



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

WEDNESDAY 26 MAY 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Nick Barr (Chair) (NB)
Malcolm Payton (MP)
Tim Wright (TW)

Lesley Bloomer (LBI)
Fiona Thorburn (FT)

IN ATTENDANCE:

Ross Haggart (RH)	Deputy Chief Officer
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Gregor Welsh (GW)	Data Team Leader (Items 8.1 and 10.2 only)
Roy Dunsire (RD)	Group Commander, Prevention and Protection (Item 8.3 only)
David Farries (DF)	Head of Operations (Item 13 only)
Kirsty Darwent (KD)	Chair of SFRS Board
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Alasdair Cameron (AC)	Group Commander, Board Support Manager
Debbie Haddow (DH)	Board Support Team/Minutes

OBSERVERS

None

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those present.
- 1.2 The Committee 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.

2 APOLOGIES

- 2.1 None

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

- 3.1 The Committee agreed that the draft minutes of the previous private meeting would also be taken in private due to the confidential nature of business discussed.
- 3.2 No further items were identified.

4 DECLARATION OF INTERESTS

- 4.1 None

5 MINUTES OF PREVIOUS MEETING: 11 MARCH 2021

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

5.2 **The minutes of the meeting held on 11 March 2021 were approved as a true record of the meeting.**

6 ACTION LOG

6.1 The Rolling Action Log was considered and actions were agreed and removed

7 SERVICE DELIVERY UPDATE

7.1 RH presented the update report detailing relevant matters from a SFRS service delivery perspective for the period 22 February 2021 to 10 May 2021, albeit some actions may precede and extend beyond these dates. The following key points were highlights:

- New Youth Volunteer Scheme (YVS) launched at Alloa, first in the East Service Delivery Area (SDA), in April 2021.
- New smoke detection standards legislation to come into force in 2022. SFRS have completed the rollout of training to support the new standards.
- Due to ongoing legal challenges in respect of the tragic incident at Cameron House, no update could be provided.
- Covid-19 response – arrangements have been scaled back due to the reduction in cases, including the COVID Advisory Unit being disbanded.
- COP 26 planning arrangements were ongoing, confirmation had been received from the Home Office regarding budget provision and the COP team would now be fully resourced with 26 members of staff.
- Operational Strategy to be presented at the next Committee meeting. Update on restructure within the Operational function to be tabled later on the agenda (Item 12).
- Operational Activity - No incidents of note across all SDAs during this period.
- Service Delivery Manager Workshops delivered by ACO Stevens and Head of Function. The focus of the workshops included continuous improvement, culture, etc.
- Command and Control Futures (CCF) – Two software releases were received by the Service within this period, project timeline had been reviewed and updated following due governance processes.
- Operational Assurance – significant event debrief held for Stonehaven Rail Crash and associated action plan developed.
- Operational Assurance were undertaking a service-wide thematic audit on the Analytical Risk Assessment (ARA) processes.
- Operational Assurance continue to publish Frontline Update with the focus on Firefighting Safety following the incidents at Hairmyers Hospital and Greater Manchester.
- Operational Training - Continuous Improvement Programme was progressing including a review of casualty care training programme and equipment on appliances.

7.2 The Committee requested further information on how the YVS were being delivered within the current restrictions. SS commented on the challenges involved in delivering the YVS during the past year and credited all staff involved in continuing to deliver sessions online. When restrictions allow, sessions would revert to physical meeting. SS noted that further schemes would commence in the East SDA later in the year and provided a brief outline for the resources/facilities required to deliver each scheme.

7.3 The Committee sought clarification on Section 19 of the Road Safety Act and the implications for the Service should this be enacted. JD explained that Section 19 relates to the exemption for emergency services to exceed speed limits and the associated training requirements. This would have implications on the training function due to the increase in driving hours necessary to maintain competence. The Service is currently engaging with the DVLA and the Department of Transport on potential adjustments for Scotland, particularly for the Islands.

7.4 In relation to the Service Delivery Manager Workshop, SS informed the Committee that the key themes were culture, continuous improvement, sharing of information/best practice, raising awareness of vision for the Directorate ie development of frontlines, operational strategy, etc. The workshop also provided an opportunity to cascade the Strategic Leadership Team's (SLT) priorities regarding health and wellbeing, recovery from Covid, engaging and developing middle managers, etc. These types of workshops would continue to be delivered to ensure continuous improvement, strategic vision, etc.

7.5 In relation to CCF, the Committee requested that an update on existing legacy systems and their status included in future Service Delivery Update Report.

ACTION: RH

7.6 In relation to the publication of Urgent Instruction, Generic Information Notes, etc, JD informed the Committee that there was a function within the PDRPro system which required individuals to confirm that they have read specified documentation. However, due to the overall volume, this was not applied to all documents. JD reminded the Committee that it was the responsibility of both individuals and management to ensure that these documents were read. Publication of these types of documents were also advertised on the iHub to raise awareness.

7.7 **The Committee scrutinised the report.**

8 SERVICE DELIVERY PERFORMANCE REPORTING

8.1 Quarterly Performance Report for Q4 2020-21

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

- Additional charts included to show impact of Covid on some key performance indicators.
- Reduction in number of All Incidents (7.1%) unwanted fire alarm signals (UFAS) (19%) and road traffic collisions (RTC) (33%) on 2019/20 figures
- Accident Dwelling Fire incident continue to reduce, noting the seasonal variation in Spring and Autumn.
- Accidental Dwelling Fire Casualties show a reduction of 30% reduction on 2019/20.
- Accidental Dwelling Fire Fatalities show an increase on 2019/20 figures; however, it was noted that the previous year was significantly lower than average and could be a result of national restrictions. Three month rolling average figures were relatively stable. Comparison had also been made with Fire and Rescue Services in England.
- Reduction in Home Fire Safety Visits (HFSV). Of those carried out, over 50% were to high risk group and 38% of HFSV results in smoke alarms being fitted.
- Number of Fire Safety Audits, including follow up work, undertaken.
- Wholetime and retained availability.
- Response time - Additional chart included to show the response times by different service delivery area and how this differs from call handling and turnout time. Detailed analysis required to identify the reason for the difference.

8.1.2 The Committee commented on the high standard of data presented within the report.

8.1.3 The Committee were given clarification on how the data for smoke detectors fitted/replaced were calculated and recorded.

8.1.4 The Committee were reminded that a specific session on Response Times would be presented at next Strategy Day (July 2021).

8.1.5 **The Committee scrutinised the report and welcomed the continuing improvement in how the information and stats were being presented.**

8.2 Action Plan and Closing Reports Updates

- 8.2.1 RW presented the report to the Committee to provide an update on the following audit and inspection action plans:
- Fire Safety and Enforcement – Red RAG status (slippage in timescale), one further action complete, 3 actions not progressed and new dates proposed, 2 actions deferred pending further review. Overall 95% complete.
 - Local Area Inspections National Recommendation Action Plan – Green RAG status, 2 further actions completed. Overall 90% complete.
 - Management of Fleet and Equipment – Green RAG status, 2 further actions have been completed, one proposed amended action requires pending completion. Overall 97% complete.
 - Provision of Operational Risk Information – Red RAG status, 4 actions proposed revised due dates due to UK-wide Emergency Services Mobile Communication Programme. Overall 92% complete.
- 8.2.2 The Committee were asked to scrutinise the actions of the Senior Management Board as contained within the report.
- 8.2.3 The Committee noted that some actions remained open, despite the initial recommendation being addressed, due to additional work being undertaken to find the perfect solution. The Committee discussed the importance of action being clear and targeted specifically for the initial recommendation. RH provided reassurance to the Committee of the processes in place for creating action plans, as well as the robust challenge and scrutiny of progress by the Senior Management Team.
- 8.2.4 Fire Safety Enforcement Action Plan – It was noted that some actions were unable to be completed due to ongoing revisions, etc. SS stated that some previous related HMFSI recommendations were not clear or specific and going forward these recommendations would be closed as soon as practicable. The Committee scrutinised this action plan and were content with the revised due dates.
- 8.2.5 Local Area Inspection Action Plan – With reference to Action DG1, the Committee noted that the succession plan had been created, however, there was additional work outstanding. The Committee reiterated the earlier comments relating addressing the original recommendation. The Committee scrutinised this action plan and were content with the revised due dates.
- 8.2.6 Management of Fleet and Equipment Action Plan – The Committee noted the progress made and challenged whether Action 26.1 could be closed due to the creation of 4 new driver posts. The Committee scrutinised this action plan and were content with the proposals.
- 8.2.7 Provision of Operational Risk Information Action Plan – The Committee noted that the revised due dates which, due to the postponement of the UK-wide Emergency Services Mobile Communication Programme, were outwith the Service's control. The Committee commented on the need to set realistic timescales, particularly when third parties were involved. RW noted the comment and confirmed that this was an issue the Service were conscious of. He informed the Committee that progress was beginning to be made. The Committee scrutinised this action plan and were content with the proposals.
- 8.2.8 **The Committee scrutinised the report.**

- 8.3 UNWANTED FIRE ALARM SIGNALS (UFAS) REVIEW PROJECT – UPDATE REPORT**
- 8.3.1 SS introduced RD who presented a report to the Committee to provide an update on the work that has been undertaken, to take forward the recommendations contained within the UFAS Stocktake Review Report. The following key areas were highlighted:
- Completion of all actions against the 13 No. recommendations for improvement.
 - Assessing viable options for responding to Automatic Fire Alarms (AFAs) including outcomes of stakeholder engagement workshops.
 - Update to be provided at the next Board Strategy Day (27 May)
 - Mandate for public consultation and draft consultation document to be presented at the next Board meeting (24 June 2021).
- 8.3.2 RD confirmed that the Operations Control personnel had been fully involved in the process from the start, were represented on the Project Board and working groups and were supportive of the options. However, during the stakeholder engagement workshops, it was highlighted that further engagement with OC personnel was required on call challenging process.
- 8.3.3 RD provided context on potential local arrangements in terms of the proposed options. He noted that these arrangements relate to the different evacuation procedures in place for specific types of premises ie hospitals, etc.
- 8.3.4 RD noted that the potential financial impact on Retained Duty System (RDS) personnel due to the reduction in UFAS has been identified as a risk and captured on the equality impact assessment. This will be assessed further through engagement with RDS personnel during the consultation and analysis of UFAS incidents. The outcomes of this would be included in the final business case which will be presented the Board (December 2021) for decision. It was confirmed that Representative Bodies attended engagement workshop and were aware of this risk.
- 8.3.5 The Committee noted the average mobilising time for RDS and were reminded that the onus for fire safety management was the responsibility of property owners.
- 8.3.6 RD reminded the Committee that part of the recommendation for change within the Stocktake Review report, was to develop a partnership working strategy to improve alarm systems in Phase 3 stage.
- 8.3.7 RD explained that a 15% optimism bias had been factored into all options going forward for public consultation.
- 8.3.8 The Committee queried whether a minimum response level had been identified. RD agreed to raise this at the Consultation Sub Group meeting (27 May) and an update would be provided at the Strategy Day session (27 May).
- 8.3.9 In relation to cashable and non-cashable savings, RD noted that the non-cashable savings were based on the existing scale of charges and cashable savings were fuel, RDS payments, etc. These details would be provided in the final business case.
- 8.310 **The Committee welcomed the report and noted the positive progress being made.**
- (Meeting broke at 1120 hrs and reconvened at 1130 hrs.)*

9 OPERATIONAL LEARNING

9.1 SFRS Clinical Governance Arrangements Updates

9.1.1 JD informed the Committee that work was continuing with Scottish Ambulance Service (SAS) undertaking a review of casualty care training and equipment as well as consulting with ICAT trainers and frontline crews. An update on the outcomes of the SAS review would be brought to the next meeting (September 2021).

9.1.2 **The Committee noted the verbal update.**

9.2 Grenfell Tower Fire – Update Report

9.2.1 SS presented a report to the Committee to provide an update on the progress against the recommendations contained with the Grenfell Tower action plan. The following key points were highlighted:

- Change of personnel - Ali Perry, Head of Prevention and Protection would now Chair the working group.
- Full stocktake review on the progress of the action plan had been undertaken and clear route identified for completing all outstanding actions.
- Both the London Fire Brigade (LFB) and the Grenfell Tower Inquiry report recommendations would be presented at all future Committee meetings.
- Detailed specific updates on all recommendations including RAG status and any actions required for completion.
- Recommendation to close seven recommendations.
- Recommendation for timescale review of 13 recommendations from July to September 2021.
- Fire Survival Guidance exercise took place on 14 May 2021 focusing on communication between the fire ground and Operational Control. The outcomes of this exercise would be consolidated and rolled out to all control sites.
- Recommendation to transfer one recommendation to the Command and Control Mobilising System project (CCMS) due to limitations of the current systems.
- Notification of HMFSI's intention to undertake a review of the Service's arrangements for firefighting in high rise buildings including response to Grenfell recommendations.

9.2.2 SS assured the Committee that there were no specific concerns regarding the recommendations. However, due to the specific nature of some of the recommendations relating to the LFB, they were not practicable for the Service to meet.

9.2.3 The Committee sought clarification on whether Grenfell would not be included within the Annual Operating Plan, due to the revised timescale. The Committee were reminded that regular reports were provided for scrutiny to this Committee and the full Board therefore it was not deemed necessary to add this to the Annual Operating Plan.

9.2.4 **The Committee scrutinised the report and supported the recommendations.**

10 SERVICE DELIVERY RISK REGISTER

10.1 Service Delivery Risk Register

10.1.1 SS presented the Service Delivery Aligned Risks noting that the Directorate risk register was reviewed monthly to ensure the probability, impact of the action and control measures in place were appropriate. The following key points were highlighted:

- New format of report containing overview of strategic risk register, Committee aligned directorate risk summary and Committee aligned directorate risk actions.
- Risk SD008 (Unintentional harm to communities) relates to the impact of COVID on carrying out Home Fire Safety Visits. Action taken include detailed recovery plan developed, successful business to recruit Fire Safety Advocates and restructure of Prevention and Protection function to facilitate work.

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- Risk SD010 (Fire Scotland Act) to be covered under Agenda Item 10.3.
- Risk SD011 (Marauding Terrorist Attack response) increased due to response to COP26 and outcomes of the Manchester Arena Enquiry.

10.1.2 In relation to Risk SD001 (Existing legacy Services), SS provided an update to the Committee on the extent of the faults recorded within each Command and Control Centre. Although there were no major issues, the Contingency Group has been reconvened to support the CCF project and manage any faults going forward.

10.1.3 The Committee commended the revised format of the risk register and noted the intention for greater scrutiny of risk at future meetings.

10.1.4 **The Committee noted the report.**

10.2 **IN PHASE RISK REGISTER MONITORING AND REPORTING (LIVE DEMO)**

10.2.1 RW introduced GW who gave a presentation to the Committee to demonstrate the InPhase Risk Register Monitoring and Reporting module. The following key points were highlighted:

- Previous process was resource intensive.
- New risk toolkit has been created for Directorate use. Significant engagement undertaken to identify the needs and requirements of the Directorates.
- Potential to roll out to Service Delivery Areas.
- Future intention to automate the process.
- Demonstration and run through to the risk information captured within the Excel spreadsheet including the addition of new risk, closure of risk and end of year targets. Data would be accessible and able to be interrogated.
- Able to be deployed following approval by Audit and Risk Assurance Committee.

10.2.2 The Committee asked when this could be deployed and accessible. GW stated that a decision was required on whether the focus should be on improving accessibility of the data for Directorates or rolling out the data collection process in locations areas/functions. Both options involved time consuming development and no timescale had been identified yet.

10.2.3 **The Committee welcomed the presentation and demonstration.**

10.3 **Risk Spotlight – SD10 Fire Safety Enforcement - Impact of COVID and Change of Delivery Model**

10.3.1 SS presented the risk spotlight briefing note noting that this remained unchanged from the version deferred from the previous meeting and highlighted the following:

- Fire safety enforcement (FSE) is managed through a published Fire Safety Enforcement Framework which details audit actions and focus (risk based).
- FSE audits undertaken on premises with high prevalence of UFAS incidents or premises where a fire has occurred.
- All Local Senior Officers (LSO) produce a Local Enforcement Delivery Plan, which are updated quarterly and published on the SFRS website, to identify relevant framework premises for audit purposes as well the potential to undertake localised thematic reviews.
- FSE and Community Safety Engagement are delivered at a local level and managed by individual LSOs.
- FSE was delivered by 83.5 (full time equivalent) uniformed and non-uniformed staff.
- Challenges with sustainability particularly with uniformed staff.
- Local delivery supported by a small Prevention and Protection HQ function.
- Centralised small team for Fire Engineers.
- Background performance information including number of live alteration, prohibition and enforcement notices.

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- Approach to audit and enforcement, SFRS engage and work with duty holders which has been beneficial for both parties.
- Actions undertaken to reduce the risk including development of LSO recovery plans, additional future recruitment of Fire Safety Advocates, Fire Safety Auditing Officers (non-uniformed) and Specialist Fire Engineering Manager, strategic review of FSE (local/national structures, sustainability), review of effectiveness of auditing processes and current ongoing tendering process for the provision of FSE training modules.

10.3.2 SS noted that discussions had taken place regarding joint working between P&P and Data Team to review and analysis data and identifying trends.

10.3.3 SS noted that the new performance management framework contained performance measures for the number of completed framework premises audits and number carried out. These would be reported to the Board.

10.3.4 SS reminded the Committee that all relevant premises are subject to a post fire audit, the Service would automatically revisit and identify whether there were any shortcomings from previous audits and undertake a review of the risk rating for the premise.

10.3.5 Outwith the meeting, SS and NB would discuss the potential for further insight on FSE, including links with other key aspects work within the Service, for the Committee.

10.3.6 **The Committee noted the risk spotlight briefing note and verbal update.**

11 COMMITTEE VALUE ADDED STATEMENT 2020/21

11.1 NB presented a report to the Committee, which outlined evidence of how the Committee supports the effective functioning of the Board.

11.2 The Committee requested that the statement should refer to the Committee minutes being presented at Board meetings and that the all references to the Transformation and Major Projects Committee be amended to Change Committee.

ACTION: BST

11.3 **The Committee scrutinised the report and noted the proposed changes.**

12 RESPONSE & RESILIENCE REVIEW AND INTERNAL RESTRUCTURE

12.1 DF presented a report to the Committee, in relation to the recent review of the Response and Resilience (R&R) Function and the resultant structural changes and naming conventions that were implemented on 4 January 2021. The following key points were highlighted:

- Purpose of review: Review structure, work, working practices, culture of function and make recommendations to enable transition and full integration into the Service Delivery Directorate.
- Identify options to ensure organisational/personal development, succession planning and talent management holistically within the Service.
- Research and rebranding of Response & Resilience to enhance the understanding of the function.
- Engagement undertaken within both the function and wider Service.
- Key recommendations included rebranding to Operations Function, development of a communications and engagement strategy with the wider Directorate, realignment of individual department to support both strategy development and SDA support and review naming convention of all department to clearly define their purpose.
- Workstream and Role recommendations included review and clarify role definitions, review work package and deliverability, instigate a gateway style approach for allocating work and identifying interdependencies and clearer alignment of workstreams with other Directorates.

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- Working Practices recommendations included instigate approved document suite review programme, promote wider involvement to reduce potential for single point of failure, continue to operate a project based approach across all areas, support procurement by developing clear guidance for User Intelligence Groups and review accident investigation protocols within Training, Safety and Assurance Directorate.
- Cultural recommendations included review of communication and engagement plan to raise awareness of the Operation Functions role, engage and develop partnership workstreams, improve engagement with SDA/LSO areas, developing training/engagement with Flexi Duty Officer and Operations Control, create opportunities for joint training exercises and identify secondment opportunities within/outwith the Function.
- Four initial priorities were identified: refine structure and role, develop C&E strategy, create delivery plan to resource and launch document suite, and create framework to deliver the Operational Strategy.

12.2 The Committee were updated on the resourcing of the dedicated COP 26 team.

12.3 Following the restructure and review of the Function, DF stated that a formal internal evaluation of the structural would be carried out and regular performance and progress monitoring would be undertaken through the Directorate Management Team meetings.

12.4 **The Committee thanked D Farries for his informative presentation.**

13 FORWARD PLANNING

13.1 Committee Forward Plan

13.1.1 The Committee noted the forward plan.

13.1.2 The following items were noted:

- Operations Strategy – D Farries (September 2021)
- Potential Fire Safety Enforcement Update – S Stevens (TBC)
- Outcomes of SAS Review – J Dickie (September 2021 TBC)
- Update Report on Impact of UFAS Option – S Stevens (February 2022)

13.2 **Items for Consideration at Future IGF, Board and Strategy/Information and Development Day Meetings**

13.2.1 There were no items for consideration.

13.2.2 It was noted that an informal Committee Chairs meeting was held on 14 April to discuss oversight and reporting of risk. NB confirmed that the Committee Chairs were satisfied with the handling of risk and felt able to tailor their discussions in a manner that was suitable for their Committees.

14 REVIEW OF ACTIONS

14.1 AC confirmed that there were two formal actions recorded during the meeting.

15 DATE OF NEXT MEETING

15.1 The next meeting is scheduled to take place on Thursday 1 September 2021.

15.2 There being no further matters to discuss, the public meeting closed at 1250 hours.

PRIVATE SESSION

16 **MINUTES OF PREVIOUS PRIVATE MEETING: 11 MARCH 2021**

16.1 The minutes were approved as an accurate record.