PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 30 AUGUST 2022 @ 1000 HRS

**CONFERENCE ROOM, BLACKNESS ROAD FIRE STATION,
DUNDEE, DD1 5PA / CONFERENCE FACILITIES**

PRESENT:

Nick Barr, Chair (NB)	Tim Wright, Deputy Chair (TW)
Paul Stollard (PS)	Angiolina Foster (AF)

IN ATTENDANCE:

Stuart Stevens (SS)	Interim Deputy Chief Officer
David Farries (DF)	T/Assistant Chief Officer, Director of Service Delivery
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Kirsty Darwent (KD)	Chair of SFRS Board
Alasdair Perry (AP)	Deputy Assistant Chief Officer (Prevention and Protection) (Item 9)
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager
Mark Duffy (MD)	Area Commander Service Delivery (Item 10 and 11.2)
Kenny Christie (KC)	Watch Commander (Item 9)
Lynne Gow (LG)	Group Commander (Prevention and Protection) (Item 9)
Stuart Chalmers (SC)	ICT Business Services Manager (Item 11.2)
Rick Taylor (RT)	Assistant Inspector, HMFSI
Alasdair Cameron (AC)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Pamela Nicol (PN)	Corporate Admin Assistant Team Leader/Minutes

OBSERVERS

Lisel Porch	Scottish Government

1   WELCOME

1.1   The Chair opened the meeting and welcomed those participating and observing via MS Teams.

1.2   Those participating via MS Teams 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 website.

1.4   The Chair thanked Interim Chief Officer Ross Haggart for his support to the Committee over a demanding period and welcomed Stuart Stevens in his new role as Interim Deputy Chief Officer, Andy Watt in his new role as Assistant Chief Officer, Director of Training, Safety and Assurance and David Farries in his new role as T/Assistant Chief Officer, Director of Service Delivery.

2   APOLOGIES

2.1   Lesley Bloomer, Board Member
        Robert Scott, HMFSI

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

3.1   The Committee agreed that the Operations Control (OC) Systems Resilience would be taken in private due to the confidential nature of the issues (Standing Order 9G).

4   DECLARATION OF INTERESTS

4.1   There were no declarations of conflict of interests made.

5   MINUTES OF PREVIOUS MEETING: 31 MAY 2022

5.1   The minutes were agreed as an accurate record of the meeting.

5.2   **The minutes of the meeting held on 31 May 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   SS 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. The report covered the period 13 May 2022 to 30 August 2022, albeit some actions may precede and extend beyond these dates. The following key points were highlighted:

- Wildfire incidents worthy of note took place in West Lothian and West Calder which spanned five days in total, further highlighting the effects of climate change and demand on the SFRS.
- Operational Strategy launched in April 2022 was now very much a live document and the delivery plan for this year had been developed and approved by the various governance forums within the Service.
- Progress was being made by Staffing Solutions Team to manage the organisational impact of the reduction of staff as a result of the pensions remedy and Covid recovery.
- Operations Command Seminar was held online and in person simultaneously on 18 May 2022 and saw approximately 200 senior officers attend.
- Narrative provided to the Committee regarding OC call handling and response times as requested.
- Prevention and Protection (P&P), Glasgow School of Art final report recommendations were being actioned and SFRS would continue to look to improve processes and investigative practices.
- Grenfell closing report had been presented to the SFRS Board in June 2022.
- P&P have seconded an Area Commander to lead the Cameron House Fatal Accident Investigation (FAI) team.
- Fire Safety Enforcement (FSE) Competency Framework had concluded.
- Fire Investigation (FI) restructure was implemented on 13 June 2022.
- Positive progress has been made in the Youth Volunteer Scheme with 120 Youth Volunteers engaging across 10 schemes.
- SFRS led the launch of Water Safety Scotland's Education packages which had been developed in partnership with Education Scotland and the Scottish Government.
- On Call Recruitment for Remote / Rural Communities had received an increased number of applicants resulting in the highest ever intake into a remote course anywhere in Scotland seeing a 400% increase on the last comparable period (2019).

- Emergency Services Training Collaboration Group (ESTCG) was showing success in sharing best practices as well as sharing resources.

7.2   The Committee acknowledged the rich content of the report and wide array of work undertaken within Service Delivery Directorate.

7.3   In regard to 15% of OC personnel being in the development phase, with service of less than 3 years, the Committee asked for further information on these figures. DF highlighted some contributing factors and would discuss fully in the private session due to the sensitivities of the information.

7.4   The Committee sought clarification with regard to the Safe and Well pilot and the significant ICT challenges in existence with the partner referral site which remains an issue until ICT certificate / hosting issues are resolved. DF advised that there were a number of elements and proposed to discuss further during the insight into the Safe and Well System (item 9).

7.5   The Committee commented on the benefits of referencing the challenges in regard to the Resource Spending Review (RSR) in future reports and suggested future reports should consider reflecting this. SS advised that the narrative of the next report would change substantially due to the impact of the RSR on the Service and was a timing matter for inclusion within the report presented.

7.6   **The Committee scrutinised the report.**

8   SERVICE DELIVERY PERFORMANCE REPORTING
8.1   Quarterly Performance Report for Q1 2022-23
8.1.1   DF introduced CF to the Committee, who presented the performance report for Quarter 1. CF highlighted the following key areas:
- Operational demand across the quarter is 1% lower than 2021 / 2022 and evenly split across the months of April, May and June.
- Fire casualties reporting 35% lower than 2021 / 2022, however the quality of casualty information in fire reports is currently under review.
- Figures relating to fire fatalities remain the same as the first quarter.
- Six Key Performance Indicator targets were achieved with 8 being missed, which included the number of fires in non-domestic buildings, refuse and vehicle fires, the number of fire fatalities, the number of accidental dwelling fires broken down into high severity category, Unwanted Fire Alarm Signal (UFAS) incidents attended in non-domestic premises and the number of Home Fire Safety Visits (HFSV) conducted for vulnerable groups.

8.1.2   CF provided the Committee with a further breakdown of figures from the statistical report, detailing outcomes against a three-year average.

8.1.3   In regard to HFSV, the Committee questioned the disparity in the figures which show an increase in the number of HFSV conducted yet a decline in the number of visits conducted for vulnerable groups with a high-risk rating. DF advised that one factor was due to the number of people claiming to be high-risk in relation to the new smoke detection standard and the fitting of interlinked smoke alarms. It was found that through visits to this client group, a large number were downgraded to medium risk category, having not met the criteria and details recorded as such.

8.1.4   The Chair reminded those present of the forthcoming deep dive report on HFSV. NB would discuss the specific requirements of this report with DF noting that it should also encompass aspects such as limited resources and value for money. NB to write to DF detailing the Committee ask around the deep dive into HFSV report.

ACTION: NB

8.1.5   The Committee queried whether this would have an effect on the targeted activities of partnership working being referred to. SS expanded by advising that while this report looked back in terms of performance, in the current climate and the cost of living crisis being faced by many, the Service would not be immune to these factors in terms of operational demand and potential increased activity. SS commented on the potential issues facing the Service and the importance of targeted working partnership and identifying vulnerable groups.

8.1.6   The Committee commended CF on the comprehensive overview of the report and were encouraged by the quality of data recording.

8.1.7   **The Committee scrutinised the report.**

8.2   Action Plan and Closing Reports Updates
8.2.1   RW presented the report to the Committee providing an update on the following audit and inspection action plans:

8.2.2   <u>Provision of Operational Risk Information Action Plan</u>
Total of 25 actions with 5 live actions outstanding. Progress has been limited with one action remaining on target and 4 actions remaining red due to the slippage in the original agreed timescales. Overall RAG rating was red, due to original timescales not being met and was noted as 91% complete.

8.2.3   The Committee asked for assurance regarding the closure of the remaining red actions, highlighting little or no change since the last Service Delivery Committee meeting in May 2022. SS explained the discipline on the part of SFRS in giving actions 'due regard' and often, the ability to complete an action is not within the gift of the Service, sitting instead with others. SS agreed with the requirement to see 'a path to green' and in showing the steps being taken to achieve this.

8.2.4   <u>Planning and Preparedness for Covid-19 Update Action Plan</u>
Total of 15 actions with 5 live actions outstanding. Two actions remaining on target and 3 actions were marked amber due to the slippage in the original agreed timescales. Overall RAG rating was green and was noted as 93% complete.

8.2.5   <u>Fire Safety and Enforcement Action Plan</u>
Total of 20 actions with 18 actions complete. One outstanding action has been made void (approved by the Senior Management Board) and the other outstanding action remains marked as red as no agreed timescale has been identified. Overall RAG rating was red due to slippage from the original timescales and was noted as 96% complete.

8.2.6   <u>Local Area Inspections (LAI) National Recommendation Action Plan</u>
Total of 10 actions with one live action outstanding. Overall RAG rating was amber due to a slippage from the original agreed timescale and was noted as 90% complete.

8.2.7   The Committee suggests an informal action be taken to monitor the endeavours and achieve resolution in reducing red actions, evaluating them in the spirit of the original recommendation.

8.2.8   **The Committee scrutinised the open action plans and noted the closing reports.**

8.3   Update on Development of Work Plan to Implement the Preferred UFAS Response Option
8.3.1   DF 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 have been established to allow implementation of the project to be delivered in a co-ordinated manner, these are:
    1. Policy Review
    2. Performance Measures
    3. Communications and Engagement
    4. Training and Awareness
    5. Configure Mobilising System
    6. Alarm Receiving Centres (ARC) Operating Agreements
- The priority of the Preparing for Implementation Working Group (PIWG) has been developing and progressing the communications and engagement plan which was agreed by the project review board in May 2022.
- A series of milestones have been developed to support the delivery of the communications and engagement plan, which include internal and external surveys to assess staff knowledge and awareness levels.
- Outcomes of the surveys will help to shape presentations for both internal and external engagement sessions.
- All workstreams are continuing to target the current implementation date of 1 April 2023, however recognising the interdependency between the new response model and the availability of a new mobilisation system to support this, the Project Review Board receive regular updates from OC via the Command and Control Futures (CCF) project to ensure both are closely aligned and dates adjusted to reflect any changes.

8.3.2 In regard to the work with ARC's to establish new operating agreements based on the expectations of the new response model, the Committee asked of the current standing in relation to the drafting of a joint operating agreement with ARC's to focus on establishing effective working relationships and performance expectations. These were currently showing 25% complete, despite a due date of April 2022. AP advised that an appropriate implementation timeline which aligns with other relevant work, for example the implementation date of the new AFA response model was still to be identified.

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

(The meeting broke at 1115 hrs and reconvened at 1120 hrs)

9   AN INSIGHT INTO THE CONTENT OF THE SAFE AND WELL SYSTEM
9.1   AP presented a report to the Committee providing an insight into the content of the Safe and Well Management System (SWMS). The following key points were highlighted:
- The SWMS is a modern intuitive ICT system designed to support and manage the requirements of Safe and Well (S&W) and HFSV.
- The SWMS consists of several elements; main dashboard application, partner referral site and Progressive Web Application (PWA).
- The system would capture outcomes in real time and would enable reports to be generated for evaluation and performance purposes.

9.2   KC provided the Committee with an overview of the system, giving an insight into the operation and methodology of the S&W dashboard and partner site.

9.3   For clarity, the list of names and addresses provided on the test site were noted as fictional and for the purpose of demonstration only.

9.4   LG advised that a key element of S&W was to tackle high risk factors within the home safety arena which included the protection of vulnerable members of society through unintentional harm. ICT continue to develop the partner referral site for this purpose.

9.5   Nearing completion, PWA was a significant feature of the project as this software enables up-to-date detail to be captured during visits offline, where there was no 4G / 5G signal.

9.6   Lack of data sharing from other organisations was one of the current issues the project faced due to GDPR regulations as S&W looked to expand visits beyond fire safety. Vulnerability was known to cross boundaries, for example those with hoarding tendencies.

9.7   The pilot ran for 6 months from February to August 2022 and was currently in its evaluation phase. LG explained the findings to date and that of the 18 members of SFRS mapped throughout the whole of Scotland in various different communities including rural, island and central belt and 6 of the community safety advocates who carried out 179 visits in total, collectively have been providing qualitative and quantitative feedback on the nature of the visits.

9.8   SC shared his findings in regard to the certification errors on the Microsoft site which have now been resolved with new infrastructure which has been set up by Microsoft. This was currently being re-tested and was expected to go live at the end of the week (w/e 4 September 2022).

9.9   The Committee commended the S&W Project on its intent to join up services across different sectors to then deliver a more holistic response, showing sectorial and local leadership.

9.10   The Committee asked for further information by way of an email response, on the ethical approach to the project and how SFRS deals with research which has an ethical dimension, including external bodies validating the findings.

9.11   SS to provide an e-mail response to Service Delivery Committee members within 4 weeks in regard to SFRS's consideration relating specifically to ethical considerations for the Safe and Well System.

ACTION: SS

9.12   **The Committee noted the report.**

10   DOCUMENT CONVERSION PROJECT

10.1   DF presented a report to the Committee providing an update on the progress being made on the Operations Function Document Conversion Project which had the task to convert and streamline the current suite of operational documentation within SFRS.

10.2   MD delivered a presentation which provided further detail on workstreams, project goals, timelines, work completed to date and current challenges. The aim of the Document Conversion Project is to reduce duplication and collate information that operational staff are required to read, understand and apply, whilst ensuring any documentation developed provides clear and concise information on safety critical risk control measures.

10.3   Four main operational procedures have been created:
1. Firefighting
2. Special Structures
3. Transport
4. Rescues

10.4   The new operational procedures would replace the current Standard Operating Procedures (SOP) with easy to navigate interactive buttons, condensed Risk Critical information, easy access for all operational personnel via Desktop, GETAC tablet and mobile devices. This should increase Firefighter safety by providing the latest guidance at the point of need.

10.5   An extensive consultation process had been undertaken and engaging with staff would remain a priority with comments and feedback being received via an automated process which allows for response.

10.6   The Committee asked whether reliance would be placed on the use of GETAC tablets in regard to displaying documents. MD advised that with the GETAC tablets being readily available on appliances at present, the information required would be at the touch of a button. However it was expected that manuals would be used while on station during Continual Professional Development (CPD) events, using the tablet only to deal with the incident faced at scene.

10.7   In regard to governance and keeping documents up to date, DF explained the streamlined process which afforded the ability to be more agile and review the documents at once and at point of source then send an update to all devices.

10.8   **The Committee noted the report.**

11   SERVICE DELIVERY RISK REGISTER
11.1   **Committee Aligned Directorate Risks**
11.1.1   The Chair informed all in attendance of his discussions with SS regarding Committee aligned Directorate risks and the way in which Committees review risks. Directorate risks are managed in a dynamic manner however there is a delay in how this is reflected. The Chair advised his intention of not having a risk spotlight at the next meeting, however time to be allocated for the Committee to discuss how it wishes to look at risk, understand limitations and how this can be improved.

11.1.2   In regard to Risk SPPC001 with risk description of the service not providing accurate performance management information because of inaccurate data or inadequate systems resulting in loss of confidence in service performance, the Committee commented on the change reason, noting the risk probability increasing from 2 to 3. RW informed the Committee that it forms part of a broader piece of work which includes concerns regarding the quality of data and issues surrounding statistical reporting. RW explained that it was deemed appropriate to increase the risk score to raise the risk and give it due regard and attention and noted concerns regard resourcing in terms of the ability to manage the risk at pace.

11.1.3   **The Committee scrutinised the report.**

11.2   **Risk Spotlight – GETAC Tablets**
11.2.1   MD presented the risk spotlight briefing note and highlighted the following:
- GETAC Rugged Tablet (GRT) was currently being used by Service Delivery colleagues. The GRT was vehicle mounted on all frontline appliances and was currently not functioning to full capacity due to several issues which included:
    - running with an outdated operating system;
    - security settings within GRT preventing easy fixes and applications to be added to the devices;
    - the networking infrastructure was no longer suitable as the device works as a desktop and not a mobile device as originally intended.
- GRT being fully functional was essential for the Document Conversion Project to progress as currently planned as the suite of documents being built are designed to be used on the fireground. These documents would provide fire crews with the most up to date operational procedures and risk assessments but are not able to be uploaded to the GRT due to the current security settings on the device.
- There was also an impact on P&P as the S&W Project which would be a newer model of undertaking HFSV was intended to be hosted on the GRT.
- Once fully embedded, it was the intention to host S&W on the GRT.
- The 3 short term issues which were restricting the use of the GRT were linked to the In-Vehicle Solutions (IVS) project.

11.2.2   The Committee questioned the use of a device so tied down that it is unable to be manipulated. DF commented that the tablets performance in the current format does not match its capability and that GETAC was not a bad product. DF was confident of the tablets capabilities if set up correctly. SC added the restrictions on the tablet were due to it having to be connected to the Airwave Network which was controlled by the Home Office who set standards for connection, originally set back in 2007, which was an old version of windows long-term service branch. Some restrictions would change with Emergency Services Network (ESN) as this was of a more modern standard but noted the delays on this project since 2019.

11.2.3   The Committee questioned whether other national fire services currently use GETAC. DF referenced the minutes of the last Service Delivery Committee in which it was noted that London Fire Brigade also use the tablet and are faced with similar issues in relation to being locked down to Home Office standards.

11.2.4   In terms of Firefighter safety, the Committee asked whether the workarounds are viable. DF advised that safety was not diminished and that operational intelligence still exists in its current format elsewhere.

11.2.5   **The Committee noted the risk spotlight report.**

12   UPDATE FROM HM FIRE SERVICE INSPECTORATE
12.1   RT presented his report to the Committee to provide an update on HMFSI inspection activity during the reporting period and future planned activities.

12.2   **The Committee noted the report.**

13   FORWARD PLANNING
13.1   **Committee Forward Plan**
13.1.1   The Committee noted the forward plan and confirmed additional time would be given at the next meeting for the Committee to discuss, in private, the scrutiny of the aligned Directorate Risks.

13.2   **Items for Consideration at Future Integrated Governance Forum, Board and Strategy/Information and Development Day Meetings**
13.2.1   The following items would be taken to the next Board:
   • Operations Control Systems Resilience

14   REVIEW OF ACTIONS
14.1   AC confirmed that there were 2 formal actions recorded during the meeting.

15   DATE OF NEXT MEETING
15.1   The next meeting is scheduled to take place on Tuesday 29 November 2022.

15.2   There being no further matters to discuss, the public meeting closed at 1244 hours.

PRIVATE SESSION

16   OPERATIONS CONTROL SYSTEMS RESILIENCE
16.1   DF presented the Operations Control Systems Resilience report to the Committee. The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on the current state of Operations Control (OC) legacy systems.

16.2   **The Committee noted the contents of the report.**