



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

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**TUESDAY 29 NOVEMBER 2022 @ 1000 HRS**

**BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,  
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / CONFERENCE FACILITIES**

**PRESENT:**

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

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

**IN ATTENDANCE:**

Stuart Stevens (SS)	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
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager
Ali Perry (AP)	Deputy Assistant Chief Officer, Prevention and Protection (Item 9.1 only)
Cathy Barlow (CB)	Deputy Head of Prevention and Protection (Item 9.1 only)
Gordon Pryde (GP)	Area Commander Prevention and Protection (Item 9.2 only)
Carol Wade (CW)	Information Governance Manager (Item 10 only)
John Joyce (JJ)	HMFSI
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support Team/Minutes

**OBSERVERS**

None

**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 Please note that several agenda items were taken out of sequence to accommodate the availability of invited presenters.

**2 APOLOGIES**

2.1 Robert Scott, Chief Inspector, HMFSI

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

3.1 The Committee agreed that the *Existing Command and Control Mobilising System (CCMS) Resilience* and *Industrial Action Update* 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: 30 AUGUST 2022**

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

5.2 **The minutes of the meeting held on 30 August 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, for the period 1 September 2022 to 29 November 2022, albeit some actions may precede and extend beyond these dates. The following key points were highlighted:

- Staffing Solutions Team work was progressing well. Notably the Retained Duty System (RDS) migration process had concluded with 36 RDS personnel migrating into Wholetime.
- Staffing Solutions Team had now been stood down and the Industrial Action Tactical Action Group (IA TAG) had been stood up.
- HMFSI's Firefighting in High Rise Buildings inspection had been completed, a gap analysis would now be undertaken and an update would be brought back to the next Committee meeting.
- Prevention and Protection activities include water safety, road safety and cost of living event. The Service have been nominated for a national award in recognition of the work being done in relation to water safety.
- Operational activities included the Service's involvement in Operation London Bridge and particular thanks were extended to Area Commander Matt Acton. Other activities were related to flooding and wildfires.
- Benefits of Pre-Recruitment Engagement Programme (PREP) were evident with the increase in conversion rates.
- Hosted National Operational Learning User Group event which focused on the Albert Drive incident.

7.2 The Committee expressed their thanks to all those involved in Operation London Bridge and offered congratulations on the National Fire Chiefs Council's (NFCC) nomination relating to water rescue.

7.3 PS briefed the Committee on his recent meeting with the Fire Safety Engineering team, noting the competency, commitment and challenges within the team.

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- 7.4 In regard to GETAC tablets, the Committee noted that alternative solutions were being progressed. SS advised the Committee that an interim solution (alternative tablet) was being progressed. NB/SS to discuss (outwith the meeting) whether it would be helpful to have a report to be brought back to the Committee.
- 7.5 In regard to the Cost of Living event, SS noted the Strategic Leadership Team's (SLT) strategic focus on this matter due to the potential for direct impact on operational demand.
- 7.6 The Committee were reminded the Safe and Well Project (S&W) evaluation report would be submitted to the Change Committee.
- 7.7 In relation to Glasgow School of Art (GSOA), an action plan had been developed and would be managed within the Prevention and Protection function. Any organisational learning would be shared with Training, Safety and Assurance, Health and Safety and the National Fire Chiefs Council.
- 7.8 **The Committee scrutinised the report.**

*(G Pryde joined at 1025 hrs)*

## **8 SERVICE DELIVERY PERFORMANCE REPORTING**

### **8.3 UFAS Preparing for Implementation Work Group – Work Plan Update**

- 8.3.1 GP 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:
- Full delivery remained linked to other projects i.e. Command and Control Futures (CCF). Due to potential delay, alternative delivery models were being investigated.
  - Six-month communication plan to be amended to reflect the current situation.
- 8.3.2 DF noted the clear dependency on the CCF project and advised that the Service were exploring ways to deliver the preferred Unwanted Fire Alarm Signals (UFAS) response option. DF acknowledged the challenges and impact on Operations Control (OC) to implement any changes.
- 8.3.3 GP noted that as the Service move away from the preferred full delivery model, alternative models were being investigated and appropriate governance would be checked, legal advice would be sought, and all risks would be identified, understood and communicated as necessary.
- 8.3.4 In relation to Alarm Receiving Centres (ARC) and the potential for operating principles being adopted, GP noted the advice from the Legal Team and gave assurances that ARC's were being fully engaged with. DF commented on challenges in relation to ARC's and that the Service would try to ensure that operating principles were in place.
- 8.3.5 Brief discussion took place on the potential phasing of implementation. DF confirmed that options were being considered and that premises owners were already being engaged/educated on future changes.
- 8.3.6 SS advised the Committee that reports would be submitted to the SLT (7 December 2022) and the Board to update and seek support of any mitigation should full delivery of the project be unachievable.
- 8.3.7 **The Committee scrutinised the report.**

## 8.1 Quarterly Performance Report Q2 2022-23

8.1.1 DF introduced CF who presented the performance report for Quarter 2 and highlighted the following key areas:

- Increased operational demand (53,000 incidents) which was the highest in the last 10 years. The following breakdowns were provided:
  - Types of activities including Fires (33%), Special services (14%), False alarms (53%).
  - Fire motives (10-year figure): Deliberate (60%) and Accidental (40%).
  - Hours of activity highlighted 4-hour period of increased activity.
  - Fire and Non-fire casualties.
  - Work continues to quality assure fire casualty data.
- Majority of indicators reporting red were only marginally off targets.
- Targets missed for both general and high-risk Home Fire Safety Visits (HFSV) and breakdown of referral methods/levels.
- UFAS reported 1% off target, gradual increase in incidents post-covid, overall fewer blue light journeys and breakdown of causes. Further quality assurance to be undertaken on incidents where causation was categorised as unknown.
- Reduction in Fire Fatalities. Further quality assurance on data to be undertaken.
- Increase in deliberate primary fires and breakdown of activity levels times/property types.
- No change to the number of Accidental Dwelling Fires (High Severity), however this remains off target.
- Availability of Retained Duty System (RDS) and Wholetime personnel were 71% and 93%, respectively.

8.1.2 In relation to HFSV's, DF informed the Committee of the decision to move away from the legacy practice of direct targeting (cold calling) to a more focussed approach to target high risk/vulnerable groups.

8.1.3 In relation to Availability, DF informed the Committee of the differing methods of calculating RDS and Wholetime availability. DF explained that Wholetime availability was based on appliances, whereas RDS was based on station (aggregated average on appliances). To provide the Committee with a greater understanding, CF presented data relating to St Andrew's and Cupar. Work was underway to identify and record true availability levels across both Wholetime and RDS. The Committee noted the work being done in this area and the need for a direct comparison between Wholetime and RDS availability. The Committee commented on how data is communicated, the potential for misinterpretation and the need to aid and support a greater understanding of the actual resources within local communities.

8.1.4 The Committee commented on the number of deliberate dwelling fires and whether the Service were working with partners to identify the root cause. CF noted that this area could be expanded and a deeper insight could be provided in the next report. SS provided some examples of what was considered a deliberate fire and noted that the number of incidents recorded was not considered statistically significant.

8.1.5 The Committee welcomed the presentation of the data and the ability to further analyse some particular areas. The Committee noted that consideration should be given to improve presentation and to be conscious not to over analyse data at future meetings. SS commented on the clear progress and improved data available within the Service and noted that this was now being used at service delivery/local operational level.

8.1.6 **The Committee scrutinised the report.**

**8.2 Independent Audit/Inspection Action Plan Updates and Closing Reports**

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 actions outstanding. Proposed that the remaining actions are closed off as business as usual as there is clear evidence that each recommendation has been given due regard and on completion of individual projects the recommendations would be addressed. Each outstanding action would continue to be monitored via the Emergency Services Mobile Communication Programme and the Digital Board. Therefore, overall RAG rating was green and was noted as 100% complete. Closing report would be submitted for the next reporting period.

8.2.3 **The Committee noted and agreed with the proposal.**

8.2.4 Planning and Preparedness for Covid-19 Action Plan

Total of 15 actions with 5 live actions outstanding. Three actions were proposed for closure as considered business as usual and evidenced that due regard had been given to the recommendation. Two actions were marked red due to the slippage in the original agreed timescales, however the Senior Management Board recommended changing to green as they were anticipated to close by the next reporting period. Therefore, overall RAG rating was green and was noted as 95% complete.

8.2.5 In regard to the Reset, Renew and Recovery (RRR) project, SS noted that the Senior Management Board (SMB) had oversight and recommendations were being progressed through the appropriate corporate board. SS noted that Internal Audit had reviewed progress against the RRR actions and an update would be provided at the next Audit and Risk Assurance Committee.

8.2.6 **The Committee noted and agreed with the proposal.**

8.2.7 Fire Safety Enforcement Action Plan

Total of 20 actions with one live action. SS noted that the SMB recommended the remaining action be closed as it has been given due regard and the Service were actively involved in the NFCC Risk Based Inspection Programme. Closing report would be submitted for the next reporting period.

8.2.8 **The Committee noted and agreed with the proposal.**

8.2.9 National Recommendations from Local Area Inspection (LAI) Report Action Plan

Total of 11 (national) recommendations with 9 actions complete and 2 actions recommended for closure by the SMB. Both actions have been given due regard and would be monitored through either the Digital Board or Training, Safety and Assurance.

8.2.10 The Committee welcomed the refreshed and pragmatic approach being taken in regards to the action plans.

8.2.11 **The Committee noted and agreed with the proposal.**

8.2.12 Command and Control: Aspects of Incident Command

Closing Statement was presented for information and awareness of the full response undertaken in response to the action plan.

8.2.13 The Committee noted and welcomed the presentation of the closing statement.

8.2.14 **The Committee scrutinised the report.**

## 9 OPERATIONAL LEARNING

### 9.2 SFRS Operational Clinical Governance Structure

9.2.1 AW presented a report to the Committee providing a high-level overview on how the Service would adopt a Clinical Governance structure, aligned to the SFRS Operational Clinical Governance Framework (OCGF). The following key points were highlighted:

- Broader scope than initial discussion, approach based on the seven pillars of clinical governance.
- SMB recommended that the Clinical Governance Committee (CGC) be renamed to avoid any potential confusion with the internal governance structure.
- CGC workshop to be arranged to discuss the role of the committee, develop terms of reference and key performance indicators.
- Quarterly general clinical governance updates will be provided within the Service Delivery Update report. Annual Report providing an overview of clinical activity would be produced.

9.2.2 Brief discussion regarding whether Police Scotland had a similar clinical governance structure and the potential for a collaborative approach.

9.2.3 The Committee noted and welcomed the progress being made in this area.

9.2.4 **The Committee scrutinised the report.**

## 12 UPDATE FROM HM FIRE SERVICE INSPECTORATE

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

- Service Delivery Area Inspection (East) was ongoing and fieldwork was anticipated to conclude by the end of the calendar year.
- Thematic Inspection on Firefighting in High Rise Buildings has concluded and laid before parliament.
- Fieldwork on the Climate Change (Impact on Operational Activity) inspection was continuing. Anticipated slippage in timescale due to internal resourcing issues.
- Consultation on the Mental Health and Wellbeing Provision inspection had identified some minor changes to the language being used.
- Additional activities included an Independent Inspection of Northern Ireland FRS which was nearing completion.

12.2 In regards to the High Rise Buildings inspection, the Committee noted that this was focused on domestic buildings due to the life risk and asked for comments on non-domestic buildings. SS advised the Committee of the difference in the built environment in non-domestic buildings, the additional preventative/fire protection measures required, and noted that the operational response would be the same as they were still considered high rise buildings.

12.3 **The Committee noted the report.**

*(Meeting broke at 1150 hrs and reconvened at 1200 hrs)*

*(A Perry and C Barlow joined the meeting at 1200 hrs)*

## 9.1 HOME FIRE SAFETY VISITS

9.1 DF introduced AP and CB, who presented a report to the Committee providing an overview of the HFSV activity and proposals for future delivery. DF noted that there were limitations on in-depth analysis due to shortcomings of academic support. The following key points were highlighted:

- Key element of the Community Safety Engagement Strategy.
- Safe and Well (S&W) pilot nearing completion.
- Review of strategy regarding fitting smoke detectors.



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- Desire to move towards a targeted approach to reach high risk/vulnerable households and to increase effectiveness and efficiency.
- Data relating to performance, impact of visits and how visit targets were detailed within the report. This data was caveated with the need for academic support to extract further in-depth analysis.

- 9.2 The Committee noted the potential increased risks associated with the cost of living crisis and asked how the Service would review how they target HFSV's. CB advised the Committee that the Service works closely with partners to raise awareness of the referral process, in order to identify and target high risk/vulnerable households. CB commented on the other sources of data that can be used, albeit in accordance with information governance/data protection and ongoing work of local stations in communities, i.e. food banks, etc.
- 9.3 SS reminded the Committee of how the data captured within the Community Risk Index Model (CRIM) could be used, alongside the robust partnership referral processes, to identify and target high risk/vulnerable households.
- 9.4 AP commented on the limitations to amend criteria within the Community Safety Engagement Toolkit (CSET) to capture emerging risks. AP noted the improving engagement across the P&P function and partnership work which both help to identify and respond to community risk.
- 9.5 The Committee sought clarification on the number of high-risk visits that could be delivered. SS noted that since Covid, the Service were intent to focus on high risk however the current methodology/scoring matrix was curtailing this. CB noted that S&W would help the Service move away from the current scoring matrix and focus on high risk. CB reminded the Committee that the criteria for high risk was continually changing and there was still benefits of undertaking some medium-risk visits given the current cost of living crisis.
- 9.6 The Committee sought clarification on how households are classified. SS advised that households are given a pre-visit risk rating score and then updated post-visit score, to determine the impact of the visit. CF commented on the difficulties in retrieving this information from CSET.
- 9.7 General discussion took place on the main sources of referrals with the strongest being partnership referrals for high risk (pre-visit classification) and the need to focus resources to target these visits. SS noted that local and national partnerships were good, however, referrals were not necessarily being made. AP informed the Committee that Memorandums of Understanding were being developed with key partners, innovative referral methods were being explored and noted the joint local/national approach with partners to generate referrals.
- 9.8 RW commented on potential innovative options available using CRIM, e.g. targeted approach using predictive fire activity.
- 9.9 General discussion relating to existing and potential new performance indicators, including the ability to measure high risk households against fire activity, need to work closely with partners and limitations on CSET.
- 9.10 The Committee noted the lack of academic support and suggested that consideration should be given to sourcing a level of analytical assistance and support for the Service to progress/analyse the work being undertaken.

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9.11 The Committee noted and welcomed the focus on partnership referrals approach. The Committee also commented on whether there were any additional benefits of capturing more data, academic research and the direct targeting approach to HFSV.

9.12 In summary, CB noted that a review of the target number of HFSV's would be beneficial, a greater understanding of risk criteria was required as we progress S&W, the need to target medium/future high risk households, the need to capture additional/wider benefits and onward referrals, continuing to engage with partners to improve referral processes and the benefits of public campaigns.

9.13 NB/SS to discuss how an update could be brought back to the Committee in due course.  
**ACTION: NB/SS**

9.14 **The Committee scrutinised the report.**

*(A Perry and C Barlow left at 1245 hrs)*

*(C Wade joined at 1245 hrs)*

### 10 **SFRS COMPLAINTS ANNUAL REPORT 2021/22**

10.1 CW presented a report to the Committee providing a progress update regarding the SFRS Complaints process as outlined in the Scottish Public Services Ombudsman (SPSO) Model Complaints Handling Procedure (MCHP) and provided the annual statistics for 2021/22. The following key points were highlighted:

- Currently on target to meet the Scottish Public Services Ombudsman (SPSO) Model Complaints Handling Procedure (MCHP).
- Majority of complaints handled at Stage 1 (frontline) and within timescale.
- Detailed breakdown of outcomes provided for information.
- Quarterly reporting by Information Governance Group to help identify continuous improvement.
- Linking with Communications to capture any complaints made through social media.
- Key areas of complaints recorded were against Service Delivery, Driving, On Duty Conduct, Off Duty Conduct and Social Media.
- Overall 83 complaints received with 57 not upheld.
- General change in the tone of complaints which are more aggressive and minor issues.
- Difficult to benchmark, however, Police Scotland and City of Glasgow Council have seen reductions and increased complaints, respectively.
- Use of Sharepoint and Power BI to improve access and visibility of data.
- Website updated to improve visibility and awareness on how to make complaints.
- First Annual Report due to be published in October 2023 and would be submitted to the Committee prior to this date.

10.2 The Committee noted the societal influence on complaints and further noted the potential to benchmark against other organisations.

10.3 DF reminded the Committee that the Service receive more compliments than complaints. These are continually shared with personnel but not published. CW informed the Committee that this was recently discussed and an action taken at the Information Governance Group.

10.4 **The Committee welcomed and scrutinised the report.**

*(C Wade left the meeting at 1300 hrs)*



## 11 SERVICE DELIVERY RISK REGISTER

### 11.1 Committee Aligned Directorate Risks

11.1.1 SS presented a report to the Committee containing the identified Directorate risks and controls pertinent to the business of the Committee. One risk had been de-escalated (now Operations Function register), one new risk had been identified relating to potential industrial action and a further 2 risks had been revised.

#### 11.1.2 The Committee scrutinised the report.

### 11.2 Risk Spotlight – Service Preparedness for Cost of Living Crisis

11.2.1 DF presented the risk spotlight briefing note and highlighted previous discussions during the course of the meeting. The following key points were highlighted:

- Identified a range of issues that could potentially increase risk categories for individuals.
- Increased risk due to potential national blackouts.
- Potential Industrial Action and impact of internal budget constraints.
- Identify how the Service can adopt an intuitive approach/address particular societal challenge.
- Recent Cost of Living event held for stakeholders to educate and support partners and strengthen referral pathways.

11.2.2 DF advised the Committee that the Service could not confidently attribute the cause of incidents to cost of living pressures. However, through the Incident Reporting System (IRS) and Power BI, the Service would be able to monitor, understand the contributing factors and identify trends.

11.2.3 SS reminded the Committee of the ongoing work to review safeguarding activities (as noted within the Service Delivery Update Report).

11.2.4 DF noted that the Service were using all available channels of communication i.e. campaigns, website, social media, etc to try to ensure effective and wide-reaching communication.

11.2.5 The Committee noted the benefits of strengthened relationships with social housing partners. SS reminded the Committee that the Service were aware of the benefits and this was evident through the ongoing secondment with the Wheatley Group. DF advised the Committee of one of the recent innovative ways to engage with local communities. 'Cuppa with a Crew' provides a warm space environment to share fire safety advice and promote recruitment opportunities.

#### 11.2.6 The Committee noted the risk spotlight report.

## 13 FORWARD PLANNING

### 13.1 Committee Forward Plan

13.1.1 The Committee noted the forward plan. Outwith the meeting, NB and SS would discuss and identify future items.

### 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 a future Board meeting:

- Update Report on UFAS.

## 14 REVIEW OF ACTIONS

14.1 KM confirmed that there was one formal action recorded during the meeting.

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**15 DATE OF NEXT MEETING**

- 15.1 DF expressed his thanks to DACO Ali Perry, who was retiring from the Service on 1 February 2023, for his hard work and commitment during his service. The Committee also expressed their thanks and best wishes for the future.
- 15.2 The next meeting is scheduled to take place on Tuesday 28 February 2023.
- 15.3 There being no further matters to discuss, the public meeting closed at 1315 hours.

**PRIVATE SESSION**

**16 MINUTES OF PREVIOUS PRIVATE MEETING: 30 AUGUST 2022**

- 16.1 The minutes were agreed as an accurate record of the meeting.
- 16.2 **The minutes of the private meeting held on 30 August 2022 were approved as a true record of the meeting.**

**17 EXISTING COMMAND AND CONTROL MOBILISING SYSTEM (CCMS) RESILIENCE**

- 17.1 DF presented a report to the Committee providing a resilience overview of the existing Command and Control Mobilising System.

**18 INDUSTRIAL ACTION UPDATE**

- 18.1 SS noted that a full update was provided at the Board Strategy Day on 24 November 2022 and notification of ballot action had been received.