



Report No: B/SDEV/01-20

Agenda Item: 15

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE														
Meeting Date:	30 APRIL 2020														
Report Title:	FORWARD PLANNING AND RECOVERY GROUP - FRAMEWORK DOCUMENT														
Report Classification:	For Noting	Board/Committee Meetings ONLY					<table border="1"> <tr> <td style="text-align: center;"><u>A</u></td> <td style="text-align: center;"><u>B</u></td> <td style="text-align: center;"><u>C</u></td> <td style="text-align: center;"><u>D</u></td> <td style="text-align: center;"><u>E</u></td> <td style="text-align: center;"><u>F</u></td> <td style="text-align: center;"><u>G</u></td> </tr> </table>		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>			<u>F</u>	<u>G</u>					
For Reports to be held in Private															
Specify rationale below referring to <u>Board Standing Order 9</u>															
1	Purpose														
1.1	This report provides the details of the Framework that has been developed to inform the operation of the Scottish Fire and Rescue Service (SFRS) Forward Planning and Recovery Group (FPRG).														
2	Background														
2.1	As a result of the ongoing COVID-19 pandemic, it has been necessary for SFRS to introduce appropriate additional arrangements to ensure that the organisation can continue to deliver statutory requirements set against the SFRS COVID-19 Strategic Intentions, whilst at the same time supporting, where possible, partner agencies and the wider NHS Scotland and Scottish Government approach to dealing with the pandemic.														
2.2	Due to the very dynamic and unprecedented nature of the response to COVID-19, many processes and systems are having to be developed across all directorates and functions, often at very short notice. Due to the sheer scale and complexity of this, it is absolutely necessary to ensure appropriate command, control and coordination is in place for both the response phase but also the recovery phase.														
2.3	The SFRS will deliver this command, control and coordination across four main groups, each with an executive lead. One of those groups is the Forward Planning and Recovery Group, led by the Director of Service Improvement, which has been introduced to support the delivery of the SFRS response to and manage the SFRS recovery from the COVID-19 pandemic.														
2.4	The other groups are the COVID-19 Tactical Advisory Group (COTAG), led by the Director of Service Delivery, the Organisational Wellbeing Group, led by the Director of People and Organisational Development and the Business Change Group, led by the Director of Strategic Planning, Performance and Communications.														
2.5	At this present time, it is not possible to define how long SFRS will remain in the response phase, however that posture will be maintained for as long as is necessary and will be led by the COTAG.														

2.6 It is anticipated that the recovery phase, which has already commenced, will last considerably longer than the response phase so it is therefore essential that appropriate governance is in place to support the FPRG as the organisational priorities change across the short, medium and longer term.

3 Main Report/Detail

3.1 The nature of the work that will be led, coordinated and delivered by the FPRG will require clarity, focus and structure to ensure the objectives are realised and that positive outcomes are delivered. To deliver the necessary clarity and structure, a FPRG Framework Document has been developed, a copy of which is attached in support of this report.

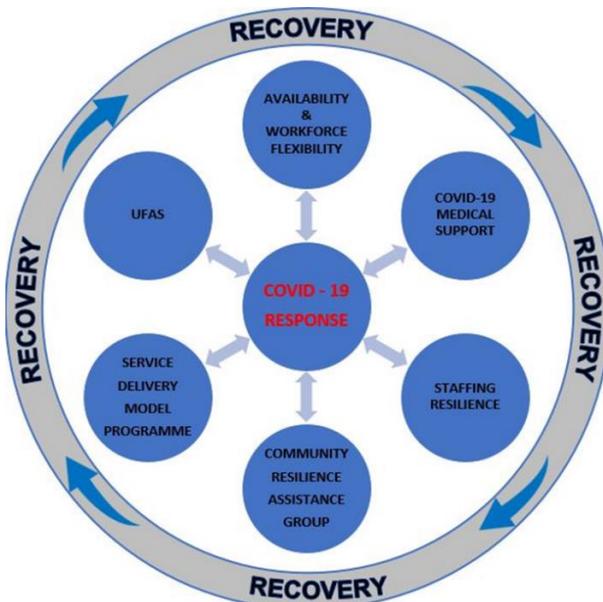
3.2 Whilst the Framework document provides an overview of the aim, objectives and structures of the FPRG, the necessary focus will be delivered through effective leadership and the diligent approach of the group members and their respective teams.

3.3 Although the primary function of the FPRG will be to lead the recovery phase, the group will also proactively support COTAG and the day to day response by identifying emerging issues and developing strategies and processes or signposting others to ensure that those issues are dealt with in the most appropriate manner.

3.4 To deliver the purpose of the FPRG, six themes have been identified, each of which are led by a Deputy Assistant Chief Officer (DACO) or Head of Function. These themes are provided in the table below:

Theme
Availability and Workforce Flexibility
COVID-19 Medical Support
Staffing Resilience
Community Resilience and Assistance
Service Delivery Model Programme
Unwanted Fire Alarm Signals

3.5 A further theme of recovery has also been identified and this will be led by a Service Delivery DACO. The operating model for the FPRG is provided below and it can be seen that the recovery theme will wrap around all other themes and underpin the work of the FPRG



3.6	Each of the identified themes have individual workstreams that will dynamically flex and change to meet the specific needs of the that workstream and the wider organisation at any specific point in time
3.7	<p>The governance and reporting arrangements are also specified within the framework document and the diagram below provides an overview of the structures SFRS has implemented to ensure executive and strategic oversight with links to the SFRS Board and Scottish Government for all COVID-19 related business.</p> <pre> graph TD SG[SCOTTISH GOVERNMENT] --- GG[GOLD GROUP (SLT)] GG --- SFRS[SFRS BOARD] GG --- FPRG[Forward Planning & Recovery Group (FPRG)] GG --- COTAG[COVID Tactical Advisory Group (COTAG)] GG --- BCG[Business Change Group (BCG)] GG --- SWG[SFRS Wellbeing Group] FPRG --- IW1[Individual Workstreams] COTAG --- IW2[Individual Workstreams] BCG --- IW3[Individual Workstreams] SWG --- IW4[Individual Workstreams] IW1 -.- IW2 IW2 -.- IW3 IW3 -.- IW4 </pre>
4	Recommendation
4.1	<p>The Board are invited to:</p> <ul style="list-style-type: none"> • Consider the contents of this paper and supporting FPRG Framework Document. • Note the SFRS Gold Group's (SLT) approval of the FPRG Framework Document at its meeting on 3 April 2020.
5	Key Strategic Implications
5.1 5.1.1	<p>Financial</p> <p>There are no key strategic financial implications identified within this report, however a Finance Business Partner has been allocated to the FPRG to support the work of the group as necessary.</p>
5.2 5.2.1	<p>Environmental & Sustainability</p> <p>There are no key strategic environmental and sustainability implications identified within this report.</p>
5.3 5.3.1	<p>Workforce</p> <p>Two of the workstreams within the FPRG have specific responsibility for workforce issues. This is primarily to ensure sufficient appropriately skilled staff are available to undertake key roles in support of the SFRS statutory functions.</p>
5.4 5.4.1	<p>Health & Safety</p> <p>There are no key strategic Health and Safety implications identified within this report.</p>
5.5 5.5.1	<p>Training</p> <p>There are no key strategic training implications identified within this report, however the FPRG will support Training colleagues as required in the development and implementation of interim arrangements.</p>

5.6 5.6.1	Timing The FPRG is established an operating and the Framework Document was approved and implemented on 2 April 2020.	
5.7 5.7.1	Performance There are no key strategic performance implications identified within this report.	
5.8 5.8.1	Communications & Engagement There are no key strategic Communications and Engagement implications identified within this report, however the Area Commander leading the support element to the FPRG will continually review the need for a bespoke Communications and Engagement Plan in support of the FPRG work over and above the existing overall Communications Strategy in support of the response to COVID-19	
5.9 5.9.1	Legal There are no key strategic legal implications identified within this report.	
5.10 5.10.1	Information Governance <i>DPIA completed Yes/No. If not applicable state reasons.</i> A Data Protection Impact Assessment is not required as no personal information has been used within the creation of this report.	
5.11 5.11.1	Risk There are no direct key strategic risks identified with this report. The identification and management of risk will be an integral element of any workstreams/work packages developed under the FPRG and will be the responsibility of manager leading that work.	
5.12 5.12.1	Equalities <i>EIA completed Yes/No. If not applicable state reasons.</i> An EIA is not deemed necessary for this report. The consideration/completion of an EIA for individual workstreams emanating from the FPRG will the responsibility of the respective managers leading that work.	
6	Core Brief	
6.1	The Director of Service Improvement provided an overview of the Framework arrangements in place for the Forward Planning and Recovery Group in support of the wider SFRS response to and recovery from the COVID-19 pandemic.	
7	Appendices/Further Reading	
7.1	Appendix A: Forward Panning and Recovery Group Framework Document	
Prepared by:	John MacDonald, Deputy Assistant Chief Officer	
Sponsored by:	Paul Stewart, Assistant Chief Officer, Director of Service Improvement	
Presented by:	Paul Stewart, Assistant Chief Officer, Director of Service Improvement	
Links to Strategy and Corporate Values		
The FPRG Framework Document supports the strategic intentions of the SFRS during the COVID-19 pandemic.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
COVID-19 Forward Planning and Recovery Group	02 April 2020	Approved
COVID-19 Gold Group	03 April 2020	Approved
SFRS Board	30 April 2020	For Noting



SCOTTISH FIRE AND RESCUE SERVICE

COVID – 19 Arrangements

FORWARD PLANNING AND RECOVERY GROUP (FPRG)

DRAFT FRAMEWORK DOCUMENT

Author/Role	John MacDonald / DACO
Quality Control (name and date)	FPRG Membership / 02 April 2020
Authorised (name and date)	Paul Stewart / ACO / 03 April 2020
Last reviewed/amended (name and date)	John MacDonald / 03 April 2020
Date for Next Review	30 July 2020

1. INTRODUCTION

- 1.1. In late December 2019, the People's Republic of China reported an outbreak of pneumonia with an unknown cause in Wuhan City, Hubei Province. In early January 2020, the cause of the outbreak was identified as a new coronavirus.
- 1.2. Coronaviruses are a large family of viruses that cause illness ranging from the common cold to more severe diseases that can affect the respiratory system. Common signs of infection include respiratory symptoms, fever, cough, shortness of breath and breathing difficulties. In more severe cases, infection can cause pneumonia, severe acute respiratory syndrome, kidney failure and even death.
- 1.3. Whilst the early cases were likely to have been infected by an animal source, human to human transmission soon started to occur and as a result, on the 30th January the World Health Organisation (WHO) declared that the outbreak constituted a Public Health Emergency of International Concern.
- 1.4. On 11th February, the WHO named the coronavirus COVID-19 and on the 11th March 2020, the WHO declared COVID-19 as a global pandemic, the first ever pandemic caused by a coronavirus.
- 1.5. As predicted, the impact of COVID-19 is being experienced across the globe with many hundreds of thousands of people being infected and many thousands dying.
- 1.6. As well as treating those individuals infected with COVID-19 who are seriously ill, the authorities have also been very focused on limiting the spread. The combination of ill people and the measures in place to limit and slow the spread have resulted in society having to live and operate in a very different way. This in turn has resulted in the presentation of significant business continuity challenges to organisations including the Scottish Fire and Rescue Service (SFRS).

2. PURPOSE, AIMS AND OBJECTIVES

2.1. As a result of the COVID-19 pandemic, like many other organisations, the SFRS has had to introduce special measures and processes to ensure that the delivery of statutory functions can be maintained, albeit in some cases, on a reduced basis.

2.2. The introduction of any measures, in addition to the existing operating processes are assessed against the following strategic intentions, which are reviewed at every Gold meeting to ensure they remain fit for purpose.

- Ensure the health, safety and wellbeing of our staff
- Proactively protect our communities and limit the spread of COVID-19
- Maintain an effective, coordinated and integrated emergency response with partners in Scotland
- Maintain essential training and preparedness activity
- Protect our communities from fire, adopting a risk based approach
- Prevent fires and other emergencies and reduce their impacts on our communities
- Ensure effective business continuity arrangements are in place for SFRS
- Maintain financial and other appropriate internal controls
- Provide effective communication to ensure our staff and communities are well informed
- Support a return to normality

2.3. As well as invoking the Pandemic Influenza Business Continuity Plan, SFRS has introduced a Gold group chaired by the Chief Officer and supported by four strategic groups, each with an Executive lead to assist with the management and response to the COVID crisis. These groups are:

- | | |
|----------------------------------------------|-------------------|
| • Tactical Advisory Group (COTAG) | Response |
| • Forward Planning and Recovery Group (FPRG) | Recovery |
| • Wellbeing Group | Wellbeing |
| • Business Change Group (BCG) | Governance |

- 2.4. Each of the above groups have their own individual purpose, structures and governance, however this Framework Document relates directly to the FPRG. Whilst the FPRG will exist and operate in its own right, it will also be very closely aligned with the other strategic groups to ensure it provides appropriate support.
- 2.5. The purpose of the FPRG is to support the organisational response and to coordinate the organisational recovery from the COVID-19 pandemic. The group will focus on identifying any issues that impact the ability of the SFRS to deliver critical services and will take appropriate action or make recommendations to manage and mitigate those issues, in line with the strategic intentions identified in paragraph 2.2. above.
- 2.6. The FPRG will be supported through the application of a business support arrangement to ensure tactical coordination across the groups identified in Section 3 below, as well as linking to the wider organisational workstreams that are working to manage and mitigate the impacts of COVID-19. This arrangement, which will be led by an Area Commander, will also provide direct support to the FPRG Chair in the form of good governance and effective reporting.
- 2.7. Paragraph 2.2 identifies maintaining financial control as a strategic intention. This will apply equally to the recovery phase as much as the response phase and will be a key focus for the FPRG. To deliver against this important element, a finance business partner will be allocated to and will work directly with the FPRG.

3. STRUCTURE

3.1. The FPRG will be led by ACO Paul Stewart, Director of Service Development and will consist of six themes/groups, each of which will have an identified lead. The themes are:

- Availability and Workforce Flexibility
- COVID-19 Medical Support
- Staffing Resilience
- Community Resilience Assistance
- Service Delivery Model Programme
- UFAS response

3.2. At the centre of everything that the FPRG does will be the response to COVID-19. Each of the themes identified above will then work together to support the response and wrapped around it all will be the Recovery theme. Diagram 1 below provides an overview of the FPRG operating model.



Diagram 1 – FPRG Operating Model

3.3. The FPRG will work with the COTAG, Wellbeing Group and the BCG to support the overall SFRS response to COVID-19. The chair of the FPRG will report to the Gold Group (Strategic Leadership Team). The Gold group then has direct links to the SFRS Board and to Scottish Government the details of which is provided within the [COVID-19 C3 Framework and Reporting Protocol](#). Diagram 2 below provides an overview of the governance arrangements.

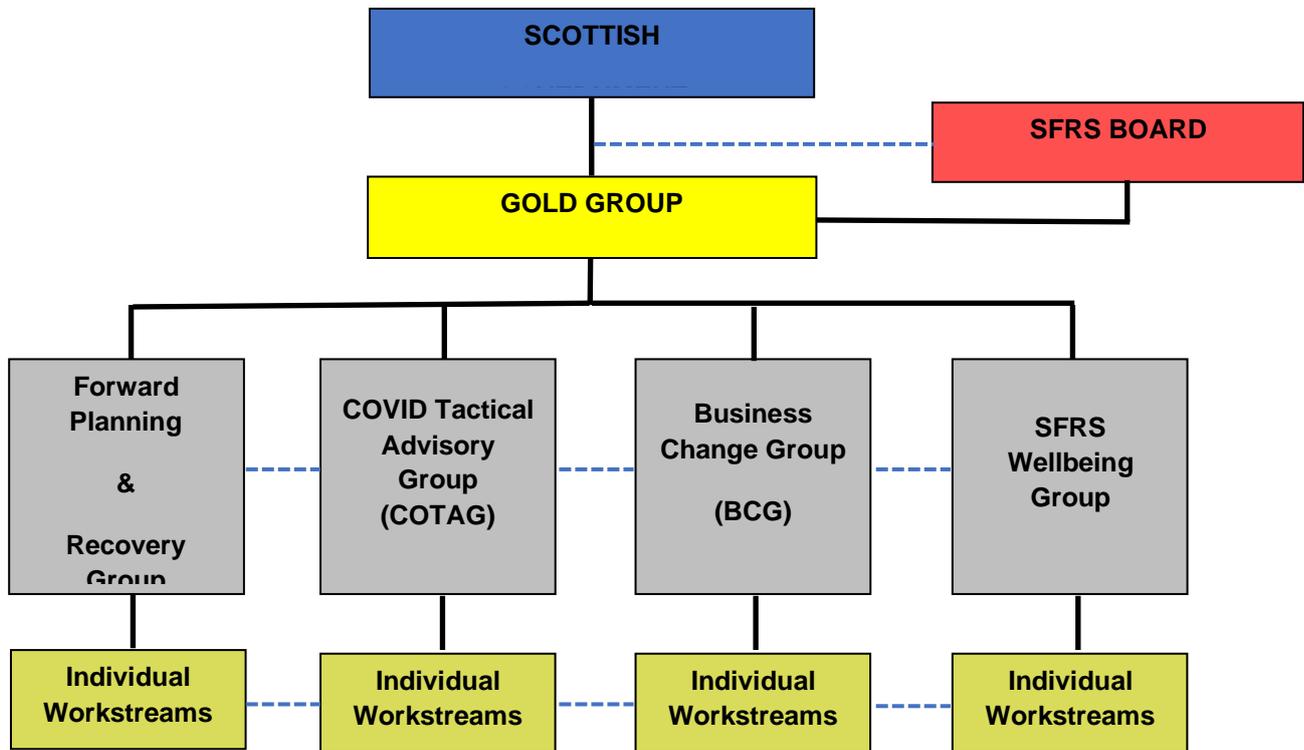


Diagram 2 – SFRS COVID-19 Governance Arrangements

The FPRG has a standing membership consisting of an Assistant Chief Officer, 5 Deputy Assistant Chief Officers, a Deputy Head of Function and 3 Area Commanders. The meeting frequency of the group will be kept under regular review to ensure that it complements the arrangements of the Gold Group and three other strategic groups identified in paragraph 2.3. A full Terms of Reference for the FPRG is available here [Terms of Reference](#)

3.4. The structure of the FPRG is provided below in Diagram 3, including the identified officers with responsibility for each of the themes/groups.

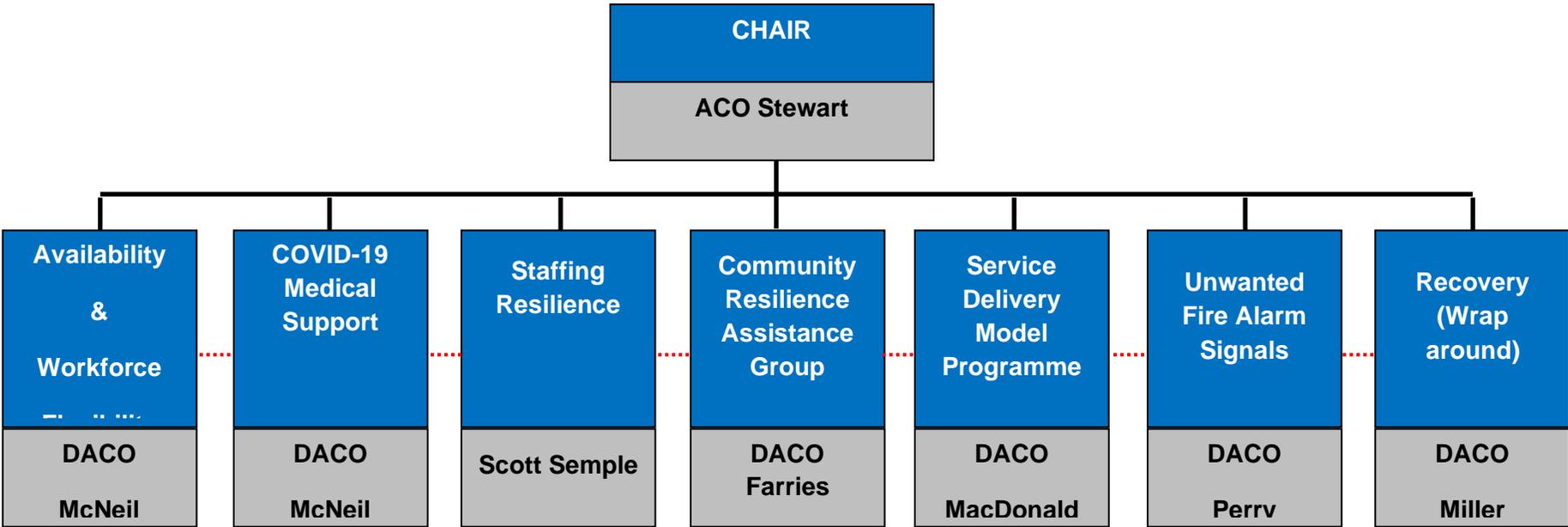


Diagram 3 – FPRG Structure

4. WORKSTREAMS

4.1. As detailed in Section 3, there are a total of 6 themes/groups that have been identified, all of which are wrapped round by recovery. These groups will position and enable the FPRG, to meet its purpose as detailed within Section 2 and the Terms of Reference. The tables in paragraphs 4.3 to 4.9 below provide an overview of the main areas that each of the themes/groups will have responsibility for and consequently will be focusing on taking forward as part of the wider organisational response to and recovery from COVID-19.

4.2. The response to the COVID-19 pandemic has been and will continue to be very dynamic and despite all efforts, it is accepted that issues and challenges will inevitably emerge that have not been anticipated or planned for. This will require flexibility and innovation, so the information provided below should be considered as indicative and not absolute, as there may be a need to reallocate tasks or take on additional work at very short notice.

4.3. Availability and Workforce Flexibility (Ops)

Availability and Workforce Flexibility (Ops)
<ul style="list-style-type: none">• Maintaining operational response capability• WT appliance withdrawal strategy• RVDS appliance withdrawal strategy• Specialist capability withdrawal strategy• Identification of strategic locations• WT, RVDS, OC and Support Staff availability profiling to provide twice daily updates• RVDS station clustering• Alternative operational crewing and response options

4.4. COVID-19 Medical Support

COVID-19 Medical Support
<ul style="list-style-type: none">• Policy & Process• Define scope• Clinical governance• Confirm locations• Training• PPE• Link to SAS• Staff communications• Recording

4.5. Staffing Resilience

Staffing Resilience
<ul style="list-style-type: none"> • Off Station Structure • Redeployed staff • Re-engaging staff – Phase 1: Retirees/Leavers • Re-employing RDS • Redeployment of support staff • Core roles and specialist skills • Agency staff • Legal issues/pensions/role profiles/pre checks and risk/ offer letters and contracts • Externally seconded staff – recall to organisation • Trade union representatives – recall to service • Geographical considerations - what locations • Training – re training/new training • PPE • Extending / Withdrawal / stand down

4.6. Community Resilience Assistance Group (CRAG)

Community Resilience Assistance Group (CRAG)
<ul style="list-style-type: none"> • Link to LRPs • Link to HACs • Link to LSOs • Coordinate requests for support and allocation of resources • Link to Staffing Availability Group • Locations and needs/status of groups • Hierarchy and tasking • Scale of FRS involvement • Interim/Temp Policy and Procedures • Application of key principles

4.7. Service Delivery Model Programme (SDMP)

SDMP
<ul style="list-style-type: none"> • Provision of operational activity data and analysis • Community Risk Profiling • Layered mapping capability • Provision of Phase 1 research on duty systems/patterns to support Staffing Availability and Flexibility Group • Operational risk profiling to support appliance and specialist capability withdrawal

4.8. Unwanted Fire Alarm Signals (UFAS)

Unwanted Fire Alarm Signals (UFAS)
<ul style="list-style-type: none">• Temp change to policy• Implement preferred option• UFAS Reduction PDA• Engagement with duty holders/premises operators/other relevant partners• OC Reconfiguration and training• Roll out and staff communications• Establish monitoring and performance reporting mechanisms

4.9. Recovery

Recovery
<ul style="list-style-type: none">• Support National Recovery (SG, SCG, RRP, LRP, LA etc)• Analyse Data - COTAG Action and Decision Logs etc• Plan and coordinate SFRS recovery process• Set recovery timescales• Agree and set recovery milestones• Staff welfare and support• Impacts on finance and assets• Take stock• Evaluate emergency provision• Debriefs• Identify good practice and successes• Set up sub groups as required and agreed by the FPRG to support recovery• Ensure all debriefs and analysis are fed into the SDMP to support future considerations