



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

WEDNESDAY 24 NOVEMBER 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Nick Barr, Chair (NB)
Lesley Bloomer (LBI)

Tim Wright, Deputy Chair (TW)
Malcolm Payton (MP)

IN ATTENDANCE:

John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Peter Robertson (PR)	Environmental and Carbon Manager (Item 10 only)
Richie Hall (RH)	Area Commander, Continuous Improvement Project Manager
Robert Scott (RS)	HMFSI
Alasdair Cameron (AC)	Group Commander, Board Support Manager
Debbie Haddow (DH)	Board Support Team/Minutes

OBSERVERS

Iain Harron, Scottish Government

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those present, in particular HMFSI Chief Inspector Robert Scott to his first Committee meeting as an attendee. The Chair highlighted that certain items which were on the agenda today were also scheduled to be discussed at the Board Strategy Day the following day This may result in some aspects of the discussions being deferred to allow for a wider discussion with the full Board.
- 1.2 The Committee were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.
- 1.3 This meeting would be recorded and published on the public SFRS website.

2 APOLOGIES

- 2.1 Angiolina Foster, Board Member
Ross Haggart, Deputy Chief Officer

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

- 3.1 The Committee agreed the draft minutes of the previous meeting would also be taken in private due to the confidential nature of the issue in line with Standing Orders (Item 9G).
- 3.2 No further items were identified.

4 DECLARATION OF INTERESTS

4.1 There were no declarations made.

4.2 For transparency, Robert Scott advised the Committee of his previous consultancy role for London Fire Brigade, undertaking an independent review of training following the Grenfell Tower Incident (Item 9.2). The outcomes of this review had been used during the inquiry.

5 MINUTES OF PREVIOUS MEETING: 1 SEPTEMBER 2021

5.1 One typographical error was highlighted and amended.

5.2 **Subject to the minor typographical error, the minutes of the meeting held on 1 September 2021 were approved as a true record of the meeting.**

6 ACTION LOG

6.1 The Rolling Action Log was considered and actions were agreed and removed.

7 SERVICE DELIVERY UPDATE

7.1 SS presented the update report detailing relevant matters from a SFRS service delivery perspective, which comprises Service Delivery and Training, Safety and Assurance Directorates, for the period 16 August 2021 to 3 November 2021, albeit some actions may precede and extend beyond these dates. The following key points were highlights:

- Command and Control Contingency Planning included a brief update on the recent upgrade and power outage within Edinburgh Operational Control (EOC) and a recent power outage at Johnston Operations Control (JOC).
- Operational Strategy was progressing well.
- Retained/Volunteer Duty System (RVDS) Improvement Programme Board has been convened and would oversee the individual project/workstreams.
- Marauding Terrorist Attacks (MTA) response formally went live on 30 October 2021 across all 3 service delivery areas.
- During the Conference of Parties (COP26) event, business as usual confidence levels remained above 96%, all COP26 and Specialist resources were fully maintained. An full evaluation including lessons learnt from this process would be developed.
- Autumn Thematic Plan launched. Reduction in bonfire and fireworks related incidents. Although a reduction in acts of violence, a total of 8 incidents still occurred.
- Youth Volunteer Scheme launched at Methil during this period and a further scheme in Coatbridge would be launched in the near future.
- Incidents of note included the Elephant House Cafe, Edinburgh (August 2021) and Gorse Park, Ayr (October 2021).

7.2 JD highlighted the following key points relating to Training, Safety and Assurance:

- Command and Control Future (CCF) Project continued to progress. As a result of the recent Digital Office Assessment, a Minimum Viable Project had been identified and it was anticipated that this would be delivered in January 2022. Training had been suspended, due to COP26 but had since recommenced. The Rectification Plan continued to be discussed and progressed at the weekly meeting with Systel's Chief Executive.
- Operational Assurance (OA21) investigation had been concluded for the incident at the Elephant House Café, Edinburgh.
- Operational assurance engagement and awareness sessions have been developed and would be delivered during 2022.
- Portlethen Training Centre was now live and the enhanced facilities were being well received.
- Covid-19 Training Recovery Plans were still being progressed and delivered to support service delivery.

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- Successful delivery of numerous training events to support service delivery in advance of COP26.

7.3 In regard to the recent power outages within Johnston and Edinburgh Operations Controls, SS provided assurance to the Committee that the back-up arrangements were effectively and efficiently implemented.

7.4 In regard to CCF, the Committee queried whether there were any training implications as a result of reprioritising resources to support the delivery of MTA training ahead of COP26. JD confirmed that there were no major concerns and this would continue to be routinely monitored through the recovery plans by Senior Management Board.

7.5 JD noted that the CCF project was constantly being monitored, progressed and managed appropriately. He reminded the Committee of the weekly meeting with Systel to maintain pressure to deliver. Due to the current stage of the project, the Committee acknowledged the emerging overlap with the Change Committee's remit.

7.6 In regard to formal MTA response, SS confirmed that this was an interim arrangement until 31 March 2022 and 8 weeks prior to this date the Service would be able to renegotiate with individuals to extend this arrangement.

7.7 JD reminded the Committee of the background and purpose of the OA21 process.

7.8 JD informed the Committee that frontline updates were developed following incidents attended by the Service or other fire and rescue services. These updates are developed to share learning and provide an overview for colleagues across the Service.

7.9 The Committee noted their disappointment regarding the number of attacks on Firefighters during this reporting period and condemned this unacceptable behaviour.

7.10 **The Committee scrutinised the report.**

8 SERVICE DELIVERY PERFORMANCE REPORTING

8.1 Quarterly Performance Report for Q2 2021-22

8.1.1 SS introduced CF to the Committee, who presented the performance report for quarter 2 and in addition presented data from the live system. CF highlighted with following key areas:

- Format of the report had been amended following feedback at last meeting.
- From Q3, permissions would be granted to allow the Committee direct access the reporting dashboard.
- PMF Indicators reported: 9 on target, 9 off target and 5 behind target.
- Home Fire Safety Visits (HFSV) conducted increased from previous year across all 3 categories.
- Unwanted Fire Alarm Signals (UFAS) incidents show a 2.5% reduction based on the 3-year average.
- Fire Fatalities were lower than this period last year.
- Accident Dwelling Fire Causalities quality assurance process had identified inconsistency within the reporting for the previous year. Procedures have been put in place to raise awareness, provide support and ensuring accuracy.
- Call Handling reporting a reduction in the West, increase in the North and remaining stable in the East.

8.1.2 The Committee thanked CF for the opportunity to view and interrogate the live system. The Committee noted the improvements being made and involvement in both quality assurance processes and procurement of future applications.

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- 8.1.3 CF explained the reason for some instances of negative call handling times being recorded.
- 8.1.4 In terms of fire fatalities involving alcohol/drug use, CF noted that the figures presented within the report related to incidents where alcohol/drugs were a factor.
- 8.1.5 The Committee queried why the HFSV indicator target was based on an annual figure rather than 3 year rolling averages. CF noted that the target had been in place since 2018, however, there would be an opportunity to review this for the PMF going forward.
- 8.1.6 With regard to HFSV, the Committee queried whether the future number of visits would increase or decrease for vulnerable groups during the catch-up process, whether it was possible to identify the overall percentage of vulnerable group visited compared to the total population and the influence these visits have on the other areas/indicators. SS noted that the current approach was an universal delivery of the product and the development of the Safe and Well programme would enable a more targeted approach. SS further noted that the CRIM would help identify and target high risk HFSV. RW briefly updated the Committee on other work being done in this area, ie membership on national and partner to develop data access and standards, identifying targeted interventions through machine learning. SS indicated that a future deep dive into this area could be provided to the Committee. NB, SS and RW to consider and discuss outwith the meeting.
- 8.1.7 SS commented on the increasing number of UFAS, noting the recommendation from the stocktake review were still in place and reducing UFAS incidents remained a focus for the Service.
- 8.1.8 With regard to the increase in call handling times within the North, CF noted that work was ongoing to identify the reasons for the increase. SS reminded the Committee of the external factors that contribute to the call handling times, remaining mindful of potentially driving negative behaviours by robustly focusing on response times and confirmed he was content that the current call handling was not causing an issue for the Service.
- 8.1.9 **The Committee scrutinised the report.**
- 8.2 Action Plan and Closing Reports Updates**
- 8.2.1 RW presented the report to the Committee providing an update on the following audit and inspection action plans and 2 formal closing reports:
- 8.2.2 Fleet and Equipment Action Plan
Total of 38 actions with an overall RAG rating was green and was noted as 100% complete. Formal closure report at next meeting
- 8.2.3 A brief discussion took place on how the Service had addressed Recommendation 26 (National guidance on responsibility for movement of vehicles) and the Committee's role to scrutiny of action plans. RS commented on the lack of clarity within the original recommendation and noted that going forward measures would be taken to improve future recommendations being made. RS confirmed that he was satisfied with the outcomes and congratulated the Service on the completion of this action plan.
- 8.2.4 Provision of Operational Risk Information Action Plan
Total of 25 actions with 5 live actions outstanding. Progress has been limited due to the postponement of the UK-wide Emergency Services Mobile Communications Programme. Overall RAG rating was red, due to original timescale not being met and was noted as 90% complete.

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8.2.5 The Committee noted the mitigation measures being taken by using SIMS from 3rd party providers and indicated that a further update within the next report should be considered. RW assured the Committee that discussions on alternative options had been held and were being considered.

8.2.6 Planning and Preparedness for Covid-19 Update Action Plan
Total of 16 actions with 8 live actions outstanding and 8 actions were complete. Overall RAG rating was green and was noted as 80% complete.

8.2.7 Command and Control: Aspects of the Incident Command System Action Plan
Total of 25 actions with 11 live actions outstanding and 14 actions completed. Overall RAG rating was amber due to slippage in timescales and was noted as 90% complete.

8.2.8 RW clarified the correction and closure of action 5.1.2, which was due to the original recommendation being surpassed. RW noted the revised due dates to Actions 5.4.17 and 5.5.21.

8.2.9 Fire Safety and Enforcement Action Plan
Total of 20 actions with one live action outstanding and 2 actions deferred. Overall RAG rating was red due to extension past initial due date and was noted as 85% complete.

8.2.10 Local Area Inspections (LAI) National Recommendation Action Plan
Total of 10 actions with 3 live actions outstanding. Overall RAG rating was green and was noted as 85% complete.

8.2.11 Closing reports were presented for Edinburgh LAI and Dumfries and Galloway LAI.

8.2.12 Within the Edinburgh LAI, SS confirmed that recommendation 9.1 had been surpassed the original recommendation and addressed the standardised specialist resource provision.

8.2.13 RW assured the Committee that these action plans were scrutinised at Service Delivery Improvement Teams and Senior Management Board.

8.2.14 **The Committee noted and scrutinised the report.**

8.3 CONSULTATION OUTCOMES AND ANALYSIS (AUTOMATIC FIRE ALARMS)

8.3.1 SS provided a verbal update to the Committee on the UFAS project and ongoing 12-week public consultation which was launched on 19 July 2021. The following key points were highlighted:

- Consultation closed on 11 October 2021 and attracted 568 responses.
- Over 200 engagement sessions at both national and local levels were held.
- Initial analysis of the consultation would be presented at the next Board Strategy Day (25 November 2021).
- Formal reports outlining the analysis, outcomes and preferred position would be submitted to the Strategic Leadership Team (30 November 2021) and SFRS Board (16 December 2021) for decision.
- This item was on the agenda for wider discussion with the Board at the forthcoming Strategy Day.

8.3.2 **The Committee noted the verbal update.**

The meeting broke at 1134 hrs and reconvened at 1140 hrs.

9 OPERATIONAL LEARNING

9.1 Operational Clinical Governance Framework – Memorandum of Understanding

9.1.1 RHa presented a report to the Committee providing an update on the Memorandum of Understanding (MOU) between the Scottish Fire and Rescue Service (SFRS) and the Scottish Ambulance Service (SAS) for the provision of an Operational Clinical Governance Framework.

9.1.2 It was noted that information regarding the handling of complaints/adverse incidents would be captured within the Service Level Agreement.

9.1.3 In regard to compliance with duty of candour legislation, it was noted this had been included as the Service provides a duty of care although this not being their primary remit.

9.1.4 RHa informed the Committee that 2 SAS employees had been seconded to the Service and had subsequently undertaken a review of the Immediate Casualty and Assessment Course (ICAT) and consultation with Firefighters on training, equipment, etc. The outcomes concluded that there was minimal risk, however, some areas of improvement had been identified along with recommendations on equipment.

9.1.5 RHa noted that the inaugural meeting of the Technical Working Group would be convened to assess, evaluate and implement the recommendations. This working group would report directly to the SFRS Clinical Governance Committee.

9.1.6 The Committee queried whether there were plans to revisit the consultation with Firefighters to assess the impact of the revised ICAT training modules, etc. RHa indicated that this would be undertaken on a continual basis as different aspects of this area progress.

9.1.7 Due to the close working relationship between NHS Ambulance Service (London and South Central) and their respective fire and rescue service counterparts, the Service has sought to engage and learn how the relationship works.

9.1.8 With regard to the clinical scope of practice for firefighters, RHa indicated that work had already commenced through the consultation. He further noted that Firefighters were currently dealing with medical as well as trauma cases.

9.1.9 **The Committee noted the report.**

9.2 Grenfell Tower Fire – Update Report

9.2.1 SS presented a report to the Committee to provide an update on the progress against the recommendations contained with the Grenfell Tower action plan. The following key points were highlighted:

- Total of 8 live actions outstanding with 8 actions being closed within the reporting period, one action remained on track and seven actions required timescales to be reviewed due to further testing/exercising being scheduled in December 2021.
- Details of the modules comprising Phase 2 of the Grenfell Inquiry.
- Scottish Government have established a Grenfell Inquiry Phase 2 Working Group which SFRS were represented on.

9.2.2 In regard to recommendation GT16 (process to handle large number of calls simultaneously), SS confirmed that the procedure currently in place, ie divert calls, was the best process available.

9.2.3 **The Committee scrutinised the report and supported the recommendations.**

10 CLIMATE CHANGE**10.1 Climate Change Response**

10.1.1 SS presented a report to the Committee providing an update on the arrangement within the Service to contribute to reducing the impact of climate changes. SS noted the Environmental and Carbon Management Board oversee strategic change, however, there was a balance and connection required between practical solutions and changes to behaviours/practices.

10.1.2 PR provided an overview on the Carbon and Energy Property projects:

- Decarbonisation of buildings including installation of carbon management systems.
- Installation of heating controls systems on retained stations.
- Retained Station Energy Efficiency Package includes boiler replacement, improved insulation, etc.
- Installation of Solar PV Systems to provide renewable energy on site.
- Installation of Biomass Boilers.
- Automatic meter reading installation programme to help monitor and scrutinise individual sites.
- Installation of additional electric vehicle chargers.
- Consultancy support for heat pump design for wholetime fire stations.

10.1.3 With regard to potential collaboration opportunities in the development of low emissions appliances, PR reminded the Committee of SFRS unique geography and the challenges this presented. However, PR did note that London Fire Brigade were involved in developing a prototype appliance.

10.1.4 With regard to electric vehicles, SS informed the Committee that these vehicles had been well received, despite initial anxiety around limited range/mileage capacity. PR reminded the Committee that the infrastructure and ability to charge vehicles across the estate was key and facilities were continuing to be improved.

10.1.5 With regard to KPIs, RW informed the Committee that PR and CF were working together to standardise and improve the process. For information, PR briefly shared that the Energy and Carbon Performance Quarterly Report was currently being prepared for the Strategic Leadership Team.

10.1.6 **The Committee scrutinised the report.**

10.2 Preparedness for Flooding and Water Related Incidents

10.2.1 SS presented a report to the Committee which provided an overview to the Committee in relation to SFRS's preparedness for flooding and water related incidents. The following key points were highlighted:

- Current resources available at 20 water rescue/boat stations and 64 flood first responder stations. These locations were continually kept under review through the Operational Assurance process.
- Assurance given that there was adequate water rescue resources or capability facilities within the current footprint. Looking forward, the Community Risk Index Model (CRIM) modelling would factor in future flood planning information from Scottish Environmental Protection Agency (SEPA) and other agencies.
- Standard Operating Procedure had been reviewed and went live in February 2021. This was informed through national occupational guidance, National Fire Chiefs Council (NFCC), and Department of Environment, Food and Rural Affairs (DEFRA) guidance.
- As part of the Operational Strategy, a dedicated capability would set out the current position of water rescue as well as future intentions, use of innovation, etc. This would be published in April 2022.

- Currently difficult to benchmark against other UK Fire and Rescue Service (FRS) due to geography and footprint. However, unlike other UK fire and rescue services, water rescue was a statutory duty for SFRS.
- Strong connection with NFCC in terms of national occupational learning and guidance.
- SFRS were leading the review of PPE replacement for water rescue on behalf of the NFCC.

10.2.2 With regard to benchmarking, the Committee noted the earlier comments and welcomed any future developments in this area. RW noted the Data Management Teams involvement in benchmarking, provided analysis on water rescue information and future forecasting/modelling.

10.2.3 The Committee were encouraged by the willingness to explore new technologies and innovations going forward.

10.2.4 The Committee asked for consideration to be given to include quantitative/trend information within future reports and this was agreed.

10.2.5 Due to the high volume of water related incidents/fatalities during this year, SS outlined the measures being taken by the Service. These included internal operational assurance reports, a series of meetings with partner agencies and Scottish Government, future exercises with other blue light services and resources seconded to Water Safety Scotland to help drive forward the water safety agenda.

10.2.6 **The Committee scrutinised and welcomed the report**

11 SERVICE DELIVERY RISK REGISTER

11.1 COMMITTEE ALIGNED DIRECTORATE RISKS

11.1.1 SS presented the SDC Aligned Risks noting that the Directorate risk register was reviewed to ensure the probability, impact of the action and control measures in place were appropriate. The following key points were highlighted:

- SD010 (Compliance Fire Act Scotland Part 3): Recently reviewed and subsequently reduced due to the additional resources being recruited.
- SD011 (Reserved Matters): Since publication of this report, the risk has reduced due to the introduction of the MTA response.
- SD004 (Standardisation of Service Delivery): Work was ongoing and risk was decreasing. However, given the significance this risk would remain to ensure proper oversight.

11.1.2 The Committee commented on the volume of work ongoing and future impact (reduction) of risks. The Committee further commented on the potential for climate change incidents to accelerate and the measures/resources required to allow the Service to absorb these increases. Consideration to be given to focus on these aspects within future climate change reports.

11.1.3 **The Committee noted the report.**

12 UPDATE FROM HM FIRE SERVICE INSPECTORATE

12.1 RS thanked the Committee for the opportunity to attend and contribute to the meeting. A verbal report was provided and the following key points were highlighted:

- Opportunity to review the process and practices under the previous arrangements, noting the resource implications on both parties.
- Benefits from attending both the Audit and Risk Assurance and Service Delivery Committees and the oversight this provides on progress against recommendations.

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- Following Local Area Inspections, a follow up conversation will be held with the relevant individual to ensure that there was a full understanding of the recommendation being made within the Service.
- Proposals to review the format of local area inspections. Further details to be provided at the next Board Strategy Day (25 November 2021).
- Thematic Reviews
 - Preparedness of COP26: Complete and no recommendations were made. However, comments were made on the MTA response within the Service.
 - Health and Safety: Fieldwork nearing completion, anticipated published report in March 2022.
 - Firefighting in High Rise Buildings: Fieldwork ongoing, anticipated published report in March 2022.
 - Operational Equipment and PPE: Removed from plan due to an overlap with Internal Audit.
- Local Area Inspections:
 - Argyle & Bute: Complete and report would be published in December 2021.
 - Angus: Fieldwork has commented.

12.2 **The Committee noted the verbal update.**

13 FORWARD PLANNING

13.1 Committee Forward Plan

13.1.1 The Committee noted the forward plan and confirmed no additional items.

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

13.2.1 There were no items for consideration.

14 REVIEW OF ACTIONS

14.1 AC confirmed that there were no formal actions recorded during the meeting.

14.2 During the meeting, the following points were raised and would be discussed further outwith the meeting:

Item 8.1 Further discussion to be held regarding hi-risk HFSV strategy (NB/SS/RW)

Item 8.2 Additional details on mitigation measures regarding Operational Intelligence tablet/SIMS and 3rd party supplier (RW)

Item 10.2 Future Climate Change thematic update to include quantitative data to provide context and trends, if possible. (SS)

15 DATE OF NEXT MEETING

15.1 The next meeting is scheduled to take place on Wednesday 23 February 2022.

15.2 There being no further matters to discuss, the public meeting closed at 1246 hours.

PRIVATE SESSION

16 MINUTES OF PREVIOUS PRIVATE MEETING: 1 SEPTEMBER 2021

16.1 The minutes of the private meeting held on 1 September 2021 were approved as a true record of the meeting.