



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 27 FEBRUARY 2024 @ 1000 HRS

**ENOCH HUMPHRIES ROOM, CLYDESMILL COMMUNITY FIRE STATION,
WESTBURN DRIVE CAMBUSLANG, G72 7NA / VIRTUAL (MS TEAMS)**

PRESENT:

Tim Wright, Chair (TW)
Angiolina Foster (AF)
Madeline Smith (MS)

Paul Stollard, Deputy Chair (PS)
Andrew Smith (AS)

IN ATTENDANCE:

Stuart Stevens (SS)	Deputy Chief Officer
David Farries (DF)	Assistant Chief Officer, Director of Operational Delivery
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
David Lockhart (DL)	Assistant Chief Officer, Director of Prevention, Protection and Preparedness
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager (Item 9.1 only)
John Joyce (JJ)	HMFSI
Stephen Nesbit (SN)	Area Commander, Prevention, Protection and Preparedness (Item 10.2 only)
Des Donnelly (DD)	Group Commander, Operational Assurance (Item 11.1 only)
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Iona Milne (IM)	Business Support Executive / Minutes

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.

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 there were no agenda items to be taken in private.

4 DECLARATION OF INTERESTS

- 4.1 Madeline Smith advised the Committee that she sits on the Scottish Ambulance Service

Board.

4.2 There were no other declarations of conflict of interests made.

5 MINUTES OF PREVIOUS MEETING: 28 NOVEMBER 2023

5.1 28 November 2023 – Public

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

5.2 28 November 2023 – Private

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

5.3 Matters Arising

5.3.1 There were no matters arising.

5.4 **The minutes of the public and private meeting held on 28 November 2023 were approved as a true record of the meeting.**

6 ACTION LOG

6.1 KM confirmed there were no outstanding actions on the action log.

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 quarter, albeit some issues may precede and extend beyond this period. The following key points were highlighted:

- On the anniversary of the tragic loss of Barry Martin a joint event with the Fire Brigades Union (FBU) took place at McDonald Road Fire Station to celebrate Barry's life. The unveiling of the FBU Red Plaque took place to commemorate Barry. SS thanked the FBU and City of Edinburgh Local Senior Officer (LSO) management team for a very fitting but poignant event for Barry.
- Directorate Structure - Restructure within Service Delivery has taken place. Service Delivery is now called Operational Delivery which incorporates the three Control rooms, Operations Function and Service Delivery Areas and is under the leadership of ACO Farries. Prevention, Protection and Preparedness is now a standalone Directorate and is under the leadership of ACO Lockhart. Training, Safety and Assurance has remained the same.
- Policy & Procedures – A pilot has been launched in the East, North and South Ayrshire LSO area to test policies regarding contaminants.
- Policy & Procedures - Document conversion project is continuing at pace and ties in with in vehicle solutions.
- On Call – Restructure has commenced to ensure there is a permanent dedicated team to support the On Call improvement programme.
- Civil Contingencies – Community Asset Register (CAR) has been referenced in a number of HMFSI reports therefore has been promoted in communications strategies to highlight its use to staff and introduced into Incident Command Courses.
- Frontline Support – Digital handheld radio roll out is continuing at pace and has been picked up in HMFSI reports and the FBU FireStorm Report.
- Operations Control – 15 Trainees have now started their training course.
- Activism Campaign- Through the Women's Experience Liaison Forum, SFRS have committed to roll out a national pilot to support Scottish Government's (SG) Close the Gap campaign.
- East Service Delivery Area (SDA) Workshop – Development session took place for Flexi Duty Officers which focused on leadership and performance, mental wellbeing and culture and the wider organisational challenges relating to this.

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- Safeguarding – Training materials available to support the ongoing commitment to safeguarding children and adults.
- Community Safety Engagement: Older people – ‘Ageing Safely – Living Well’ document has been developed and sets out the ambitions to support those who are vulnerable in communities.
- Fire Safety Enforcement (FSE) – There has been an increase in formal notices issued. No trends identified but this is being monitored.
- Training Strategic Asset Management Plan – The development of the plan is underway and will be delivered in Q2 2024/25.
- Breathing Apparatus (BA) Recovery Plan – The BA Recovery Plan has now been launched and Phase 1 has commenced. Feedback has been positive.

7.2

Regarding the contaminants trial in Ayrshire the Committee enquired if it was a data recording exercise or a test of process. AW advised that it was both. The trial will test elements of the Standard Operating Procedure (SOP) around recording of exposure and also supplies of PPE. The Committee noted there were 5 stations in the trial and asked if the stations were all wholtime. AW advised the stations were mixed. The Committee enquired if the 5 stations will be enough or will another trial be required. AW advised the 5 stations should be enough and there will be a number of different control mitigations dependent on each particular station to manage the risks. The Committee advised a Risk Spotlight on contaminants would be beneficial in the near future.

ACTION: BST

7.3

The Committee asked for some detailed feedback on the FSE formal notices being issued to be provided, along with further information in relation to the inconsistencies regarding high rise building inspections. In relation to the High Rise Audit, DL advised there was ongoing discussions with SG regarding standardisation of information provided on the exterior of buildings and SFRS are standardising the approach to the audit of common areas within high rise buildings. This is aligned to the HMFSI recommendation and work is ongoing. The Committee asked for an update to be provided at a later date.

ACTION: DL

7.4

Regarding CPR partnerships, AS enquired if SFRS charge for training and if so, what were the legal parameters for this. SS advised that the SFRS charge for certain events that are not statutory responsibilities such as COP26 and communities can pay to use some community fire station facilities, however the organisation tends to take a partnership approach in these situations. There is an ambition from the Board to explore income generation and this is an ongoing conversation. AW advised that work is currently ongoing to look at producing an accredited fire specific health and safety course through a third party, with the view to potentially selling this or delivering to other Fire and Rescue Services (FRS). DF advised CPR partnership work is voluntary and would not consider charging for these events.

7.5

The Committee enquired how the effectiveness of the Safeguarding training would be determined. DL advised evaluation of the training would be captured through feedback from the candidates. Safeguarding training is to ensure staff are aware of signs of adult and children at risk and an effective measure of this would be referrals being made to social care services. The measures are managed locally through partnership arrangements and preventative activity is hard to measure. Youth Engagement activities are delivered for a number of different reasons such as young people suffering from low self-esteem and one evaluation could be seeing an improvement in confidence. SS noted the programmes are good examples where SFRS contribute to wider community outcomes and do not always get the appropriate recognition. SFRS submit a lot of safeguarding referrals predominantly through HFSV. SS advised wider commitments and benefits are not always captured and this needs to be gathered through SSRP. RW noted there has been information captured regarding youth activity and SFRS have

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recently been asked to attend The Promise Scotland Board based on the work colleagues do.

7.6

The Committee asked where National Fire Resilience Assets risks were captured within SFRS and the timescales for resolving these. DF advised the information has been shared with SG and the risk is recorded internally. Currently SFRS are developing a Business Case for SG to secure funding to start the replacement programme.

7.7

The Committee enquired how frequently Multi Agency events take place. AW advised the Scottish Multi Agency Resilience Testing Exercise Unit (SMARTEU) provides a schedule in a 3-yearly programme and local exercises feed into SMARTEU. AW highlighted SFRS are currently delivering the Joint on Scene Incident Command (JOSIC) Course.

7.8

Regarding the New Mobilising System (NMS), the Committee enquired how the involvement with staff has been to inform the tender and specification. DL advised staff have had the ability to feed into a representative who sat on the User Intelligence Group (UIG). The UIG have developed the specification which is an outcome-based specification, with all feedback having been considered. SS advised that engagement and communication with end users has been transparent due to previous lessons learned.

7.9

Following the previous discussion regarding Safeguarding the Committee noted a short-term output for training would be to collate Safeguarding's raised, as it would be a good reflection the training has been effective. SS advised there are examples where within days of training being provided to a crew there are Safeguarding referrals. Safeguarding has been undertaken for a long time and there are mechanisms in place to record that.

7.10

Regarding Equipment Information Cards (EICs), the Committee noted the production of these was previously the responsibility of HQ functions and this has now changed. The Committee enquired if SFRS are on the lookout for more opportunities like this, where the lines can be blurred between functions and stations to provide development. DF agreed that the model has given people development opportunities and will be incorporated into SSRP. SS advised the BA Recovery Plan has been based on feedback from frontline crews. In terms of Operational Intelligence (OI) submissions that have been input, each individual is contacted to provide a reason for acceptance or rejection of the submission.

7.11

Regarding 'Brew with the Crew' the Committee enquired how many attendees there had been. DF advised that this information would be recorded locally.

7.12

The Committee scrutinised the report.

8

UPDATE FROM HM FIRE SERVICE INSPECTORATE

8.1.1

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

- East SDA inspection report has been completed.
- West SDA inspection is ongoing. The report should be published by summer 2024.
- Early planning for the North SDA inspection has started. Meetings with DACO Steven Wood have taken place to look at devising a schedule for the islands. JJ thanked SFRS for the work officers are doing to assist in the inspection.
- Mental Health and Wellbeing Report has been published and was laid in Parliament in December 2023. There are 20 recommendations and there were 16 notable areas of success in the report.
- Organisational Culture inspection is on the horizon. Workshops and talks have

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taken place with SFRS regarding the approach. Due to the topics involved, it could be delivered over a number of inspection reports.

- HMFSI Mid-Term report is due to be laid in Parliament and published on 6 March 2024.
- Chief Inspector continues to support Northern Ireland Fire and Rescue Service to consider action plans related to the recent HMFSI inspection report.

8.1.2 The Committee enquired if the HMFSI Mid–Term report is a new report. JJ advised the report is a new approach to a traditional report. The report is the Chief Inspector’s update from 2021-24 and will reflect on past activity and forward look. The report relates to the Chief Inspector’s tenure.

8.1.3 Regarding the NSDA inspection beginning April 2024 and running for up to 18 months, the Committee asked what the rationale was for the projected timescales and where the trade-off sits regarding usefulness, usability of the insights versus length and thoroughness of the inspection. JJ advised there is a trade-off between the resource and capacity that HMFSI have. There are challenges with travelling to the islands. Due to the number of stations and the geographical area to cover, 18 months is the best estimate, but during the process HMFSI will be engaging with the SDA DACO and LSO teams. New members of the Committee were updated on the approach HMFSI are taking to these types of inspections.

8.1.4 The Committee enquired when the Organisational Culture inspection will start and be finalised. JJ advised the plan is currently being developed. HMFSI have engaged with SFRS and representative bodies to develop a Terms of Reference. The inspection will take 12 months to complete from the start date which is imminent. It is envisaged there will be an overarching document and volumes with different topics following the initial report.

8.1.5 Regarding the depth of some of the subjects HMFSI are reporting on, such as Mental Health and the upcoming Organisational Culture Inspection, the Committee asked if HMFSI use internal resources and/or external expertise. JJ advised HMFSI use internal resources however for the Organisational Culture inspection the Chief Inspector has co-opted external resources to assist.

8.1.6 **The Committee noted the report.**

(C Fitzpatrick joined the meeting at 1043hrs)

8.2 Independent Audit/Inspection Action Plan

8.2.1 RW presented the report to the Committee providing updates on the following action plans:

8.2.2 Arrangements for Firefighting in High Rise Buildings

There are 8 actions in the Action Plan. There are 4 actions that have been completed, 2 actions have an amber rating and 2 actions have a red rating. Amber rating is applied when there has been a timeline slippage and a red rating is applied when there has been a further slippage to the timeline; normally this is due to delays in conflicting resources. Action 1 and Action 4 are delayed due to time and resources but are envisaging being finished by the end of the financial year. Action 6 is dependent on the new iHub and Document Conversion Project being completed which is due to be finished by the end of March 2024. The overall RAG rating is amber.

8.2.3 Inspection of the Scottish Fire and Rescue Service: East Service Delivery Area

The action plan has been developed by SFRS and there are 9 actions. The first update is due to be presented to the Corporate Board in April 2024 and Service Delivery Committee thereafter.

8.2.4 Climate Change: managing the operational impacts of fires and other weather-related emergencies

The report was published in September 2023 and contains 8 recommendations and highlights 4 areas of good practice. The action plan has been developed and contains 12 actions. The Action Plan will be presented to the Corporate Board in April 2024 and Service Delivery Committee thereafter.

8.2.5 Contingency Planning for Industrial Action

The report was published in May 2023 and there has been a delay in progressing the Action Plan. The development of the Action Plan has been transferred to the newly established Prevention, Protection and Preparedness Directorate. The Action Plan will be presented to the Strategic Leadership Team (SLT) in March 2024.

8.2.6 Mental Health and Wellbeing Support in the Scottish Fire and Rescue Service

The report was published in December 2023 and contains 20 recommendations. There is a slight delay in terms of the Action Plan due to resources. The Action Plan is due to be presented to SLT in April 2024.

8.2.7 Regarding the number of actions requiring to be progressed, the Committee asked about resources to take the actions forward. RW advised new procedures and improved internal governance and reporting has improved the time for actions to be completed, however, noted that delays can occur due to interdependences and busy workloads. One of the challenges is around the original timescales that have been set and if these are appropriate. Resourcing when it slips to a red rating is covered in internal Executive Meetings. SS advised the two actions that are red are dependent on outside organisations and SFRS have become more realistic with the timescales. RW advised the main focus is giving the reports the due regard that is required to satisfy the recommendations.

8.2.8 **The Committee scrutinised the report.**

The meeting broke at 1120 hrs and reconvened at 1130 hrs.

(J Joyce left the meeting at 1130hrs)

9 SERVICE DELIVERY PERFORMANCE REPORTING

9.1 Quarterly Performance Report for Q3 2023-24

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

- In the Quarterly Performance Report the KPIs in section 3 have been grouped into 4 sections which form the strategic outcomes 1 and 2.
- KPI 1 – Non-domestic building fires has reduced for the second quarter in a row.
- KPI 7 - % of high-risk Home Fire Safety Visits (HFSV) has seen a slight reduction over the last 3 quarters.
- KPI 12 – Total incidents for the quarter is over 18,000 which is roughly 5,000 incidents less than the quarterly average which runs from Quarter 1, 2016.
- KPI 14 – Median response time to life risk incidents has increased by 16 seconds from the previous quarter. Quarter 3 has been high the past couple of years due to calls to flooding events which has an effect on response times.
- KPI 17 – Wholetime availability has increased to 98%. The performance that was reported in the previous 6 quarters was below expectations and is being monitored.
- KPI 21 – The 5,000 fewer incidents reported in KPI12 is linked to UFAS incidents. There were around 3,500 UFAS incidents for the quarter which equates to roughly 38 incidents a day, previously this would have been around 98 incidents a day.

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Geographically seeing a reduction in attendance at education premises from the previous year when there were 1,500 UFAS incidents at that property type in Q3 compared to 84 incidents in this Q3.

- KPI 31 – Effect Entry/Exit incidents have been a similar pattern for the past 3 years and each year peaks in Q3, drops in Q4 and then rises in Q1-2.
- KPI 30 – Assist Other Agencies incidents for the last 6 quarters activity has reported above the upper control limit. KPI's 30 and 31 contribute to the majority of the Special Service incidents.
- KPI 6 – HFSV's Conducted has seen a decrease since the COVID19 pandemic. An annual target of 50,000 has been set and has been split into 4 which created a target line which equates to 12,500. For the year to date the target would be 37,500 and at the end of Q3 there has been 26,389 visits recorded which is 70% of the target.
- KPI 15 – Median Call Handling Time for Life Risk Incidents continues to rise with much less quarterly variation than previously seen. ESDA has been higher than expected, WSDA are pushing on the upper limit and NSDA have been maintaining the average base line.
- KPI 16 – On Call 1st Appliance Availability for the quarter has been reported at 75% and the target from previous years was under 78%. There is an On Call Strategic Co-ordination Group to progress recommendations and pilots from the On Call Improvement Programme.
- KPI 4 – Fire Fatalities has seen a change since the report was submitted. One fire fatality that was reported has been corrected by Fire Investigation to not being a fire related death. It is now reported that there are 9 fatalities reported for the quarter.
- KPI 5 – Fire Casualties have reduced.
- KPI 9 – Audits completed has seen an improvement.
- KPI 10 – Total number of accidental dwelling fires continues to report below the current average.

9.1.2 DF noted it was a positive report regarding ongoing performance. DF advised that the context of capacity created by UFAS has been discussed at previous Board meetings. Regarding HFSV's, Operational Delivery have done work to identify and understand the challenges. There have been a number of HFSV's that have been cancelled due to individuals not meeting the requirement for SFRS to fit interlinked fire alarms and then no longer want the visit, HFSV's not satisfying the criteria for a Fire Risk Assessment on short term let properties so are no longer required, and where individuals were unaware they had been referred by a partner for a HFSV and do not want one. Regarding partnership working HFSV's are one metric within the Service Delivery Performance Report to measure the impact on Home Fire Safety and there have been conversations on how the work carried out by local crews is captured more effectively.

9.1.3 The Committee suggested a report be presented to a future SDC to provide information on the long term future of HFSV's and that this item be taken to the Integrated Governance Forum (IGF).

9.1.4 With regards to risk SPPC001 and the need to have accurate data to make decisions, RW advised that some processes for checking data quality are manual which contributes to this key risk. A report was presented at ARAC regarding the risks and RW would share this with Committee members. AF highlighted the reference to capability and capacity issues and TW proposed this be taken to IGF for further discussion.

9.1.5 **The Committee scrutinised the report.**

(C Fitzpatrick left the meeting at 1204hrs)

9.2 **Year One Strategic Service Review Programme Changes and Impact to Date**

9.2.1 DF provided a verbal update on the Strategic Service Review Programme (SSRP) year 1 changes and highlighted the following:

- Since the last update SFRS continue to receive questions of a political nature, conduct local meetings with elected members and there has also been one further meeting at the Scottish Parliament.
- The political questions have related to when resources will be reinstated now that the budget settlement for the next year has been agreed and around the evaluation and impacts of the changes so far. The evaluation takes in 3 main strands which are data, Operations Control learning and Operational Assurance.
- Since 4 September 2023 there were only 4 issues raised through the Operational Assurance process. Two issues related to the height appliance changes and were more comments than potential areas of improvements and did not have any impact on resolving the incidents. One water rescue issue involved a change of crews, and the fourth was a commercial fire in Dundee with a comment that the second appliance could have been sent from Kingsway, again bearing no impact on the outcome.
- Benefits that have arisen from the changes are a slight reduction in detached duties within Q3 as well as a reduction in pre-arranged overtime.
- Availability is sitting above 98% and it should be easier to maintain the availability at that level, notwithstanding the absence/special leave rate which is currently a challenge, sitting at 15.5%. The Operational Availability Group are monitoring this.
- Evaluation will continue and response times will be looked at and will be brought to the next SDC meeting.

9.2.2 **The Committee noted the update.**

9.3 **UFAS Update**

9.3.1 DL presented a report to the Committee to provide an update on the progress against the work plan and give an overview of performance following the implementation of the new Automatic Fire Alarms (AFA) response model. The following key points were highlighted:

- Phase 1 of the UFAS reduction measures was introduced in July 2023.
- Phase 2 is dependent on the introduction of a new command and control mobilising system.
- There has been a significant change in activity levels regarding UFAS. To date there has been a 55% reduction compared to the previous 5-year average. This is averaging a reduction of 53 non-attendances per day. UFAS now accounts for 19% of all incidents, down from 32%.
- Work to measure benefits is ongoing but so far there are less interruptions to training and other activities.
- Establishing events where On Call firefighters would have attended a UFAS is ongoing.
- Working with Fleet and Equipment workshops to establish the cost benefits associated with the reduction of vehicle movements.
- Work with Health and Safety to establish correlation between vehicle accidents and those that attributed to UFAS responses is ongoing.
- A report will be brought forward after a 12-month period and will include the benefits.
- SFRS previously committed to reduce UFAS incidents attended by 15% and are now on target to exceed this.
- There continues to be political/wider interest. The UFAS work has been recognised by the National Fire Chiefs Council (NFCC) and NFCC have asked for SFRS to share best practice. This will be shared once it has been formalised.

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- 9.3.2 The Committee enquired when the benefits report will be presented to SDC. SS advised the report will be presented to the SFRS Board.
- 9.3.3 Regarding the benefits report, the Committee enquired if the report will not only include cost reductions but also staff experience. SS advised there has been positive feedback from colleagues and this needs to be captured. The Committee enquired if the report would be able to identify fires where SFRS attended but had not attended on activation of the first smoke detector, to quantify what the delay was. DL advised there is a process in place for this and where it is identified this is the case there is an investigation into the circumstances.
- 9.3.4 **The Committee scrutinised the report.**
- 9.4 Operations Control Systems Resilience Update**
- 9.4.1 Regarding quality issues with sound at Edinburgh Operations Control (EOC) the Committee enquired about the quality control arrangements in place and how any issues were picked up. DF advised that Operations Control have access to Operational Assurance, with Supervisory Managers and buddies/mentors able to listen into calls. There is live time monitoring and the calls are recorded.
- 9.5 FATAL FIRE ANALYSIS REPORT**
- 9.5.1 DL presented a report to the Committee to provide Fatal Fire Analysis for 2021/2022 and highlighted the following:
- There were 40 fire fatalities. 31 out of the 40 were identified as preventable while 9 were identified as not preventable.
 - Every fire fatality is a tragedy and SFRS aim is to reduce fatalities to as low as possible.
 - Statistics have been highlighted in the report.
 - Contributory factors as seen previously are smoking, mobility, alcohol, drugs and mental health. These are the areas SFRS focus on to identify those most at risk of fire.
 - In 69% of these incidents, fire detectors were present and in 61% of these the detector raised the alarm.
 - The recommendations will be taken forward by the organisation and some have already been implemented.
- 9.5.2 The Committee enquired if there could be a benchmarking opportunity with the New Zealand Fire Service to see the comparison. RW advised there has not been a conversation regarding this, but it could be done. DL advised the comparison rate for the UK is included in the report.
- 9.5.3 The Committee advised of two expectations that were not in the report, one being an analysis against Scottish Index of Multiple Deprivation (SIMD) zones and the other one being whether any of the households had received a HFSV and if they had, the assessment recorded at the time. SS advised HFSV data is collected and would be included in the next report.
- Action: DL**
- 9.5.4 Regarding the causes stated in the report, the Committee enquired what the difference was between suicide/attempted setting fire to self and suicide/attempted setting self to fire. DL advised it was linked to the Incident Recording System (IRS) and would clarify the difference to the Committee off table.
- 9.5.5 The Committee enquired why the report is for 2021/2022. DL advised there was a delay however the 2022/23 report was currently in production and comments raised will be taken on board.

9.5.6 The Committee asked if any work with universities had been undertaken to research and understand fire fatalities. SS advised this has not been done to date but does recognise that the Service needs to supplement this area with some academic research.

9.5.7 The Committee enquired if the high rates for Highlands, Argyll and Bute, East and West Dunbartonshire were experienced elsewhere. DL advised the incidents are recorded against Local Authority areas and some of these incidents still take place in urbanised areas. For example, in the Highlands there were 7 fatalities of which 3 occurred in Inverness.

9.5.8 **The Committee scrutinised the report.**

(A Watt left the meeting at 1229 hrs)

(S Nesbit joined the meeting at 1234 hrs)

10 **SERVICE DELIVERY RISK REGISTER**

10.1 **Committee Aligned Directorate Risks**

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

- There are two risks rated at 15 and higher, one relates to supply chain shortages and the other relates to failure to mobilise to an incident due to a technical failure of the existing mobilising systems.

10.1.2 New members of the Committee were informed of the approach SFRS takes to streamline risks and how SFRS forecasts risks.

10.1.3 **The Committee scrutinised the report.**

10.2 **Risk Spotlight: Operational Intelligence**

10.2.1 DL introduced SN who presented the risk spotlight to the Committee to provide an update on Operational Intelligence (OI) and the challenges relating to new emerging risks, how they are identified and managed and how OI is developed in the future to mitigate risks. The following key points were highlighted:

- There is a list of requirements under the Fire (Scotland) Act 2005 and the process to do this is through the OI. OI is the process to identify risk and gather and analyse data to ensure it is available at the time and point of need.
- There are a total of 11,122 OI records.
- Part of the process for revalidation is cleansing data and to move OI from its current format into the new In-Vehicle solutions and making sure the data is valid.
- The creation of the new Prevention, Protection and Preparedness function will assist with mitigating risks as OI sits within Operational Planning and is at the forefront of the work of the Preparedness function. This has provided the opportunity to review the work within the OI team and a new planner will be implemented on 1 April 2024 to track the work.
- Operational Guidance and Policy which includes KPIs, and a list of requirements, is currently being reviewed.
- Operational Intelligence Liaison Group (OILG) meets monthly and is responsible for monitoring the KPIs and development of OI.

10.2.2 Regarding the 11,122 OI records, the Committee asked how this compares to other Services and why does the ESDA have significantly less than other areas. DL advised that the records are based on the built environment and disposition of buildings of higher risk in terms of the process and contents for firefighter safety; the basis of firefighter

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safety being through generic risk assessments. There are several factors that determine whether a building requires OI. There is currently a review of the process to make the data fit for purpose. Regarding the ESDA, DL advised the numbers may change in other SDA's due to some OI changes as it refers to the legacy policy.

10.2.3 The Committee enquired if there was any engagement with HSE in Scotland. SN advised there is no direct engagement with HSE. SS advised Fire Safety Enforcement Officers are carrying out and identifying work.

10.2.4 **The Committee noted the report.**

(S Nesbit left the meeting at 1258 hrs)

(D Donnelly joined the meeting at 1258hrs)

11 October 2023 Severe Weather Presentation

11.1 DD presented to the Committee incident information, debrief findings and recommendations of the severe weather events that occurred on 7 and 8 October 2023 and Storm Babet that occurred between 19 and 21 October 2023, highlighting the following:

- In 2012 there were 1,357 weather related events compared to 3,139 events in 2022.
- SFRS have 78 Flood Response Stations and 20 Swift Water Rescue Stations. High volume pumping appliances are strategically located across the country.
- Met Office red weather warnings provided an early indication of areas that would be affected and SFRS pre-planned strategic holding areas in the affected areas. Water Rescue Tactical Advisors from the East and West SDA's were sent to strategic holding areas in Stirling and Perth to assist.
- There was very good collaborative working with partners including HM Coastguard who were stationed at Stirling and Perth.
- From 19-23 October 2023 there was a total of 129 flood weather related incidents across the 3 SDA's and 99 of the incidents were in NSDA. SFRS declared a major incident for this event.
- The Joint Emergency Services Interoperability Principles (JESIP), Scottish Co-ordination and Advisory Framework document and partnership working were used to assist Gold Commanders with decision making around how and when to respond to issues.
- The Media Team within SFRS were able to assist with protecting lives, saving property and preventing further rescues by providing warn and inform messaging, safety advice and collaborating with partners to ensure the same clear message was sent out.
- Operational Assurance issued OA13 debrief requests through the Operational Assurance reporting and recording system and the returns were reviewed and collated. Areas that worked well and areas for improvement were highlighted.
- OA Actions are debriefing actions assigned to risk holders that compile a joint Debrief Report (Severe Weather and Storm Babet) and will be presented to the Safety and Assurance Sub Group. The report actions will be approved and then go to the risk holders to manage the risks.

11.2 The Committee enquired how the report was linked to the previous OI report in agenda item 12 and how is the learning being adopted in the planning. DL advised a Flood layer within the Community Risk Index Model has been developed and this will be used to inform crews of the potential for an event. There is a direct link in terms of recording of OI but there is not a link with the severe weather.

11.3 DF noted the relocation of specialist resources was perceived as a negative in the media but SFRS sees this as a positive. DL advised this was a specific challenge received from

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the Cabinet Secretary for Justice and Veterans when it was reported that SFRS reached out to the National Resilience Arrangements around the UK to see what was available in the North of England so that SFRS could maintain business as usual through mutual aid arrangements. This shows the Political challenges being faced around perceptions of existing resources.

- 11.4 Regarding the rise in weather related events the Committee enquired about the people implications with fire statistics going down but weather related incidents rising. SS advised this highlights the need for SSRP. RW completed two Met Office Severe Weather Management Courses which was based on predictive analysis and long range forecasting and it clearly has strategic implications.

(D Donnelly left the meeting at 1320 hrs)

12 FORWARD PLANNING

12.1 Committee Forward Plan

- 12.1.1 The Committee noted the forward plan and the addition of the following items:

- Risk Spotlight on Contaminants.
- Long Term Future of HFSV (May 2024)
- UFAS Response Benefits Realisation (November 2024)

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

- 12.2.1 The undernoted items would be considered for a future Integrated Governance Forum.

- Long Term Future of HFSV
- Data Quality/Analysis

13 REVIEW OF ACTIONS

- 13.1 KM confirmed that there were three formal actions recorded.

14 DATE OF NEXT MEETING

- 14.1 The next meeting is scheduled to take place on Wednesday, 29 May 2024.

- 14.2 There being no further matters to discuss, the public meeting closed at 1323hrs.