



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

THURSDAY 11 MARCH 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Nick Barr (Chair) (NB)
Malcolm Payton (MP)
Tim Wright (TW)

Lesley Bloomer (LBI)
Fiona Thorburn (FT)

IN ATTENDANCE:

Ross Haggart (RH)
John Dickie (JD)
Stuart Stevens (SS)
Chris Fitzpatrick (CF)
Roy Dunsire (RD)
Richie Hall (RH_a)
Kirsty Darwent (KD)
Richard Whetton (RW)
Alasdair Cameron (AC)
Debbie Haddow (DH)

Deputy Chief Officer
Assistant Chief Officer, Director of Training, Safety and Assurance
Assistant Chief Officer, Director of Service Delivery
Performance and Data Services Manager
Group Commander, Prevention and Protection (Item 8.3 only)
Area Commander, Continuous Improvement (Item 9.1 only)
Chair of SFRS Board
Head of Governance, Strategy and Performance
Group Commander, Board Support Manager
Board Support Team/Minutes

OBSERVERS

1 WELCOME

1.1 The Chair opened the meeting and welcomed those present.

2 APOLOGIES

2.1 None

3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE

3.1 The Committee discussed and agreed that Item 15 (Service Delivery Update – Command and Control Futures)) would be heard in private session due to the confidential commercial/financial information in line with Standing Orders (Item 9E).

3.2 The Committee agreed that any specific discussions relating to Cameron House (Item 7 Service Delivery Update), would be heard in private session due to the confidential nature of the issue in line with Standing Orders (Item 9G).

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS MEETING: 10 DECEMBER 2020

5.1 The following amendments were noted and agreed:

Item 7.2 – Service Delivery Update – JD requested that the text “*This would be applied in a strategic manner to manage availability and provide a framework for managers/control to adhere to.*” to be amended to “*This would be applied in a strategic manner to manage availability and provide a framework for managers/Operations Control to adhere to*”.

Item 8.3.1 – Unwanted Fire Alarm Signals (UFAS) Review Project – Ali Perry’s role to be amended to Head of Service.

5.2 **Subject to the above amendments, the minutes of the meeting held on 10 December 2020 were approved as a true record of the meeting.**

6 ACTION LOG

6.1 There were no outstanding open actions to report.

7 SERVICE DELIVERY UPDATE

7.1 RH presented the update report detailing relevant matters from a SFRS service delivery perspective for the period 27 November 2020 – 21 February 2021, albeit some actions may proceed and extend beyond these dates.

7.2 In relation to the *Make the Call* and *COVID Lockdown* campaigns, SS informed the Committee that full evaluations would be undertaken in due course. He noted that both campaigns were still ongoing and interim reports were very positive.

7.3 In regard to potential risk associated with EU exit, SS noted that there had been no short-term impact, therefore the Service are downgrading the D20 arrangements and stockpiling of goods would now cease. Any future longer-term impact, ie legislation, would be addressed as and when appropriate. JD informed the Committee of a delay with the export of hardware for the Command and Control Futures (CCF) project, which had just come to light, noting that the situation was being managed and there would be no significant impact on timelines.

7.4 In regard to improving Retained Volunteer Duty System (RVDS) recruitment, SS confirmed that Local Senior Officers continue to engage with local employers to encourage and highlight the benefits to the community by releasing their staff to undertake RVDS duties. He commented on the current primary employer’s recognition scheme and noted that further work was required to strengthen and raise the profile of the RVDS to support future recruitment.

7.5 The Committee sought clarification on the governance of the Operational Document Review project and whether this linked into the People, Training, Finance and Assets Project (PTFA). SS confirmed that there was no link to the PTFA project and there was no requirement for Committee overview. He stated that this was an internal review to streamline documentation and simplify processes, with the aim to move operational guidance online.

7.6 The Committee were reminded that an Operational Assurance Workshop was scheduled on 13 April 2021, which would provide an opportunity to see the new electronic Operational Assurance Recording and Reporting System (OARRS).

7.7 JD noted that Frontline Updates had been circulated previously to the Committee and were issued on a regular basis or as required due to operational needs/firefighter safety issues. He assured the Committee that the updates were monitored and released in co-ordination with Service Delivery.

7.8 **The Committee scrutinised the report.**

8 SERVICE DELIVERY PERFORMANCE REPORTING

8.1 Quarterly Performance Report for Q3 2020-21

8.1.1 SS introduced CF to the Committee, who presented the performance report for quarter 3, highlighted the following key areas:

- Update on report structure which now included a combination of elements from the old and new processes.
- Errors were highlighted in the Cumulative Total infographics (page 3) but did not significantly impact on service performance. The fault has now been addressed.
- Overall reduction in Incidents, 5% and 9% less than previous 3rd quarter and year-to-date total, respectively
- Reductions in Road Traffic Collisions (35%), Unwanted Fire Alarm Signal (UFAS) (22%) and Non-Domestic Fire (14%), based on year to date comparisons.
- Accidental Dwelling Fires reduced for the 3rd consecutive quarter based on previous year.
- Significant reduction in Accidental Dwelling Fire Casualties based on previous years comparison.
- Increase in Fire Fatalities in comparison to previous years.
- Reduced UFAS incidents within hospitals has mirrored the reduced attendance at Accident and Emergency departments.
- Reduction in Home Fire Safety Visits, due to the covid restrictions, but were starting to increase. Significant increase in high risk visits.
- Fire Safety Audits continuing to increase.
- Reduction in Wholetime availability in comparison to previous quarter but increased from previous 3rd quarter. 4 x 4 crewing model has played a key role in improving overall availability.
- Identifying and understanding the reasons for increased response and call handling times continues to be a priority for the Data Management Team. This includes the attendance at non-addressable incidents, occurrence of emerging threats such as of climate change ie wildfires, flooding, etc.

8.1.2 In regard to UFAS incidents within hospitals, SS commented on the positive work undertaken to raise awareness within the NHS over the last year, and along with their need to maintain business continuity, has proven beneficial.

8.1.3 In regard to fire fatalities, SS noted that a detailed fatal fire analysis would be undertaken at the end of the financial year and any commonalities would be identified.

8.1.4 In regard to response and call handling times, CF stated that work continued with operational colleagues, however there was no definitive reasons at this time. Following the launch of the new command and control mobilising system, CF indicated that access to the primary data source would allow for greater analysis and interrogation.

8.1.5 In regard to 4x4 crewing model, SS stated that a full evaluation was currently being undertaken and noted that through the operational assurance process, no concerns were raised regarding mobilising with 4.

8.1.6 The Committee asked if consideration was being given to extracting covid 19 data from cumulative totals, to avoid skewing future analysis, due to the current unprecedented circumstances. CF stated that this was being considered and he was engaging with other UK fire and rescue services to ensure that this was a managed and aligned process.

8.1.7 **The Committee scrutinised the report.**

8.2 Action Plan and Closing Reports Updates

8.2.1 RW presented the report to the Committee to provide an update on the following audit and inspection action plans:

- Management of Fleet and Equipment – 97% complete, some delays due to COVID.
- Provision of Operational Risk Information – 92% complete, some delays due to CCF.
- Action plans were periodically submitted to the Senior Management Board and then reported to the Committee. Progress continued to be made on all action plans.
- Fire Safety Enforcement currently reporting red, however this was 94% complete and would be completed soon.

8.2.2 With reference to the Provision of Operational Risk Information Action Plan, the Committee requested clarification on the In-Vehicle Solution. JD noted that this linked to the Emergency Services Mobilising Communication Programme (ESMCP) project and the future 3rd party involvement in vehicle installations (hardware).

8.2.3 RH noted that future iterations of the report would include additional narrative to provide more information.

8.2.4 The Committee requested further clarity on the technical solutions being scoped by the In-Vehicle System project and what the actions/outcomes would be. RW noted that additional commentary would be included in future reports and would help provided background/outcomes, etc. RH noted that the creation of the Emergency Services Network Implementation (ESNI) project, which co-ordinates all the strands of the ESMCP work, would be scrutinised by the Transformation and Major Projects Committee going forward.

8.2.5 **The Committee noted the report.**

8.3 UNWANTED FIRE ALARM SIGNALS (UFAS) REVIEW PROJECT – UPDATE REPORT

8.3.1 SS introduced RD who presented a report to the Committee to provide an update on the work that has been undertaken, to take forward the recommendations contained within the UFAS Stocktake Review Report. The following key areas were highlighted:

- Recommendation for Improvement Working Group (RIWG) – Ten recommendations completed and the remaining 3 were on track for completion.
- Staff and Stakeholder Engagement Event facilitated by Animate Consulting was held on 24 February 2021, 42 participants took part to explore the risk and benefits of the 5 options shortlisted.
- Recently received Animate Consulting's report, which would be issued to participants for comments and will form the basis of an option appraisal update report for the Strategic Leadership Team (SLT) and SFRS Board.
- Review of COVID-19 Interim Response to Automatic Fire Alarm (AFA) Actuations would feed into the options appraisal process and resulted in an overall reduction of blue light journeys by 21% (approx. 7,200) up to end of December 2020. Interim response to maintained until the end of 2021, subject to further review of a preferred option.

8.3.2 RD informed the Committee that some universities, with historical premises, had raised concerns regarding the interim one-pump response. SS reminded the Committee, that the responsibility for fire safety, risk assessments, etc ultimately lay with the stakeholders.

8.3.3 In relation to operational learning, RD advised that there was no evidence of increase property damage during this reduced attendance period. It was noted that the reduction in blue light journeys had improved firefighter and public safety though reduced road risk and reduction in accidents/injuries.

8.3.4 **The Committee welcomed the report and noted the positive progress being made.**

9 OPERATIONAL LEARNING

9.1 SFRS Clinical Governance Arrangements

9.1.1 JD introduced RHa who presented a report to the Committee outlining the agreed arrangements with Scottish Ambulance Services (SAS) for the provision of clinical governance to the SFRS. The following key points were highlighted:

- Three initial areas of focus identified by SAS were the review of current casualty care training packages, review of SFRS Trauma Kit, and consulting with frontline crews to understand the types of casualty care provided daily. These initial reviews were interlinked and would allow SAS to determine whether the training packages and equipment were suitable for undertaking casualty care.
- On completion of these reviews (above), SAS would provide a report outlining their findings and recommendations. An action plan would be developed to address any recommendations made by SAS.
- Inaugural meeting of the Clinical Governance Technical Working Group (CGTWG) would be held in August 2021. This Group would be co-chaired by SAS and cross Directorate representatives would attend.
- The CGTWG would report into the SFRS Clinical Governance Committee on a quarterly basis. The SAS Medical Director would attend this meeting.
- Memorandum of Understanding (MOU) was currently being developed. Progress was also being made to develop the Service Level Agreement, risk register, equality impact assessment, financial agreement, data protection, etc.

9.1.2 The Committee commented that the SAS were providing this function with SFRS. SAS were providing both technical support and assurance, however in terms of governance the SFRS were beginning to develop with own internal processes. The Committee asked how this would link into other governance aspects within the organisation, both for Executive and Non-Executives.

9.1.3 It was noted that further work and consideration was required on potential governance routes, recording and auditing and this was work in progress. The Committee were reminded that the current focus of the project was to baseline the existing position, identify gaps and implement any necessary recommendations.

9.1.4 **The Committee noted the report.**

9.2 Grenfell Tower Fire – Update Report

9.2.1 SS presented a report to the Committee outlining the work being undertaken by the Service in conjunction with relevant partners, following the Grenfell Tower (GT) fire tragedy in June 2017. The following key points were highlighted:

- Clarification was provided that the Committee were being asked to support the recommendation to close 3 recommendations and not 5 as inaccurately recorded within the report.
- Grenfell Tower Inquiry Phase 1 Report (GTIR) - Further 3 recommendations completed, 10 recommendations timelines revised due to impact of covid and reliance on external partners and 7 were on track for completion.
- London Fire Brigade (LFB) Grenfell Tower Investigation and Review Team (GTIRT) – Thirteen actions were complete or on track.
- SFRS' approach of developing and publishing a detailed action plan was publicly supported in a recently Fire Magazine article.
- Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services recently published a report into London Fire Brigade progress against the recommendations.

9.2.2 As previously agreed, the Committee were reminded that Grenfell quarterly reporting would alternate between the full action plan (covering both GTIR and LFB) and an interim report, as presented today.

9.2.3 SS provided a verbal update on the progress being made against recommendation LFB

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4 (operational information) and LFB 13 (positive pressure ventilation).

9.2.4 In relation to recommendation GT02, SS confirmed that although the acquisition of training was 90% this related to all relevant personnel directly involved in any incidents. He further noted that the Standard Operating Procedure had been updated and scenario based training was being developed at part of the Incident Command courses.

9.2.5 **The Committee scrutinised the report, supported the closure of the 3 recommendations and noted the revised timelines against 10 recommendations.**

10 SERVICE DELIVERY RISK REGISTER

10.1 Service Delivery Risk Register

10.1.1 SS presented the Service Delivery Aligned Risks noting that the Directorate risk register was reviewed monthly to ensure the probability, impact of the action and control measures in place were appropriate.

10.1.2 SS informed the Committee that risk ratings for SD3, SD6 and SD10 have all increased.

10.1.3 In regard to Risk SD10, SS noted that the risk has been amended (since publication) to include the impact of a COVID on carrying out statutory duties.

10.1.4 In regard to future risk reporting, the Committee would welcome an opportunity to look at the format of InPhase risk register monitoring and reporting moving forward.

ACTION: RW

10.1.5 **The Committee noted the report.**

10.2 Risk Spotlight – SD10 Fire Safety Enforcement - Impact of COVID and Change of Delivery Model

10.2.1 In order to afford the Committee with an opportunity to fully discuss and scrutinise this area, the Chair agreed to defer this risk spotlight to the next meeting (26 May 2021).

10.2.2 It was further agreed that additional deep dive analysis information would be identified (through the Chair) to support and inform future discussions.

10.2.3 **Deferred to the next meeting.**

11 FORWARD PLANNING

11.1 Committee Forward Plan

11.1.1 The Committee noted the forward plan.

11.1.2 The following items were noted:

- Deferred Risk Spotlight SD10 Fire Safety Enforcement, including deep dive analysis, to be brought back to the next meeting (May 2021)
- Entries for Grenfell Tower Updated Reports to be amended to indicate whether a Full or Interim report would be presented.

11.2 Items for Consideration at Future IGF, Board and Strategy/Information and Development Day Meetings

11.2.1 There were no items for consideration.

12 REVIEW OF ACTIONS

12.1 AC confirmed that there were one formal action recorded during the meeting.

13 DATE OF NEXT MEETING

13.1 The next meeting is scheduled to take place on Thursday 26 May 2021.

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13.2 There being no further matters to discuss, the public meeting closed at 1145 hours.

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING: 10 DECEMBER 2020

14.1 The minutes were approved as an accurate record.

7 SERVICE DELIVERY UPDATE (Cont)

7.9 The Committee requested a brief update relating the tragic incident at Cameron House. Due to ongoing legal proceeding, RH reserved his comments on any specific details of this incident.

15 SERVICE DELIVERY UPDATE - COMMAND AND CONTROL FUTURES

15.1 RH presented the update report detailing relevant matters from a SFRS service delivery perspective, specifically in relation to Command and Control Futures noting that the report covered the period 27 November 2020 to 21 February 2021.

The Committee noted the report.