Connection work has commenced. Due to previous action slippage, a new due date has been proposed. This action has moved from amber to red due to time slippage.	60%		Red	CCF Project Plan and Dossier. In Vehicle Solutions ToR and minutes
1. Implement review of the sustainability of existing MDTs. 2. Develop a process that enables the tablet to be connected to the mobilising system. 3. Ensure the new mobilising system has the capability to provide crews quick access to SRRI.	1.3	Fully integrate OI information into ESMCP Mobilising System.	Andy Mosley	Mar-20	Mar-23	In Progress	17 February 2021: Engagement continues with the Home Office and the Command and Control Mobilising System supplier. Timescale for the Emergency Services Mobile Communications Programme implementation has slipped to 2023 and this has been reflected in the revised due date. 19 May 21: Engagement with In-Vehicle Devices team is in place, the first of the ESMCP fixed Vehicle Device is due to be released for trial purposes in October 2021. A trial fit out and assessment of the environment within the vehicle cab will take place with all stakeholders at this time. Detailed vehicle device installation plans are available on the sharepoint site and have been shared with Research and Development staff. ESMCP timescale has slipped to 2024 and a new due date has been proposed to reflect this. This action has moved from amber to red due to time slippage.	25%		Red	ESMCP Board papers
1. Implement review of the sustainability of existing MDTs. 2. Develop a process that enables the tablet to be connected to the mobilising system. 3. Ensure the new mobilising system has the capability to provide crews quick access to SRRI.	1.4, 2.4, 3.4	Apply for an Airwave Code of Connection.	Sandra Fox, Head of ICT	Mar-20	Sep-21	In Progress	17 February 2021: Technical solution developed by third party and positive discussions have taken place with Scottish Government re: funding of the solution. 19 May 21: Technical enrolment has commenced. This proceeds the IT Health Check then the Code of Connection, the accreditor and the Project Manager meet on a weekly basis. Following previous action slippage, a new due date has been proposed to complete. This action has moved from amber to red due to time slippage.	60%		Red	Digital Steering Group and SLT Papers June 2020. In vehicle solution project Board papers.
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.	4.1	Integrate Vehicle Risk Information onto Tablet.	David Murdoch	Mar-20	Jun-21	In Progress	17 February 2021: Additional mapping layers have been added to include mines and water overlays. Additional information has also been added to support Rope and Water responses. A User Intelligence Group has been carried out by the In Vehicle Solutions project lead to ascertain further requirements. Work is progressing to review Road Hazard information under this project too. There are significant interdependencies with Operations Control mobilising integration and the required enhanced device security arrangements. This work is with external providers has been delayed due to COVID-19. The revised due date is June 2021. 19 May 21: Work ongoing with ICT in relation to developing device security arrangements. This needs to be completed prior to deploying vehicle risk information on the tablet. This action has moved from amber to red due to time slippage.	85%		Red	Operational Intelligence Work Plan. In vehicle solution project Board papers.
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.	7.2	Continue ongoing development to ensure a stable and reliable auto update function.	ICT Lead	Jan-20	Sep-21	In Progress	17 February 2021: Technical solutions continue to be scoped by the In-Vehicle Systems Project. 19 May 21: This work continues as the capability to update the OS Tablet via the Secure Emergency Service Network both at Station and at Incident scene is one of the key business benefits of the ESMCP. Due to previous time slippage, a new due date has been proposed. This action has moved from amber to red due to time slippage.	70%		Red	ICT Work Plan. In vehicle solution project Board papers.
1. Implement review of the sustainability of existing MDTs. 2. Develop a process that enables the tablet to be connected to the mobilising system. 3. Ensure the new mobilising system has the capability to provide crews quick access to SRRI.	1.1, 2.1, 3.1	Arrange Formal meeting between CCF, ESMCP and OI Board.	GM D Murdoch	Jul-19		Complete		100%		Green	Formal meeting took place on 31 July 2019 with plan to progress out in place.
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.	4.2	Provide enhanced mapping layers based on end user consultation as part of incremental device enhancement.	Paul McGovern	Jun-19		Complete		100%		Green	Enhanced mapping layers added and future builds planned.
5. 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.	5.1	Publish OI reporting tool to make available to all end users.	John McNicol	Apr-19		Complete		100%	Apr-19	Green	Reporting tool received 2 April 2019.

5. 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.	5.2	Engage on performance reporting requirements during policy review consultation.	SM Marc Pincombe	Apr-19	Complete		100%	Apr-19	✓	Engagement commenced on 4 April with email to DACO Support Teams. Further engagement planned with LSO Management Teams.
6. 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.	6.1	Carry out 4 targeted engagement sessions with end users.	SM Marc Pincombe	May-19	Complete		100%	Mar-19	✓	Engagement sessions carried out in each SDA area.
6. 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.	6.2	Embed Operational Intelligence into Operational Assurance processes.	GM Fraser Simpson	May-19	Complete		100%		✓	OA processes have been developed to incorporate OI.
6. 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.	6.3	Ensure process in place to collate feedback from Incident Command courses.	GM D Murdoch	May-19	Complete		100%		✓	Process implemented with TED to embed use of OI in Incident Command courses and collate feedback.
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.	7.1	Continue to roll out Wi-Fi in line with agreed Project Plan.	Neil Dutton	Aug-19	Complete		100%		✓	Project Plan to roll out Wi-Fi is complete with the exception of two stations. These will be managed as BAU.
8. The Service should consider the capacity and remit of the OIO team and other personnel involved in the OI process such as operational personnel. 9. The OIO team should be competent to carry out their role.	8.1, 9.1	Carry out a review of OI structure and produce options appraisal.	GM D Murdoch	Mar-20	Complete		100%		✓	Paper prepared and meetings held with HRA in relation to job evaluations.
8. The Service should consider the capacity and remit of the OIO team and other personnel involved in the OI process such as operational personnel. 9. The OIO team should be competent to carry out their role.	8.2, 9.2	Carry out SDA impact assessment and act on findings.	SM Marc Pincombe	Sep-19	Complete		100%		✓	SDA impact assessments completed in May, Awaiting outcomes of Policy Review.
8. The Service should consider the capacity and remit of the OIO team and other personnel involved in the OI process such as operational personnel. 9. The OIO team should be competent to carry out their role.	8.3, 9.3	Embed and evaluate OIO training plan.	Kenny Fraser	Sep-19	Complete		100%		✓	OIO training plan has been embedded and evaluated.
10. 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.	10.1	Collate, share and evaluate Best Practice in relation to mainstreaming OI.	GM D Murdoch	Sep-19	Complete		100%		✓	Engagement carried out in all LSO areas to share OI mainstreaming best practice.
10. 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.	10.2	Ensure OI is considered within RDS working Group.	GM D Murdoch	Sep-19	Complete		100%		✓	OI information shared with Senior Responsible Officer leading RDS Project.
11. 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.	11.1	Embed Operational Intelligence into Operational Assurance processes.	GM Fraser Simpson	May-19	Complete		100%		✓	OA processes have been developed to incorporate OI into the OA process.
11. 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.	11.2	Explore opportunities to further embed OI use during Incident Command Training.	AM Andy Watt	May-19	Complete		100%		✓	Agreed process in place with TED to embed the use of OI into Incident Command courses and collate feedback.

12. 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.	12.1	Develop Site Specific SOP template.	SM Marc Pincombe	Jul-19	Complete		100%	✓	Site Specific SOP template developed and tested in exercises and for a real incident within the Grangemouth complex.
12. 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.	12.2	The OI team will target resources within LSO Areas requiring assistance on a risk based approach.	Jennifer Henderson	Jul-19	Complete		100%	✓	LSO planning meetings have been carried out and OI resources have been allocated on a risk-based approach,
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.	13.1	Continue to explore data sharing opportunities with partner agencies.	GM D Murdoch	Oct-19	Complete		100%	✓	Partner working in place and will continue with Forestry Commission and SEPA.
14. The Service should formalise data sharing with neighbouring FRSs of Cumbria and Northumberland	14.1	Agree, sign off and implement MOUs to support OI.	GM D Murdoch	Jan-19	Complete		100%	✓	MOU complete and signed off by ACO.
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	15.1	Ensure Business Case process is robustly followed and evaluated.	AM I McMeekin	Jan-19	Complete		100%	✓	Business case guidance has been produced by FCS and continues to be followed and evaluated.