



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 31 MAY 2022 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Nick Barr, Chair (NB)
Lesley Bloomer (LBI)
Paul Stollard (PS)

Tim Wright, Deputy Chair (TW)
Angiolina Foster (AF)

IN ATTENDANCE:

Ross Haggart (RH)	Deputy Chief Officer
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager
Bruce Farquharson (BF)	Head of Training (Item 9.1)
Stewart Nicholson (SN)	Head of Service Delivery (East) (Item 9.3)
David Dourley (DD)	Area Commander, Prevention and Protection (Item 10.1 only)
Mark Duffy (MD)	Area Commander, Service Delivery (Item 11.2)
Robert Scott (RS)	HM Chief Inspector
Alasdair Cameron (AC)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support Team/Minutes

OBSERVERS

Morven Doyle, Scottish Government
Chris Booth, Scottish Government

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those present and reminded the Committee to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.
- 1.2 This meeting would be recorded and published on the public website.
- 1.3 The Chair thanked Malcolm Payton (Board Member), for his contributions to the Committee during his tenure, having recently been stood down as part of the annual review of Committee structures, and welcomed Paul Stollard (Board Member) in his place and to his first meeting.
- 1.4 On behalf of the Committee, the Chair thanked ACO John Dickie for his contributions, hard work and support to this Committee and the wider Service ahead of his pending retirement.

2 APOLOGIES

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2.1 John Dickie, Assistant Chief Officer, Director of Training, Safety and Assurance

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

3.1 Apart from the previous private minutes, no further items were identified.

4 DECLARATION OF INTERESTS

4.1 For transparency, as previously declared, 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.

4.2 For transparency, Paul Stollard advised the Committee of his ongoing involvement in the Grenfell Tower Inquiry.

5 MINUTES OF PREVIOUS MEETING: 23 FEBRUARY 2022

5.1 One typographical error was noted and amended.

5.2 **Subject to the amendment of the typographical error, the minutes of the meeting held on 23 February 2022 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 a Scottish Fire and Rescue Service (SFRS) Service Delivery perspective, which comprises Service Delivery and Training, Safety and Assurance Directorates, for the period 5 February 2022 to 13 May 2022, albeit some actions may precede and extend beyond these dates. The following key points were highlighted:

- Operational Strategy launched on 1 April 2022.
- Establishment of the Staffing Solution Team.
- Youth Volunteer Scheme Evaluation Report.
- Positive Action: Four female On Call personnel interviewed to promote female staff recruitment to help move towards a more reflective workforce within our communities.
- Engagement has commenced on the inaugural HMFSI Service Delivery Area (SDA) Inspection within the East SDA.
- Update on the Partnership Approach to Water Safety (PAWS) initiative. Thanks were extended to Group Commander Albert Bruce for his work in this area.
- Update on the status of the recommendations within the Continuous Improvement Programme (CIP).

7.2 The Committee acknowledged the wide array of work undertaken within the Service Delivery arena.

7.3 In regard to Marauding Terrorist Attack (MTA), the Committee sought an update on the current capability in this area. SS reminded the Committee of the interim arrangements for COP26 which were in place until 31 March 2022. Due to a variety of reasons, these arrangements were no longer in place. However, the Service currently had a cadre of Flexi Duty Officers who would provide cover across the 3 Service Delivery Areas. SS reminded the Committee that Awareness training was delivered to all firefighters prior to COP26 and this remains in place.

7.4 The Committee noted the name change from Retained Duty System personnel to On Call personnel and queried what this entailed. SS advised the Committee that this was a

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change of nomenclature (name) to realign the Service with other Fire and Rescue Services and to better reflect the role of this invaluable group of personnel.

7.5 In regard to the Command Competence Review (CCR) Procedure, the Committee noted the extended timescale for an Incident Command Assessment refresher and queried the reasoning, potential risks and impacts of this change. BF advised the Committee of the circumstances and process for assessing and awarding a 2-year extension and noted that the appropriate governance process had been undertaken.

7.6 The Committee commented on the reference to the high attrition rate within the Operations Control (OCs) and requested further clarification on the rates and reasons. SS reminded the Committee that the absence rate for OC personnel was 32 per 1,000 head, which was the highest in the Service. SS commented on the challenges in attraction and retention of personnel. SS noted that several workstreams were in place to try to address this and explore the potential to review terms and conditions. The Service were working in partnership with the Fire Brigades Union (FBU) to collectively work to identify solutions. DF noted that any identified solutions would be shared with Area Commander Libby Logan for progressing. DF highlighted some of the reasons given by personnel leaving the Service.

7.7 In regard to the National Fire Resilience (Scotland), the Committee asked for further information i.e. costs, risks, etc on the assets which were reaching the end of life. SS advised the Committee that the assets related to the legacy New Dimension project (2007). These included Detection, Identification and Monitoring (DIM), Chemical, Biological, Radiological and Nuclear (CBRN) and Urban Search and Rescue (USAR) equipment which was provided by Scottish Government to the legacy services. Unlike the rest of the UK, the legacy services within Scotland took ownership of these assets. Through discussions with the Home Office, it has been confirmed that there would be no additional funding for the replacement of these assets. Discussions were now ongoing with Scottish Government to secure funding (approx £18.8 million) for a replacement programme. A business case had been developed and was being progressed. The business case was based on the output from the national risk assessment, which took account of MTA and CBRN attacks, however, it was noted that these resources were not statutory duties.

7.8 SS noted that the funding for the replacement of these assets was not included within the forward asset resourcing requirements, however discussions were ongoing with Scottish Government.

7.9 In regard to the Document Conversion project, the Committee were advised that this was predominately policy and procedural information at this stage. The operational risk information was captured within a separate application on the GETAC tablet.

The Committee scrutinised the report.

7.10

8 SERVICE DELIVERY PERFORMANCE REPORTING

8.1 Quarterly Performance Report for Q4 2021-22

8.1.1 SS introduced CF to the Committee, who presented the performance report for quarter 4. CF highlighted the following key areas:

- Overall increase in the number of incidents (95,655), 1% against the 3-year average and 12% against 2020/21.
- Increase in fires and false alarms (10%) and non-fire special services (20%).
- Daily/monthly breakdown of incident type.
- All Casualties incidents increased 16% against 2020/21 but reduced by 7% against the 3-year average. Fire related casualties reduced (18%) against 2020/21 whilst non-fire related casualties increased (27%).
- Fire Fatalities reduced in 2021/22 and in line with 3-year average.

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- Increase in non-fire related calls (5%) against the 3-year average from Scottish Ambulance Service but there has been an 11% reduction in the casualties resulting from those incidents.
- Seven indicators currently achieving targets (green), 3 indicators were amber and 5 indicators were red.

The Committee commented on the impact of Covid on statistical data and how the Service would disaggregate the effect on future reporting.

8.1.2

In regard to Home Fire Safety Visits (HFSV) for Vulnerable groups targets now being met, CF advised the Committee that the Service were still recovering from the impact of Covid and had still to achieve pre-Covid capabilities. The Committee were reminded that a deep dive report on HFSV will be presented at the next meeting. Consideration would be given to include the current practices with the Wheatley Group. The Committee queried the value of 3-year average data given the extended impact of Covid and whether the targets were still appropriate. CF noted that discussions with other public agency partners re standardising setting targets following 2020/21 (covid) period. The Service were also engaging with the Office of the Chief Statistician and were seeking support from Scottish Government's statistical services to identify and determine how best to measure key performance indicators.

8.1.3

8.1.4

In regard to call handling and response times, the Committee commented on the previous discussions, noted the stabilisation of performance and the review work done in this area. A summary of what had been done was to be included within the next Service Delivery Update report.

ACTION: SS

The Committee scrutinised the report.

8.1.5

(The meeting broke at 1100 hrs and reconvened at 1105 hrs)

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:

8.2.2

Provision of Operational Risk Information Action Plan

Total of 25 actions with 5 live actions outstanding. Progress has been limited with one action remaining on target and 4 actions remain red due to the slippage in the original agreed timescales. Overall RAG rating was red, due to original timescale not being met and was noted as 91% complete. RH highlighted the revised due date for action 4.1 in relation to the GETAC tablets which remain a concern.

8.2.3

The Committee requested that a spotlight on the GETAC tablets be provided at the next meeting (Forward Plan).

8.2.4

RS commented on the reoccurring themes within thematic inspection reports, particularly the GETAC tablets. RS welcomed the proposed spotlight on GETAC tablets and commented on the possible benefits from engaging with London Fire Brigade re how they use their tablets/information available. RS also noted the importance of recognising the work being undertaken to address the recommendations.

8.2.5

The Committee queried if consideration had been given to seek external expertise to resolve the issues with GETAC and noted the reoccurring challenges to deliver technical projects.

SS advised the Committee that discussions continued with ICT, including sourcing external expertise, in an effort to progress issues as quickly as possible. SS noted that

8.2.6 GETAC tablets were central to various areas such as hydrants, safe and well, etc. SS suggested the spotlight be jointly presented by Service Delivery and ICT colleagues to provide a fuller view on the situation. SS noted that the Emergency Services Mobile Communication Programme (ESMCP) was gaining momentum and the Service had an opportunity to become a pathfinder for this project, i.e. network all appliances through the early installation of the ESMCP equipment. SS welcomed the opportunity to provide an update to the Committee, along with ICT colleagues, on the Operational Document Review project and technical (hardware) solutions.

8.2.7 The Committee noted the need for this to be raised for further discussion at a future Integrated Governance Forum or Board Strategy Day relating to ICT priorities, capabilities and potential additional resources being secured.

Planning and Preparedness for Covid-19 Update Action Plan

8.2.8 Total of 16 actions with 7 live actions outstanding and 9 actions were complete. Overall RAG rating was green and was noted as 92% complete.

Command and Control: Aspects of the Incident Command System Action Plan

8.2.9 Total of 25 actions, all now completed. Overall RAG rating was green and was noted as 100% complete. Formal closing report to be prepared.

Fire Safety and Enforcement Action Plan

8.2.10 Total of 20 actions with 2 live actions (previously deferred) outstanding and 18 actions were complete. Overall RAG rating was red due to slippage from the original timescales and was noted as 92% complete.

8.2.11 The Committee discussed the potential to review the outstanding actions and, if appropriate, close these actions as the timescale has not been set by the National Fire Chief's Council and they are outwith the control of the Service. In regard to legal compliance, SS noted the legislative differences between Scotland and the wider UK. However, these actions related to the overarching management/approach to fire safety.

Local Area Inspections (LAI) National Recommendation Action Plan

8.2.12 Total of 10 actions with one live action outstanding. Overall RAG rating was red due to a slippage from the original agreed timescale and was noted as 91% complete.

Fleet and Equipment Action Plan

8.2.13 Following the completion of the action plan, the formal Closing Position Statement report had been prepared.

The Committee scrutinised the open action plans and noted the closing position statement report.

8.2.14

8.3 UPDATE ON DEVELOPMENT OF WORK PLAN TO IMPLEMENT THE PREFERRED UNWANTED FIRE ALARM SIGNALS RESPONSE OPTION

8.3.1 SS presented a report to the Committee to provide an update on the progress against the work plan in preparation for the implementation of the new Automatic Fire Alarms (AFA) response model. The following key points were highlighted:

- Six workstreams established to support the implementation of the selected option approved by the Board (December 2021).
- Primary focus has been the comms and engagement workstream to ensure dutyholders are adequately prepared and supported for the future changes.
- Outline of specific mechanism to support the comms and engagement.
- Development of specific operational arrangements for alarm receiving centres (ARC).
- Development of key performance indicators to report and monitor the impact of the changes.

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- Recognition of the interdependency between the new Unwanted Fire Alarm Signals (UFAS) and Command and Control Futures (CCF) project and both teams are closely aligned.

8.3.2 SS advised the Committee that the implementation date for the rollout of the new UFAS response model may be impacted by the CCF project. The current command and control mobilising systems were unable to support the new UFAS response model. Additional manual processes would have to be introduced and this would add further pressure/workload within Operational Controls.

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

9 OPERATIONAL LEARNING

9.1 SFRS Operational Clinical Governance Framework Update

9.1.1 BF presented a report to the Committee providing an update on progress made to implement arrangements to deliver the Scottish Fire and Rescue Service Operational Clinical Governance Framework. The following key points were highlighted:

- Memorandum of Understanding had been agreed and signed by SFRS and Scottish Ambulance Service (SAS).
- Responsibility for all aspects of clinical governance is shared between SFRS Training and Operations functions.
- Meeting and governance arrangements were in place and the Operational Clinical Governance Technical Working Group had identified objectives for the current financial year.
- Now transferring and embedding into business as usual.

9.1.2 BF advised the Committee that the Service Level Agreement had been drafted by SFRS's Legal Service and was currently with SAS's Legal Service for final approval.

9.1.3 NB to meet with the newly appointed Director of Training, Safety and Assurance, Assistant Chief Officer Andy Watt, at an appropriate time, to discuss potential future reporting and the role of the Committee moving forward.

ACTION: NB/AW

9.1.4 **The Committee noted the report.**

9.2 Grenfell Tower Fire – Phase One Closing Report

9.2.1 SS presented the closing report to the Committee to provide an update on the progress and actions taken against the recommendations contained within the Grenfell Tower Phase One action plan. The following key points were highlighted:

- Significant work undertaken by the Service including the Action Plan, wider work of the Ministerial Working Group and the 3 sub-groups which has resulted in a number of sector and build environment improvements.
- As a direct outcome of the Phase 1 Public Inquiry, the action plan was developed and contained 44 recommendations for both London Fire Brigade and the wider UK fire and rescue services (FRS).
- All 44 recommendations have been progressed, closed or transferred as appropriate.
- Due to regulatory differences between England and Scotland, where appropriate the Service had met the spirit of the recommendation.
- Holistic approach to action recommendations has proven effective.
- Invaluable engagement with partners, through the Ministerial Working Group, to progress legislative and regulatory issues, e.g. broaden the scope to include sheltered accommodation risks.
- Awaiting outcome of Phase 2 Inquiry.

9.2.2 The Committee acknowledged the Service's effective holistic approach to address the complicated and challenging action plan. The Committee also noted and welcomed the Service's role in influencing national improvements.

9.2.3 The Committee queried how the Service would continue to monitor and maintain the level of commitment ahead of the Phase 2 Inquiry report i.e. light touch monitoring.

9.2.4 The Committee commented on the term "meeting the spirit of the recommendation" and queried the governance behind the decision to meet the spirit rather than the letter of the recommendation. A brief explanation of the difference and reasons for meeting the spirit rather than the letter of the recommendation was provided. SS advised that the Service Delivery Directorate Management Team were the authorising environment for this decision making.

9.2.5 **The Committee scrutinised the report.**

9.3 National Operational Learning Presentation

9.3.1 SN presented a report to the Committee providing an update regarding the National Operating Learning (NOL) including present position, methods of analysis relating to learning and the potential future direction. The following key points were highlighted:

- Benefits of a national and consistent approach to sharing, actioning and embedding learning from across the UK fire and rescue service.
- Main purposes were to improve firefighter and public safety and contribute to a more modern and professional sector striving to be continually learning and improving.
- Overview of the NOL development since 2016 with over 400 cases received.
- Outline of how the operating learning is captured, considered and shared.
- Recent NOL review has identified cultural change (willingness to share good practice/learning) and the ability to access/contribute to a national UK platform for learning.
- Technical solutions relating to Lithium Ion Batteries, Water Rescue and Operational Discretion.
- Next aspirations included wider international learning, horizon scanning and academic learning.

9.3.2 SN confirmed that the role of the NOL was to publish best practice/learning to all UK Fire and Rescue Services for their consideration and adoption. SN noted that due to different statutory responsibilities across the UK, some operational learning may not be applicable to all services.

9.3.3 RH commented on the updates on the HMFSI and Grenfell action plans and the NOL presentation has demonstrated the Service's willingness to learn, share and implement improvements for the benefit of firefighters and communities' safety. RH thanked the Committee for the opportunity to publicly present these updates.

9.3.4 **The Committee noted the report and presentation.**

10 CLIMATE CHANGE

10.1 Lithium Ion Battery Technology Update

10.1.1 SS introduced DD, who presented an update report to the Committee on the emerging risks presented by Lithium Ion battery technology and the workstreams being progressed within the Service in response to those risks. The following key points were highlighted:

- Increased use and application of lithium batteries across a wider range of technology.
- SFRS were sighted on emerging risks within the community and were proactively taking steps to learn and act appropriately to maintain firefighter/community safety.
- General low level of risk with lithium-ion batteries. However continual discharge and recharge can lead to a slow degradation of components which can lead to overheating.

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- Good information available through NOL. Appropriate Standard Operating Procedures (SOP) and Safe Systems of Work are in place.
- Electrical Safety Working Group, chaired by SFRS, provides a forum to share information with partners from industry, trading standards and Scottish Government.
- SFRS Operational Strategy outlines our commitment and focus on safety and provides effective emergency response to the changing risks.
- Hazmat SOP updated to include lithium-ion battery risks, to take cognisance of the increasing electric vehicles and the storage of batteries in the environment.
- Research and development work is underway, including fire blankets specifically for electric vehicle fires.
- Potential risks for reconditioned/recycled lithium-ion batteries in the future.
- SFRS will continue to monitor lithium-ion battery trends, engaging with NOL and wider partners, share learning and develop training materials and preparing for future incidents.
- Dedicated Lithium-ion Battery Working Group is to be convened to co-ordinate activities, consider risks and actions relating to electric vehicle, charging infrastructure, firefighting tactics, risks in the building environment and firefighting procedures and equipment.
- SFRS will ensure operational learning is realised and supported and details of incidents involving lithium-ion batteries are recorded and assessed.
- Supporting ongoing learning with key stakeholders including National Fire Chief's Council, Edinburgh Airport, Transport Scotland and Emergency One.
- First electric appliance will be delivered and trialled by the Service in 2023. Currently there were 172 electric vehicles and 124 charging points across 61 sites.

10.1.2 The Committee commented on the relatively low number of incidents involving lithium-ion batteries and the work being undertaken in the Service to identify and prepare for future risks.

10.1.3 **The Committee noted the report.**

(D Dourley left the meeting at 1240 hrs)

11 SERVICE DELIVERY RISK REGISTER

11.1 Committee Aligned Directorate Risks

11.1.1 RH presented a report to the Committee containing the identified Directorate risks and controls pertinent to the business of the Committee.

11.1.2 In regard to Risk SD004 (Standardisation of Service Delivery), the Committee commented on the control summary and the need for further discussions on GETAC tablets.

11.1.3 The Committee noted concerns regarding potential wider ICT issues. This would be covered under Item 14.2.

11.1.4 **The Committee scrutinised the report.**

11.2 Risk Spotlight – High Rise Firefighting

11.2.1 SS introduced MD, who presented the risk spotlight briefing note and highlighted the following:

- Brief overview of Grenfell Tower Fire.
- Within Scotland, domestic high rise buildings (840 No.) are subject to quarterly operational assurance visits by operational crews for operational intelligence and familiarisation purposes.

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- Overview of the Prevention and Protection function and Strategic Leadership Team's involvement with the Ministerial Working Group (MWG), influence and involvement in legislative and regulatory changes.
 - Review and improvement of training exercises/packages and policy and procedures.
 - High Rise Building Standard Operating Procedures (SOP) revised to include additional information on construction and design of premises, dedicated building spotters to monitor fire condition, structural integrity and identify any rescues.
 - Evacuation and Firefighting in Building Procedure was currently out for consultation. Stay Put procedure remains the default position for the Service. The procedure details 2 types of evacuations (partial and full).
 - Procurement of fire escape hoods and smoke curtains.
 - Operational Strategy 2022-32 launched on 1 April 2022 contains 7 key themes which places operational resources at the forefront of the Service utilising the latest technology to benefit communities and firefighter safety.
- 11.2.2

The Committee sought clarification on the reference to data indicating no greater risk than any other property types. MD noted that there was no greater prevalence of incidents within high rise premises in comparison to other standard domestic premises. This data was sourced from the Incident Reporting System (IRS).

11.2.3

The Committee queried the compartmentalisation of fires within high rise buildings and any potential deterioration of compartments affecting firefighting activities. MD assured the Committee that the Service were comfortable with the building standards within Scotland and outlined the operational assurance inspection process. MD noted that the Service understood how fire behaved within buildings, undertook appropriate training on fire and fire behaviour, structural collapse, etc. MD further noted that the Service had introduced building spotters to monitor and identify external potential structural damage, fire spread, etc. SS reminded the Committee that less than 1% of fires in high rise premises leave the compartment of origin and the Stay Put Policy remained the correct policy within Scotland. The Stay Put policy is supported by supplementary procedures should evacuation become necessary. SS advised the Committee that following the introduction of building spotters, the next iteration would be Stairwell Welfare Teams.

11.2.4

The Committee noted the risk spotlight report.

(A Foster left the meeting at 1300 hrs)

12 UPDATE FROM HM FIRE SERVICE INSPECTORATE

12.1 RS presented his report to the Committee to provide an update on HMFSI inspection and reporting activity. The following key points were highlighted:

- Publication of Local Area Inspection for Angus was published in March 2022. Overall positive report and interaction with the Service.
- Continuing to progress towards Service Delivery Area approach to inspections. Engaging with DACO Stewart Nicholson and his team to discuss future inspection and gather data.
- Thematic Inspection: Health and Safety An Operational Focus has concluded and was laid before Parliament in April 2022. Eight recommendations, 25 areas for consideration and 9 areas of good practice were identified.
- Thematic Inspection: Firefighting in High Rise Buildings. Fieldwork has concluded and the final report was being prepared. Number of recommendations and observations had been identified and some had already been addressed.
- Thematic Inspection: Climate Change Impact on Operational Activity. Data request and terms of reference had been shared with the Service for consultation.
- Thematic Inspection: Mental Health and Wellbeing. Will commence Autumn 2022 and conclude 2023.

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12.2 RH commented on the positive feedback from DACO Stephen Wood and his team following the Angus Local Area Inspection relating to the engagement and work of the HMFSI team.

12.3 **The Committee noted the report.**

13 VALUE ADDED STATEMENT 2021/22

13.1 NB presented a report to the Committee seeking approval of the Valued Added Statement 2021/22 which outlined evidence of how the Committee supported the effective functioning of the Board.

13.2 **The Committee approved the report.**

14 FORWARD PLANNING

14.1 Committee Forward Plan

14.1.1 The Committee noted the forward plan and confirmed the following additional items.

- Risk spotlight on GETAC tablets
- Operational Document Review (transferred from Strategy Day programme)
- Next Generation Breathing Apparatus (transferred from Strategy Day programme)

14.2 Items for Consideration at Future Integrated Governance Forum, Board and Strategy/Information and Development Day Meetings

14.2.1 The following items would be taken to the next Integrated Governance Forum:

- ICT Development

15 REVIEW OF ACTIONS

15.1 AC confirmed that there were 2 formal actions recorded during the meeting.

16 DATE OF NEXT MEETING

16.1 The next meeting is scheduled to take place on Tuesday 30 August 2022.

16.2 There being no further matters to discuss, the public meeting closed at 1315 hours.

PRIVATE SESSION

17 MINUTES OF PREVIOUS PRIVATE MEETING: 23 FEBRUARY 2022

17.1 The minutes of the private meeting held on 23 February 2022 were approved as a true record of the meeting.