



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

THURSDAY 10 DECEMBER 2020 @ 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)
Kirsty Darwent (KD)
Alasdair Cameron (AC)
Heather Greig (HG)
Debbie Haddow (DH)

Deputy Chief Officer
Assistant Chief Officer, Director of Training, Safety and Assurance
Assistant Chief Officer, Director of Service Delivery
Team Leader, Performance Data Services
Group Commander, Prevention and Protection (Item 8.3 only)
Chair of SFRS Board
Group Commander, Board Support Manager
Board Support, Executive Officer
Board Support Team/Minutes

OBSERVERS

Marieke Dwarshuis, Board Member
Fraser Johnston, Watch Manager, Service Delivery

1 WELCOME

1.1 The Chair opened the meeting and welcomed those present, in particular observing Board Member, Marieke Dwarshuis. Thanks were extended to those who attended the Committee workshop on 10 November 2020. Issues discussed included firefighters competencies and currencies, Unwanted Fire Alarm Signals (UFAS) rules and regulations, concurrency of events and the scrutiny and assurance role of the Committee.

2 APOLOGIES

2.1 Richard Whetton, Head of Governance, Strategy and Performance

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

3.1 The Committee discussed and agreed that Item 15 (COVID-19 Reset and Renew) would be heard in private session due to the confidential nature of the issues in line with Standing Orders (Item 9G).

3.2 There were no further items to be considered in private.

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS MEETING: 17 SEPTEMBER 2020

5.1 The following amendment were noted and agreed:

Apologies - Paul Stewart to be removed as not required to attend.

Paragraph 8.2.5 to be amended to read “..consideration to be given whether it was possible to look at identifying the relevant criticality of recommendations.” instead of “..consideration to be given on providing further information on the grading of recommendations.”.

Paragraph 8.2.7 to be amended to read “..Health and Safety Improvement Plans ..” instead of “.. Health and Safety Implementation Plans ..”.

Paragraph 8.3.3 to be amended to read “..retro-fitted ..” instead of “.. retro-applied ..”.

5.2 **Subject to the above amendments, the minutes of the meeting held on 17 September 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 and highlighted the following key areas:

- Reporting period 3 September -26 November 2020 with caveat that work may have commenced prior to and continues outwith this period.
- Service Delivery Directorate section reports on the main functions - Prevention and Protection, Response and Resilience and Service Delivery areas.
- Training, Safety and Assurance section reports on Operational Assurance, Operational Training and Command and Control Futures Project.
- Implications of COVID and concurrent events.

7.2 In relation to the suite of Operational Availability Management documents developed to supersede the SFRS Appliance Withdrawal Strategy, SS stated that this now includes the option for withdrawal of specialist resources/capabilities. This would be applied in a strategic manner to manage availability and provide a framework for managers/Operations Control to adhere to. SS reminded the Committee of the recall to duty process should the need arise.

7.3 SS stated his intention to submit the findings and outcomes of the Strategic Review of Response and Resilience to the next meeting (March 2021) for information following approval by the Senior Management Board/Strategic Leadership Team.

7.4 Due to ongoing consultation and in line with Standing Orders (Item 9F), it was agreed that an update on the review of Local Senior Officer structure would be provided in the private session.

7.5 In relation to the Emergency Service Mobile Communication Programme (ESMCP), SS confirmed that this was UK central government project, in conjunction with devolved administrations, and the business case was currently being revised. SS stated that the Service had commenced preparations for this major project, including the convening of the ESMCP project board, in anticipation of UK governments notification.

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- 7.6 JD confirmed that, in terms of the Airwave platform, there was no impact on the Command and Control Future Project as Airwave would remain in place until ESMCP was available.
- 7.7 SS reminded the Committee that the '*Make the Call*' campaign was launched on all social, radio and tv platforms and had secured additional funding to extend the campaign throughout the winter period.
- 7.8 The Committee requested an update on the virtual delivery of the Youth Volunteer Scheme. SS confirmed that the feedback continued to be positive with good levels of engagement and support being maintained especially during the bonfire period. SS stated that following the initial rollout and evaluation of same, the ambition would be to expand and develop the scheme.
- 7.9 SS reminded the Committee of the recent positive engagement with Public Health Scotland in relation to consistently applying Test and Protect processes across Scotland. The Service continues to engage with Public Health Scotland to ensure this position continues.
- 7.10 It was confirmed that the Operational Assurance Thematic Audit of Operational Discretion was carried out by the Operational Assurance team, who are independent from the Service Delivery team.
- 7.11 **The Committee scrutinised the report.**

8 SERVICE DELIVERY PERFORMANCE REPORTING

8.1 Quarterly Performance Report for Q2 2020-21

- 8.1.1 SS introduced CF to the Committee, who presented the performance report for quarter 2, highlighted with following key areas:
- Format continues to be revised to improve presentation of data.
 - Number of incidents reduced by 8% from previous quarter and 3% on the 3-year average.
 - Following further analysis, the notable increase in deliberate fires in the North Service Delivery Area (SDA) (up 33%) statement was retracted. Analysis of data for the previous 6 years, revealed that Q2 2019/20 recorded the lowest number of incidents. This subsequently impacted on the analysis of the current Q2 data which was shown to be in line the previous 6 years.
 - Decrease in accidental dwellings fire and casualties.
 - Increase in accidental dwelling fire fatalities.
 - Increase in high severity accidental dwelling fires on the three-year average, however both East and North SDAs reported fewer high severity fires in Quarter 1 and the previous Quarter 2 (2019/20).
 - Decrease in accidental non-domestic fires, RTC and UFAS.
 - Decrease in calls to assist other agencies and effect entry/exit on previous years figures. However, the 3 year average figures for effecting entry/exits indicates an increase and indicates no change for assist other agencies.
 - Home Fire Safety Visits (HFSV) decreased from previous years.
 - Number of hydrant inspections were increasing but were still lower than previous year due to the current restrictions.
 - Wholetime Availability (99%) and RDS Availability (72%)
 - Figures for total working days lost both short and long-term absences.
 - Increase in Call Handling and Response Times. Further analysis to be undertaken to identify reasons for this increase. It was noted that additional call challenging questions may be attributing factor.

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- 8.1.2 In relations to hydrant inspections, it was noted that during the early stages of the pandemic hydrant operatives were unable to undertake their duties. Further discussion and consideration to be given to revisit the operational risk regarding hydrants.
- 8.1.3 In relation to fire safety enforcement work, SS stated that there were several factors such as varying numbers of officers and competency levels, undertaking operational duties, shielding, etc which would impact on the differing level so audits carried out within the individual areas.
- 8.1.4 In relation to the increased call handling/response times in the North SDA, CF indicated that this could be attributed to non-addressable incidents which could be difficult to locate accurately. SS reminded the Committee of the spate conditions experienced during Quarter 2, which would have resulted in increased calls received and calls being stacked.
- 8.1.5 The Committee queried the number of incidents recorded in the West SDA for Quarter 2. SS confirmed that the figure (10,777) was accurate and were coincidentally the same as Quarter 1.
- 8.1.6 AC indicated that the performance management framework would be discussed at the Committee Workshop and Board Strategy Day in February 2021.
- 8.1.7 **The Committee scrutinised the report.**
- 8.2 HMFSI Action Plan Updates**
- 8.2.1 RH presented the report to the Committee to provide an update on the following audit and inspection action plans:
- Fire Safety Enforcement (FSE) - 94% complete
 - Local Area Inspection National Recommendations - 63% complete (rolling action plan)
 - Management of Fleet and Equipment – 95% complete
 - Provision of Operational Risk Information – 91% complete
- 8.2.2 The action plans were previously submitted to the Senior Management Board's September and October meetings and progress had continued to be made since.
- 8.2.3 Within the covering report, typographical errors relating to appendices numbering were noted and amended post meeting.
- 8.2.4 Fire Safety Enforcement (FSE) Action Plan
The Committee were informed that the Local Enforcement Delivery Plans were publicly available on the SFRS website and details the methodology used for the Fire Safety Enforcement Policy Framework.
- 8.2.5 The Committee commented on the due dates which had past and questioned whether these should be revised to provide reassurance of the expected closure. RH noted the reasons for not adjusting the original due dates, however, it was agreed that additional narrative providing an anticipated completion date would be included.
- 8.2.6 The Committee commented on the timing of action plan updates being brought forward. RH confirmed that SMB meet monthly, however reporting on individual action plans are staggered to ensure the volume of business was appropriate and manageable. RH further confirmed that the action plans presented to the Committee were the most up to date versions, as submitted to the SMB.

8.2.7 Management of Fleet and Equipment Action Plan

The Committee commented on the new suite of KPIs (Rec 15) which would form part of the consideration for the Board's set and whether to include some KPIs from fleet service. AC to feedback to Director of Strategic Planning, Performance and Communications/Head of Governance, Strategy and Performance.

8.2.8 The Committee were informed that the Wi-Fi upgrade (Rec 21) formed part of the ICT work programme and there were no specific issues of note.

8.2.9 It was noted that the update provided for Recommendation 26 (movement of vehicles) was incorrect and this would reviewed/amended.

Provision of Operational Risk Information Action Plan 4

8.2.10 It was confirmed that the Wi-Fi connectivity (Rec 7) was an external infrastructure issue and were given reassurance that internal processes were in place to ensure that the operational data remained up to date.

8.2.11 **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:

- Establishment of UFAS Project Board which is chaired by Head of Service Ali Perry.
- Two working groups established to progress recommendations - Recommendation for Improvement Working Group (RIWG) and Recommendation for Change Working Group (RCWG).
- RIWG – Six recommendations complete and remaining 7 recommendations were currently on track for completion.
- Five-stage process developed for assessing viable options for responding to AFA's with shortlisted options being approved by the Strategic Leadership Team (27 November 2020).
- Overview of key milestones and option appraisals process, planning commenced for staff and stakeholder engagement event to identify benefits and risk associated with each option.
- Detailed assessment of option will be submitted for decision to the Strategic Leadership Team (March 2021) and thereafter to the full Board (June 2021).
- Original timeline extended by 2 months to allow additional time to plan stakeholder engagement and public consultation events.

8.3.2 RD informed the Committee that a stakeholder mapping exercise was undertaken in conjunction with Comms & Engagement. This event focused on the key influence /interest stakeholders including key members of staff, ie UFAS champions, Operations Control, Station/Watch based personnel, etc, dutyholders and professional bodies. Draft communications had been prepared and would be issued prior to the holiday period. Further information pack/questionnaire to be circulated early January 2021.

8.3.3 The Committee requested that consideration be given to providing more detailed data on UFAS statistics and how the Committee would be able to monitor progress against any improvement recommendations arising from the UFAS project.

8.3.4 The Committee commented on the 5 bulletpoints detailing the overall aim of the options appraisal and suggested these be reviewed. RD noted that the 5 bulletpoints were used as the assessment criteria for shortlisting the option and would give consideration to amending the terminology, if deemed appropriate.

8.3.5 Under the key strategic implication Workforce section, the Committee commented on the statement that the options would release capacity for personnel to be available for other duties and suggested the wording “other duties” should be strengthened. SS confirmed that he was content that the statement within next section Health and Safety supported the previous statement.

8.3.6 **The Committee noted the report.**

(The meeting broke at 1137 hrs and reconvened at 1145 hrs)

9 OPERATIONAL LEARNING

9.1 SFRS Clinical Governance Arrangements

9.1.1 JD presented a report to the Committee providing an update on the Service’s proposed clinical governance arrangements in partnership with Scottish Ambulance Service (SAS) which were approval by the SMB/SLT (paper circulated to the Committee for information). The Clinical Governance Technical Working Group would be established and all clinical governance arrangements would be developed in partnership with SAS. The Clinical Governance Co-ordinator had been identified and it had been confirmed that SFRS would have access to all 5 Clinical Governance Managers. Some foundation work had already been undertaken and the intended go live date was 1 January 2021

9.1.2 The Committee requested clarification on the scrutiny and assurance processes of the clinical governance arrangements. KD stated that oversight and scrutiny of these arrangements should be carried out by the Service Delivery Committee and then reported to the full Board. JD confirmed the reporting route was to the SMB via the Technical Working Group. Further work and reporting routes to be considered and noted that reports to the Committee could be developed.

9.1.3 **The Committee noted the verbal 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 fire tragedy in June 2017. The following key points were highlighted:

- Eleven actions complete, progress being made on remaining 20 actions.
- Impact of second COVID wave and focus on concurrent events.
- Full action plan includes timescale, prioritisation and progress against actions.
- Publication of Scottish Government’s response to Grenfell Tower Inquiry Phase 1 Report.

9.2.2 The Committee reiterated the usefulness of adding narrative to highlight amended due dates, completion dates, etc. SS stated that the due dates were currently being reviewed, however, he was still confident that the overall plan would be completed by June 2021.

9.2.3 Within the next iteration of the report, it was agreed that commentary would be included to clarify the position of actions not reliant on live exercises.

9.2.4 **The Committee noted the report.**

(R Dunsire left at 1200 hrs)

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 In regard to Risk SD8 (unintentional harm within our communities), SS indicated that this focussed on partnership and data sharing and the Service ability to effect change and improve community outcomes.

10.1.3 In regard to SD10 (enforce fire safety legislation), SS informed the Committee that following a recent review, the current risk rating had been increased to more accurately reflect the current position.

10.1.4 In regard to SD1 (failure to mobilise), SS confirmed that this has been recently reviewed and the current risk rating remained unchanged. The Service had undertaken all appropriate and available actions/control measures, however, the risk remained high. He commented on the reliability issues recently experienced with control terminals.

10.1.5 In regard to SD2 (inability to plan), SS noted that this risk referred to resourcing as well as planning. Due to the external funding position being unknown, SS confirmed that there remains a possibility that we would be unable to appropriately resources and plan for major events ie COP26.

10.1.6 **The Committee noted the report.**

10.2 Draft InPhase Risk Register Example

10.2.1 CF presented the Committee with a demonstration of the Draft InPhase Risk Register and highlighted the following:

- Currently still under development. Anticipated to go live in late January 2021.
- Dedicated pages for Strategic Risks and Directorate Risks showing the inherent, current and target risk ratings.
- Ability to filter by Risk Owner, focus on individual risks, review data submitted to individual Boards, review control measures and download reports.

10.2.2 CF confirmed that the risk information would be available to all InPhase Users.

10.2.3 CF anticipated that the InPhase risk reporting would be submitted to the Audit and Risk Assurance Committee meeting (21 January 2021).

10.2.4 Following the Data Developer recruitment process, CF confirmed that the successful candidate would take up their position in early January 2021.

10.2.5 **The Committee welcomed the demonstration and noted the verbal update.**

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:

- Three phases of operational assurance (before, during and post) will be discussed consecutively at the next 3 meetings.
- Further off-table discussions on UFAS reporting and potential to be included into the next iteration of the report.

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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 no formal actions recorded during the meeting.

12.1 Informal actions/items to note included Performance Report (missing data), KPI on fleet/equipment and UFAS reporting.

13 DATE OF NEXT MEETING

13.1 The next meeting is scheduled to take place on Thursday 11 March 2021.

13.2 There being no further matters to discuss, the public meeting closed at 1230 hours.

PRIVATE SESSION

7 SERVICE DELIVERY UPDATE

RH updated the Committee on the proposed changes within the Local Senior Officer structure.

14 MINUTES OF PREVIOUS MEETING: 17 SEPTEMBER 2020

14.1 The minutes were approved as an accurate record.

15 COVID-19 – RESET AND RENEW

15.1 PSt presented a report to the Committee detailing the on-going work to review activity and learn lessons during the COVID-19 pandemic under work entitled Reset and Renew.