



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 28 FEBRUARY 2023 @ 1000 HRS

ICT MEETING ROOM, 5 THORNHILL, JOHNSTONE, PA5 8JH / 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)	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
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager
David Dourley (DD)	Area Commander, Prevention and Protection (Item 8.2 only)
Kirsty Darwent (KD)	Chair of the Board
Robert Scott (RS)	HMFSI
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support Team/Minutes

OBSERVERS

Gillian Downey Corporate Admin

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those present and participating 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. This meeting would be recorded for minute taking purposes only.
- 1.3 On behalf of the Committee, the Chair offered his thoughts and condolences to FF Barry Martin's family, friends and colleagues.

2 APOLOGIES

- 2.1 No formal apologies were received.

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

3.1 The Committee agreed that the *Operations Control System Resilience and Risk Spotlight Update on Industrial Action* would be taken in private due to 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: 29 NOVEMBER 2022

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

5.2 Matters Arising

5.2.1 With regard to the Safe and Well Evaluation Report, it was agreed that the Forward Plan would be updated to include a future report on Safe and Well (operational impact) following presentation at the Change Committee. (Recorded under Forward Plan Item 11).

5.3 **The minutes of the meeting held on 29 November 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 29 November 2022 to 28 February 2023, albeit some actions may precede and extend beyond these dates. SS reminded the Committee of the challenges within the Service due to, but not limited to, the concurrency of major events and planning for potential industrial action. The following key points were highlighted:

- Operational activities including the ongoing investigation of the New County Hotel, Perth incident, termination of the Command and Control Futures contract and the deployment of 4 colleagues for the International Search And Rescue response to the earthquake in Turkey.
- The Vehicle Solutions Update noted the provision and roll out of additional tablets and the support (funding) from Home Office and Scottish Government. New tablets would enable all frontline appliances into mobile hotspots. Proposals to provide a demonstration of the equipment, including summary report, at the next Committee meeting.
- Ongoing planning for potential industrial action and training of military personnel.
- Cameron House Fatal Accident Inquiry (FAI) had concluded with 6 recommendations being made. One recommendation was specific to the Service and had already been addressed. The Service was also represented on the Scottish Government Working Group reviewing the other recommendations and wider implications.
- The action plan relating to HMFSI's report on Arrangements for Firefighting in High Rise Buildings had been delayed but was now scheduled for a Strategic Leadership Team meeting. Assurances were provided that any actions were being dealt with, without delay.
- Increased incidents relating to lithium ion batteries and noted the different methodology of operational response.
- Largest uplift in breathing apparatus wearers in the Western Isles evidenced the benefits of delivering training locally.

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- Operational assurance processes including debriefs on Operation Unicorn and London Bridge and New County Hotel, Perth incident.
- Firefighter Foundation Programme commenced in January 2023 with a further programme commencing in May 2023.

7.2 In regard to Cameron House FAI, DF informed the Committee of the details of the specific recommendation and the actions taken to address same.

7.3 In regard to a recent appointment within the Fire Engineering function, DF to provide further details on the successful candidate. Information to be circulated via email (informal action).

7.4 Brief update on Personal Emergency Evacuation Plans (PEEPs) to be included within the next report under the Grenfell section (informal action).

7.5 The Committee noted and welcomed the progress being made regarding the GETAC tablets and the use of drone equipment.

7.6 Glasgow School of Art final report to be recirculated to the Committee (informal action).

7.7 **The Committee scrutinised the report.**

(C Fitzpatrick joined the meeting at 1030 hrs.)

8 SERVICE DELIVERY PERFORMANCE REPORTING

8.1 Quarterly Performance Report for Q3 2022-23

8.1.1 DF introduced CF who presented the performance report for Quarter 3 and highlighted the following key areas:

- Revised format of report to be more efficient and include statistical process/run charts.
- Seven indicators were off target (red) and one slightly off target (amber).
- High number of false alarms and Special Service incidents.
- Overall number of fires attended were low across all 3 Service Delivery Areas, however, non-domestic building fires remain off target.
- Non-domestic building fires run chart shows a decrease for the 2nd consecutive quarter.
- Unwanted fire alarm signal run chart shows an increase for the 2nd consecutive quarter.
- Home Fire Safety Visits (HFSV) remain off target with run chart for pre and post pandemic activity.
- Fire fatalities remain consistent and fire casualties continue to decrease.
- Conclusion of Fire Investigations has resulted in a reduction of 2 fire fatalities, which would be reflected in the Q4 period.
- Deliberate primary fires and refuse/vehicle fires remain consistent.
- Road traffic collision incidents attended have increased to pre-pandemic levels.
- Analysis of the Department of Transport "Reported Road Casualties" report for 2021 and IRS shows the proportion of SFRS attendance at RTC's resulting in fatalities and/or casualties.
- Accidental dwelling fires low and medium severity remain under the baseline with a slight increase in high severity incidents.
- Increase in call handling and response times. Future proposal to consider reporting on addressable and non-addressable locations.
- Wholetime and Retained Duty System (RDS) availability.

(A Foster joined the meeting at 1040 hrs)

8.1.2 The Committee noted and welcomed the inclusion of run charts.

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- 8.1.3 In regard to RDS availability, DF commented on the significant work being undertaken in this area. DF explained the complexity of reporting RDS availability and that work was ongoing with the Data Management team to accurately capture and better reflect the actual situation. Consideration to be given to add a health warning note to any statistics that cannot be assured as accurate. Brief discussion on the indicator measures, outcomes including perception of risk, potential misinterpretation of statistics and the on-call provision and changes within local communities. Consideration to be given to include narrative detailing the positive ongoing initiatives that produce outcomes not currently reflected within the statistics.
- 8.1.4 Following a brief discussion regarding response times, it was agreed that a brief stocktake report be prepared for the next meeting to provide an overview of factors relating to response time performance, including reference to the impact of proposed UFAS call challenging.
- ACTION: DF**
- 8.1.5 Committee workshop to be arranged to discuss KPIs, data quality and culture.
- ACTION: BST**
- 8.1.6 In regard to HFSV, DF noted that the number of visits had not returned to pre-covid levels and that the Service were currently trying to identify the reasons behind this. An update to be provided in the report being prepared for the next meeting.
- 8.1.7 In regard to fire safety audits, CF provided an explanation of the description attached for this indicator and the discussions ongoing to review/update as necessary.
- 8.1.8 In regard to RTC casualties, DF reiterated the difference in RTC reporting and that indicators only reflected the incidents attended by the Service, and was not a measure of road risk within Scotland.
- 8.1.9 In regard to effecting entry/exit incidents, the Committee commented on the different activity levels between Local Senior Officer areas. CF indicated that this could be attributable to urban/rural locations and would provide some background on the identified differences within the next report.
- 8.1.10 The Committee commented on the summaries provided within the covering paper and appendix and suggested that consideration be given in future reports to allow for a direct comparator ie previous quarter, same period previous year.
- 8.1.11 In regard to fire casualty data quality, the Committee enquired whether these statistics could be retrospectively corrected or whether there would be a significant data gap. CF advised the Committee of the process undertaken to quality assure data between the primary source and IRS (2nd system). CF outlined the ongoing work, discussions to raise awareness and training to try to ensure the accurate capturing of the data. CF acknowledged that data quality was a concern and outlined the different approaches being explored/introduced to improve processes/data quality. The Committee were reminded that the Service were aware of the risk and this was being addressed, however, due to the complexity involved this would take time to resolve.
- 8.1.12 **The Committee scrutinised the report.**

(C Fitzpatrick left the meeting at 1134 hrs.

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

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 Planning and Preparedness for Covid-19 Update Action Plan

Total of 15 actions with 2 live actions outstanding with revised due date to allow for necessary amendments and governance processes. Overall RAG rating was red and was noted as 95% complete.

8.2.3 The Committee challenged and supported the potential closure of the remaining outstanding actions.

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

8.2.5 Provision of Operational Risk Information Action Plan

Total of 25 actions, all of which have been concluded and the closing statement was presented.

8.2.6 **The Committee noted and welcomed the presentation of the closing statement.**

8.2.7 Fire Safety and Enforcement Action Plan

Total of 20 actions, all of which have been concluded. Closing statement would be submitted for the next reporting period.

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

8.2.9 Firefighting in High Rise Buildings Action Plan

This has been delayed due to resource capacity within the Prevention & Protection function. Action Plan developed and due to be submitted to Strategic Leadership Team on 8 March 2023.

8.2.10 **The Committee noted the update.**

8.2.11 **The Committee scrutinised the report.**

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 Unwanted Fire Alarm Signals (UFAS) response model. The following key points were highlighted:

- New phased implementation and delivery model approved by Strategic Leadership Team.
- Introduction of the call challenging element.
- Revised implementation date of 1 July 2023 to allow additional time for the revision and delivery of the Communication and Engagement Plan.
- Continuing work to prepare and agree operating principles with Alarm Receiving Centres (ARC).

8.3.2 The Committee noted and welcomed the revised implementation date of 1 July 2023 to allow additional time for both internal and external engagement.

8.3.3 With regard to the revised implementation date, DF informed the Committee that the Service would move forward on this date, operating principles would be in place and ARCs would have been communicated with. SS advised the Committee that stakeholder events had been held and, to date, there had been no push back from ARCs.

8.3.4 **The Committee scrutinised the report and supported the progress being made.**

9 SERVICE DELIVERY RISK REGISTER

9.1 Committee Aligned Directorate Risks

9.1.1 SS presented a report to the Committee containing the identified Directorate risks and controls pertinent to the business of the Committee. The following key points were highlighted:

- Closure of 3 No. risks (FCS003, FCS004 and SDD003)
- Increased risk rating on 2 No. risks (SPPC001 and SD014).

9.1.2 In regard to Risk SD003 (Adequate operational assets, equipment, etc), the Committee queried whether this was now considered an issue. DF reminded the Committee that the Service had never failed to mobilise, albeit the risk rating was high and the systems were at end of life. DF noted that the risk rating of SD003 and SD001 were currently under review.

9.1.3 The Committee asked whether there was a risk relating to the potential inability to procure a new mobilising system. SS noted that there was a risk, however this was currently aligned to the Change Committee.

9.1.4 **The Committee scrutinised the report.**

10 UPDATE FROM HM FIRE SERVICE INSPECTORATE

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

- Service Delivery Area Inspection report currently being finalised and the publication date would be confirmed in due course.
- Planned thematic inspections on Climate Change Impact on Operational Activity and Mental Health and Wellbeing paused due to 2 additional focussed inspections requested by the Minister of Community Safety.
- Focussed inspection on Contingency Planning Arrangements in event of potential industrial action and Command and Control Mobilising System (CCMS) have concluded and reports/recommendations will be shared in due course.
- Future thematic inspection relating to Organisational Culture (equality/diversity and cultural issues) to be scheduled. Initial meeting with Chief Officer and Chair of the Board has been arranged to discuss this issue.

10.2 The Committee noted and commended the HMFSI's agile and dynamic approach to inspections in a challenging environment and also the future inspection on cultural issues.

10.3 In regard to the CCMS report, RS advised the Committee that the inspection focused on the rationale for the procurement of a new system and the implications for the future ie resilience, contingency arrangements and procurement.

10.4 **The Committee noted the report.**

11 FORWARD PLANNING

11.1 Committee Forward Plan

11.1.1 The Committee noted the forward plan and added the following items:

- Demonstration of In Vehicle Solution Equipment
- Safe and Well Evaluation Report (Date TBC)

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

11.2.1 The following items would be taken to a future IGF meeting:

- Data Quality (IGF)

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12 REVIEW OF ACTIONS

12.1 KM confirmed that there were 2 formal actions recorded during the meeting.

13 DATE OF NEXT MEETING

13.1 The next meeting is scheduled to take place on Tuesday 30 May 2023.

13.2 There being no further matters to discuss, the public meeting closed at 1220 hours.

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING: 29 NOVEMBER 2022

14.1 Subject to one amendment, the minutes of the private meeting held on 29 November 2022 were approved as a true record of the meeting.

15 EXISTING COMMAND AND CONTROL MOBILISING SYSTEM (CCMS) RESILIENCE

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

16 RISK SPOTLIGHT – UPDATE ON INDUSTRIAL ACTION

16.1 The Committee noted the briefing note and the discussions at the recent Strategy Day (23 February 2023).