



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

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**THURSDAY 17 SEPTEMBER 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)  
Marysia Waters (MW)  
Richard Whetton (RW)  
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 (Item 8.1 only)  
Head of Communications and Engagement (Item 11 only)  
Head of Corporate Governance  
Board Support Executive Officer  
Board Support Team/Minutes

**1 WELCOME**

1.1 The Chair opened the meeting and welcomed those present and participating via Skype.

**2 APOLOGIES**

2.1 Kirsty Darwent, Chair of SFRS Board  
Alasdair Cameron, Group Commander, Board Support Manager

**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 – Gold Decision Making and Scrutiny) 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: 11 JUNE 2020**

5.1 The following amendment was noted and agreed:

Item 10.2.1 – Risk Spotlight – UFAS (Unwanted Fire Alarm Signals) – MP requested that the following text be added “*A number of comments were made, including the need for the Committee to better understand the regulations around automated fire alarm systems.*”

5.2 **Subject to the above amendment, the minutes of the meeting held on 11 June 2020 were approved as a true record of the meeting.**

**6 ACTION LOG**

6.1 The Committee considered the action log and noted the updates.

6.2 **Members noted the updated Action Log and approved the removal of completed actions.**

**7 SERVICE DELIVERY UPDATE**

7.1 RH presented the update report detailing relevant matters from an SFRS service delivery perspective and highlighted the following key areas:

- Interim report as the long-term aim was for Committees to scrutinise Annual Operating Plan actions relative to their area as supported by InPhase.
- Update covers the period 11 July to 3 September 2020 with Directorate updates being presented separately – Service Delivery and Training, Safety and Assurance.

7.2 In regard to the Glasgow School of Art investigation, SS stated that the investigation was still ongoing however, the Service were currently unable to access the site. SS commented on the substantial resources committed to this investigation. It was noted that the local press had reported on the potential for legal action against the Contractors, however it was anticipated that such legal action would not impact on the ongoing investigation.

7.3 In regard to the revision of the High-Rise Standard Operating Procedure (SOP), SS outlined the new “bottom up” process for the development of this document which would be the model used for all future policy development.

7.4 In regard to the virtual audit process, SS stated that this innovative solution was introduced in the Aberdeen area to allow the Service to maintain contact, liaise directly with dutyholders and carry out audits via Skype/video calls. This had been well received and the potential to extend into remote/rural areas would be considered.

7.5 In regard to EU Exit, SS noted that the Service’s planning arrangements were robust and commented on the additional risks/challenges with the concurrency of COVID-19. Further planning to be undertaken in the next few weeks following receipt of additional information from the Government.

7.6 **The Committee noted the report.**

*(CF joined the meeting at 1040 hrs)*

**8 SERVICE DELIVERY PERFORMANCE REPORTING**

**8.1 Quarterly Performance Report for Q1 2020-21**

8.1.1 SS introduced CF to the Committee, who presented the performance report for quarter 1, highlighted with the following key areas:

- Reduction in the overall number of incidents noting the 3-year average and comparison to 2019/20 Quarter 1.
- Societal impact of COVID-19 resulted in a reduction in UFAS incidents, Road Traffic Collisions (RTC) and Accidental Non-Domestic Fires.

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- Reduction in dwelling fires against the 3-year average and first quarter of previous year.
- Despite the reduction in Fire Casualties, the number of Fire Fatalities increased.
- Increase in High Severity fires which is directly influenced by fire fatalities.
- Reduction in Effect Entry/Exit and Assist Other Agencies.
- Reduction in Home Fire Safety Visits (HFSV).
- Reduction in Hydrant inspections.
- Increased Wholetime and Retained Availability.
- Increased Call Handling and Response Times

8.1.2 This was the first iteration of the report generated from InPhase and it was noted that some trendline data was missing but would be added back in future report.

8.1.3 SS reminded the Committee that the fire investigation reports have been broadened to consider COVID-19 elements and whether this has contributed to fire fatalities.

8.1.4 In regard to the number of Fire Safety Audits undertaken in each area, SS noted some Fire Safety Enforcement officers were redeployed into operational roles and this may have contributed to the differences between the areas. Virtual audits were developed in Q1 and this will improve the figures from Q2.

8.1.5 The Committee queried the implications of the reduction in HFSV/fitting smoke alarms. SS stated that due to lockdown and other restrictions on the HFSV programme, he convened a case conference to develop a 6-point action plan to identify other measures to deliver community engagement activities. This included conducting telephone HFSV, liaising with local partners to deliver information to shielding/vulnerable individuals, creating the online portal and the recommencement of HFSV once restrictions allowed. The "Make the Call" campaign was launched and the reach/impact would be evaluated and fed back to the Board/Scottish Government.

8.1.6 The Committee were provided with feedback on the new InPhase reporting system and were informed that recruitment for a Data Developer was due to commence.

8.1.7 The Committee informally asked whether data would be captured throughout this unprecedented period to allow the Service to look back and reflect in future years. It was noted that lessons learnt and reviews were ongoing by the COVID Senior Management Board. In regard to data, an internal weekly InPhase report was being produced and includes operations, personnel, etc and at the appropriate time this data will be reviewed.

8.1.8 **The Committee noted the report and thanked Chris and his team for their excellent work during this difficult period.**

*(CF left the meeting at 1050 hrs)*

## 8.2 Action Plan Updates – HMFSI Process Update and Closure Reports

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)
- Local Area Inspection National Recommendations
- Management of Fleet and Equipment
- Provision of Operational Risk Information

8.2.2 This report had previously been submitted to the Senior Management Board in June/July and there had been good progress made since.

8.2.3 The Committee welcomed the clear narrative and information contained within the report.

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- 8.2.4 The Committee queried whether “cancelled” actions should be referred to as “archived”. Due to the need to recategorizing items within InPhase, it was still necessary to refer to some actions as cancelled to ensure that they are captured within the overview dashboards.
- 8.2.5 In regard to prioritising recommendations, RH stated that the Service were legally responsible to pay due regard to any recommendations made by the HMFSI. Thereafter, the Service determines what action is required and individual recommendations were then graded on importance and achievability (length of time to implement) prior to setting the appropriate timescale. To gain a better understanding, the Committee asked for consideration to be given whether it was possible to look at identifying the relevant criticality of recommendations.
- 8.2.6 In regard to FSE Recommendation 15 (Sports Grounds), RH stated that the Service was not the enforcing authority within designated sports grounds for the Fire Scotland Act, it was Local Authorities. The Service supports the inspection of sports grounds however a consistent approach for engaging with Local Authorities needs to be established. Due to the current situation, partnership work was still challenging.
- 8.2.7 In regard to Fleet and Equipment Recommendation 17 (H&S training), it was noted that further progress had been made since this report was produced. JD stated that a Senior H&S Advisor has been seconded into the Fleet workshop to progress H&S Improvement Plans. At the recent Staff Governance Committee (10 September), the additional workload placed on the H&S function due to COVID-19 was discussed. JD noted that he was in regular communication with the Deputy Chief Officer highlighting the additional workload, prioritisation of work and the welfare of team members. He provided an update on the vacancies within the team.
- 8.2.8 **The Committee noted the report and agreed that completed (greyed out) actions should be removed from future reports.**
- 8.3 **UFAS Stocktake Report**
- 8.3.1 SS presented a report to the Committee detailing the findings and recommendations of the review of SFRS work to reduce and manage the impact of UFAS calls. The following key areas were highlighted:
- Stocktake review was undertaken by a cross directorate UFAS Working Group.
  - Five key themes were identified and 20 recommendations have been proposed.
  - UFAS Review Project Board had been convened and would develop action plans to support the delivery of the stocktake review.
  - A further 2 sub-groups have been convened to take forward Improvement and Change.
  - Summary of key findings includes the challenges with systems, need to review policies and procedures, improvements in sharing of best practices, strategic partnership working and alternative response models.
- 8.3.2 In regard to the in-house developed UFAS Recording System (URS), SS noted the challenges and the intention to remove this system.
- 8.3.3 In regard to promoting the replacement of detectors with multi-sensors, SS stated that the Service did strongly recommend changing to multi-sensors. However, these systems were owned by the premise, standards could not be retro-fitted with the potential changes not being financially viable to the owners.
- 8.3.4 The Committee commented on the opportunity to measure UFAS per head of population/ relevant premises and the timescales for setting targets for the reduction of UFAS. SS noted the challenges with identifying relevant premises and measuring against head of population. Timescales for setting targets could not be set until the outcomes of the

report and the potential changes to the response were known. It was agreed that a UFAS session would be included in the Committee workshop (November 2020).

**8.3.5 The Committee noted the report.**

*(The meeting broke at 1136 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 current and proposed future clinical governance arrangements. He noted that currently the Service did not have clinical governance, however, a considerable amount of work has been undertaken to support the Out of Hospital Cardiac Arrest (OHCA) trial. The 2 proposed options for the provision of clinical governance were noted with the preference being Option 2 (Scottish Ambulance Service - SAS). The Service has commenced engagement with SAS, a training needs analysis to identify gaps has been undertaken and the OHCA Memorandum of Understanding (MOU) would be extended to cover the entire Service. This was being progressed as timeously as possible, however given the current COVID-19 situation, a definitive timescale could not be confirmed.

9.1.2 JD confirmed that the Strategic Leadership Team would be the decision-making process on clinical governance. He further commented on the positive relationship between London Fire Brigade and London Ambulance Service, noting that a meeting has been scheduled with London Fire Brigade to discuss their clinical governance arrangements.

9.1.3 In regard to mitigating the current risk due to the lack of clinical governance in place, JD acknowledged this longstanding risk and highlighted that progress was being made to resolve this. He commented that the regular in-house training being undertaken/maintained, regular joint training with SAS, trauma training certified by SAS and the draft MOU moves towards mitigating the risk.

9.1.4 The Committee supported the option to progress with SAS and queried the governance route of the SFRS Clinical Governance Board noting that this was still to be determined.

**9.1.5 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 fire tragedy in June 2017. The following key points were highlighted:

- Dashboard of actions and summary of position, noting 11 actions were complete and significant progress had been made on the remaining 20 actions.
- Additional work/evidence has been requested prior to closing further actions.
- Completion confirmed by June 2021.
- Since the incident and alongside progressing the Action Plan, the Service has undertaken 3-years of substantial work with Building Standards, engaged with high rise residents and undertaken operational reassurance process/visits, etc.

9.2.2 The Committee asked if there was anything standing in the way of progressing actions and if so, was there anything the Board could do to assist. SS assured the Committee that this continued to receive a high priority and was being progressed as timeously as possible.

9.2.3 The Committee asked for further information in regard to Recommendations 4 and 7 remaining open. SS stated that the spirit of these recommendations had been met, however, these remained open to allow further evidence to be gained to evaluate improvements/ensure processes were working.



9.2.4 **The Committee noted the report.**

**10 SERVICE DELIVERY RISK REGISTER**

10.1 **Service Delivery Risk Register**

10.1.1 SS presented the Service Delivery Aligned Risks noting that the text would be further reviewed following recommendations from Internal Audit. RW stated that work was ongoing to transfer risk information into InPhase and this would be submitted to the next Audit and Risk Assurance Committee meeting (8 October 2020).

10.1.2 The Committee queried the accuracy of risk rating applied to SD1 (Existing Command and Control Mobilising System) and SS stated that it was an accurate reflection of the potential situation. JD confirmed that this risk was also recorded on the Command and Control risk register and regularly reviewed.

10.1.3 The Committee noted the ongoing work to review the risk register and would appreciate an informal look at the proposed new format if possible.

10.1.4 **The Committee noted the report.**

*(MW joined the meeting at 1230 hrs)*

*(JD left the meeting at 1230 hrs)*

10.2 **Risk Spotlight – SD6 Ability to maintain an effective level of capacity and resource within Service Delivery to meet statutory duties**

10.2.1 SS presented the risk spotlight briefing note noting that this risk was wide ranging and highlighted the following:

- Three key elements to this risk were the ability to recruit and retain staff, conduct promotion processes and deliver initial/specialist skills training.
- COVID-19 has impacted on each of these elements:
  - Recruitment - limited ability to conduct medical assessments.
  - Training courses – Reduced capacity to deliver specialist courses and the potential skills gap.
  - Promotion processes – Delayed and potential cumulative impact on “acting up” chains.
  - Retirements – High number of deferred retirements and the potential to leave at short notice.
- Retained Duty System (RDS):
  - Potential future societal/economic impact of COVID-19 and staff availability.
  - Exploring the potential to expedite and localise RDS recruitment/training.
  - Importance of timeously resolving RDS terms and conditions issues.
- Control measures include:
  - Operational Availability Group which provide strategic oversight on the management of all aspects of uniformed staff and availability.
  - RVDS Strategic Group convened to oversee Service Delivery Model Programme (SDMP) work, RDS recruitment/retention and ongoing strategic issues.
  - Exploring innovative initiatives to assist recruitment.
  - Recovering plan for promotion process.
  - Ability to redeploy 350 day duty staff to frontline duties and also able to re-engage personnel who have left the Service.

10.2.2 The Committee asked how the currency of training was monitored and the circumstances where competency was no longer valid. SS stated that the currency timescales were determined by the Service and monitored through the PDRPro system. Due to COVID-19, some currencies had been extended. The Operational Assurance process also allowed “on the job” assessments to be undertaken.

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10.2.3 It was agreed that a session on training currency/competency would be included at the Committee workshop (November 2020).

10.2.4 **The Committee noted the verbal update and briefing note.**

### **11 REPORTS FOR CONSIDERATION**

#### **11.1 SFRS Complaints/Compliments Update**

11.1.1 MW presented a report to the Committee providing statistics for complaints and compliments during 2019/20 and an update regarding the changes to the complaints process (still to be approved) following revised national guidance.

11.1.2 The Committee asked how the Service would learn from complaints on a more holistic level. MW noted the low number of complaints made it difficult to identify themes and acknowledged gaps in gathering information on locally and internally resolved issues. Work was planned to engage with service delivery areas to highlight issues, provide feedback and ask whether themes/trends could be identified.

11.1.3 **The Committee noted the report.**

### **12 FORWARD PLANNING**

#### **12.1 Committee Forward Plan**

12.1.1 The Committee noted the forward plan.

12.1.2 The following items were identified for the workshop scheduled for November 2020:

- Scrutiny and Assurance
- Risk spotlight SD6 - training competencies and currency
- UFAS

#### **12.2 Items for Consideration at Future IGF, Board and Strategy/Information and Development Day Meetings**

12.2.1 There were no items for consideration.

### **13 REVIEW OF ACTIONS**

13.1 HG confirmed that there were no formal actions recorded during the meeting.

### **14 DATE OF NEXT MEETING**

14.1 The next meeting is scheduled to take place on Thursday 10 December 2020.

14.2 There being no further matters to discuss, the public meeting closed at 1255 hours.

## **PRIVATE SESSION**

### **15 MINUTES OF PREVIOUS PRIVATE MEETING: 11 JUNE 2020**

15.1 The minutes of the private meeting held on 11 June 2020 were approved as a true record of the meeting.

### **16 COVID-19 - GOLD DECISION MAKING AND SCRUTINY**

16.1 RH presented a report to the Committee to provide an update on the governance arrangements and specific measures implemented to safeguard staff and communities during the COVID-19 pandemic.