



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

<b>Report To:</b>	<b>AUDIT AND RISK ASSURANCE COMMITTEE</b>
<b>Report Number:</b>	<b>C/ARAC/18-14</b>
<b>Date:</b>	<b>16 SEPTEMBER 2014</b>
<b>Report By:</b>	<b>ALEX CLARK, DEPUTY CHIEF OFFICER</b>

<b>Subject:</b>	<b>HM FIRE SERVICE INSPECTORATE INSPECTION REPORT – RESPONSE TO EQUAL ACCESS TO NATIONAL CAPACITY</b>
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## **1 PURPOSE**

- 1.1 The purpose of this report is to inform Committee Members of the progress against the recommendations highlighted in the abovementioned report.

## **2 RECOMMENDATION**

- 2.1 Members are invited to note the progress highlighted in the action plan attached at **appendix 1**.

## **3 BACKGROUND**

- 3.1 In December 2013 and February 2014 Her Majesty's Fire Service Inspectorate in Scotland (HMFSI) conducted an inspection to consider the effectiveness with which the Scottish Fire and Rescue Service was meeting, or planned to meet, the intent of the Fire and Rescue Framework 2013 that "the SFRS should aim to create more equal access to national capacity, with an expectation that areas with similar risk profiles should normally have similar provision". In particular, the inspection focussed on comparing and contrasting service delivery, support, management and supervision arrangements in areas of Scotland with comparable risk profiles, but which fell within different service areas before April 2013 and accordingly had different funding profiles and management arrangements.

## **4 FINDINGS AND ACTION PLAN**

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- 4.1 The inspection has disclosed a number of areas both locally and nationally where the SFRS either is working, or will need to work, to bring greater consistency to its operations so that equitable access to SFRS service delivery may be maintained. As a result, the Chief Inspector has set out a number of emerging issues that the Service should focus on and take account of in its forward planning.
- 4.2 The Strategic Leadership Team has analysed these issues and developed an Action Plan (See appendix 1) to address each of the points raised. A draft has been shared with HMFSI for information. The Plan will be kept under review, and progress reported into Committee.

**5 LEGAL CONSIDERATIONS**

- 5.1 N/A

**6 EQUALITY IMPACT ASSESSMENT**

- 6.1 N/A

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**SEPTEMBER 2014**

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APPENDIX 1

HMFSI – EQUAL ACCESS TO NATIONAL CAPACITY

Issue/ Recommendation	SFRS current position	SFRS proposed actions e.g. links to ST programme	Lead officer	Evidence	Timeline for reporting into Committee/ Board
<ul style="list-style-type: none"> <li>The long-term sustainability of the RDS/ volunteer service is in question. We strongly support the recently initiated review of the RDS/ volunteer service and encourage SFRS to develop previously untried solutions, as we think that many efforts have been made to date which have not been able to bring about fundamental change</li> </ul>	<p>Problems acknowledged and review commenced</p>	<p>The RDS &amp; Volunteer project will consider standardising &amp; consolidating a sustainable RDS &amp; Volunteer service in the short to medium term &amp; to explore future options for medium to longer term which will be visionary, bold and innovative</p>	<p>PM</p>	<p>Will flow from project milestones</p>	<p>Regular project status reports into Service Transformation Committee. Consolidation &amp; Standardisation to be completed by April 2017. Future options completion date to be determined.</p>
<ul style="list-style-type: none"> <li>Within the review, we support the principle that skills and training should focus on local risk and that SFRS formalises the pragmatic approach which is taken by local crews</li> </ul>	<p>Acknowledged and RDS review links into review of training</p>	<p>The Service will set the standard national core training programmes to be undertaken by all RDS personnel regardless of location.</p> <p>Additionally, each LSO area has dedicated training instructors and a SM to identify local training requirements, specifically for RDS crews. These requirements will be risk based and will inform the local training plan for that specific area.</p>	<p>PM/DV</p>	<p>SFRS Training &amp; Employee Development approved structure and guidance document.</p> <p>Training &amp; Employee Development / Service Delivery Business Partnering Arrangements (draft)</p> <p>Service Delivery Area Training Plan (draft)</p> <p>Local Senior Officer Area Training Plan (draft)</p>	<p>Ongoing, however reports on the standardisation of training in all subject areas will be available by 31/03/15</p>

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<ul style="list-style-type: none"> <li>We support the current strategic review of training delivery across the country and would encourage a strong focus on meeting the needs of RDS and volunteer staff</li> </ul>	<p>The approved Training &amp; Employee Development department staffing structure has been developed from the bottom up, allocating sufficient instructors to LSO areas, specifically to meet the training requirements and demands of all RDS crews in the area.</p>	<p>The structure will be implemented across the service focussing on filling these local instructor roles on suitable duty systems to meet the need to deliver training and provide support when RDS crews are available.</p> <p>The department are also carrying out a review of training facilities to provide more equal access to the necessary training facilities locally to support realistic training for all personnel at a local level.</p>	<p>PM/DV</p>	<p>SFRS Training &amp; Employee Development approved structure and guidance document.</p> <p>Training &amp; Employee Development department 2014/15 annual objectives informing the SFRS Annual Operating Plan.</p>	<p>April 2016 for structure implementation.</p> <p>Dec 2014 for review of training facilities.</p>
<ul style="list-style-type: none"> <li>The SFRS may wish to review the use of PDRPro in RDS/volunteer units and chart a course for harmonisation of PDRPro use across the service</li> </ul>	<p>PDRpro is currently used across the Service, to varying degrees, by WT and RDS personnel.</p>	<p>The enhanced version of PDRpro has been developed and a programme to introduce it across the Service has commenced. This programme includes identifying local requirements to introduce it consistently, particularly for RDS crews.</p>	<p>PM/DV</p>	<p>SFRS PDRpro implementation programme. (PDR user group).</p>	<p>The implementation of standardised and consistent use of PDR across the service is anticipated to be complete by 31/03/15</p>

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<ul style="list-style-type: none"> <li>The provision of PPE for staff is a crucial element of firefighter safety. We encourage the SFRS to undertake a strategic review of PPE provision and maintenance arrangements across the country</li> </ul>	<p>The arrangements for laundry and maintenance of PPE across the legacy service areas are varied. A review of these arrangements is currently underway and is due to report in Autumn 2014 with recommendations to take this forward.</p> <p>The suitability of drying/ storage facilities are being assessed through property condition/ suitability surveys.</p> <p>A tender process is underway in relation to firekit to ensure we have continuity of supply for this safety critical equipment</p>	<p>An individual survey is being finalised for issue in relation to the condition of PPE (firekit) with a view to highlighting areas for priority replacement.</p>	<p>SO'D</p>	<p>PPE contract procurement exercise</p> <p>PPE Laundry project documentation</p> <p>Property condition and suitability surveys</p>	<p>Expect this work to report primarily to SLT in Autumn 2014 and may feature in budget discussions for 2015/16 with the Board/ SLT depending on the proposed solution.</p>
<ul style="list-style-type: none"> <li>The importance of the delivery of community fire safety activity is recognised and overall, an understanding that most benefit is gained when these activities are provided to those most at risk. However, evidence suggests that this understanding is not necessarily resulting in a demonstrable focus on dwellings in the higher risk categories. We continue to support a drive to reduce the number of fires and fire casualties through the provision of fire prevention activities targeted towards those most at risk</li> </ul>	<p>A Prevention and Protection (P&amp;P) Strategy 2013 – 2016 has been developed for the SFRS. The P&amp;P Strategy is supported by the Community Safety Engagement (CSE) Framework.</p> <p>The CSE Framework is in turn supported by policies and procedures in respect of Home Fire Safety Visits (HFSV), Post Domestic Incident Response (PDIR), Case Study and Conference, and the Safeguarding of Children and Adults at Risk of Harm.</p> <p>To support local service delivery within the context of these national policies, Local Senior Officers (LSO's) have developed a Local Fire and Rescue Plan for each of the local authority areas they are responsible for.</p> <p>In further support of local service delivery, all areas of the SFRS use the</p>	<p>The work of the P&amp;P Directorate links to the STP under the auspices of two projects. This first is in its third year and involves the completion of the P&amp;P Management Information System (MIS). The P&amp;P MIS comprises CSET and the Prevention and Protection Enforcement Database (PPED), and will be further developed during 2014/15 with the addition of a Fire Investigation component. A new project has also recently commenced in support of the process of Strategic Assessment from a P&amp;P perspective.</p>	<p>LR</p>	<p>P&amp;P Strategy 2013 – 2016</p> <p>CSE Framework 2013 – 2016</p> <p>HFSV Policy and Procedure</p> <p>PDIR Procedure</p> <p>Case Study and Conference Policy</p> <p>Safeguarding Policy and Procedures for the Protection of Children and Adults at Risk of Harm</p> <p>Local Fire and Rescue Plans 2014 – 2017</p> <p>CSET System</p>	<p>Work is on-going to develop a performance reporting process for the SFRS Board, which will incorporate P&amp;P elements.</p>

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	Community Safety Engagement Toolkit (CSET), which has HFSV, Activities, Initiatives and Partnerships modules. Additionally, the Director of P&P sits on the Board of the Scottish Government Building Safety Communities Programme (BSCP). This involvement includes leading Phase 2 of the Programme, which aims to reduce injuries through unintentional harm.			BSCP	
<ul style="list-style-type: none"> <li>We encourage ongoing actions to build on and improve operational guidance available to front line operational staff</li> </ul>	<p>A prioritised approach to the issuing of Standard Operating Procedures, Control Operating Procedures, Technical and General Information is ongoing.</p> <p>Operational Intelligence (OI) information available to crews via a range of legacy OI systems, with some gaps and issues already identified.</p>	<p>Continued production of standardised SOPs etc.</p> <p>Project to deliver a national OI system, with supporting structures and a standard approach to the collecting and presentation of OI. Linked to ST programme.</p> <p>A system of Operational Assurance to identify pre and post incident issues or emerging trends at all levels, nationally or UK-wide.</p>	DG	<p>SFRS SOPs, COPs etc on Intranet.</p> <p>OI Project Outline</p> <p>Ops Assurance policy and procedure</p>	<p>Ongoing</p> <p>STC as required. OI product requirements by Sept 2014, procurement tender exercise Nov 2014, award contract end Dec 2014. System available Dec 2015</p> <p>Ops assurance to go live Sept 2014</p>