



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

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**THURSDAY 11 JUNE 2020 @ 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)  
John Dickie (JD)  
Stuart Stevens (SS)  
Kirsty Darwent (KD)  
Richard Whetton (RW)  
Simon Routh-Jones (SRJ)  
Chris Fitzpatrick (CF)  
Jim Snedden (JS)  
Alasdair Cameron (AC)  
Heather Greig (HG)  
Debbie Haddow (DH)

Deputy Chief Officer  
Assistant Chief Officer, Director of Training, Safety and Assurance  
Assistant Chief Officer, Director of Service Delivery  
Chair of SFRS Board  
Head of Corporate Governance  
Her Majesty's Fire Service Inspectorate  
Team Leader, Performance Data Services (Item 8a only)  
Station Commander, Response & Resilience (Item 9a only)  
Group Commander, Board Support Manager  
Board Support Executive Officer  
Board Support Team/Minutes

**OBSERVERS:**

Brian Baverstock Board Member

**1 WELCOME**

1.1 The Chair opened the meeting and welcomed those present. The Chair formally welcomed MP to his first Committee meeting and thanked outgoing Committee Member, Anne Buchanan, for her contributions. The virtual meeting protocol was reiterated to the attendees.

**2 APOLOGIES**

2.1 None

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

3.1 The Committee discussed and agreed that Item 15 (COVID-19 – Gold Decision Making and Scrutiny) would be heard in private session due to the confidential nature of the issues in line with Standing Orders (Item 9G)

3.2 There were no further items to be considered in private.

**4 DECLARATION OF INTERESTS**

4.1 None

**5 MINUTES OF PREVIOUS MEETING: 12 MARCH 2020**

5.1 Subject to the correction of a typographical error, the minutes of the meeting held on 12 March 2020 were approved as a true record of the meeting.

**6 ACTION LOG**

6.1 The Committee considered the action log and noted the following:  
Item 7.2 Service Delivery Update (10/12/2019) – It was noted that the business of the Committee continues to evolve and the Service Delivery Update would now be a verbal update.

6.2 **Members noted the updated Action Log and approved the removal of completed actions.**

**7 SERVICE DELIVERY UPDATE**

7.1 RH provided the verbal update and highlighted the following key areas:

- Significant impact due to COVID-19 pandemic (to be discussed further under Agenda Item 15).
- Restructure of Strategic Leadership Team (SLT) implemented earlier than planned due to developing COVID-19 pandemic. New structure and remits were outlined.
- Future Executive attendance at this Committee was confirmed as RH, JD and SS.
- Performance Improvement Forum (PIF) has been stood down. The A review of the Senior Management Team has resulted in this being made an executive Board named Senior Management Board with a Terms of Reference which now include oversight and scrutiny of the previous PIF Business. Key functions include Portfolio Office Board, Annual Operating Plan (AOP), performance reporting, inspection/audit action plans, oversight of risk register and any service delivery strategies/policies.
- Continuing review of Annual Operating Plan (AOP) due to the ongoing impact from COVID-19. Directors' objectives have been agreed for 2020/21 and are aligned with key areas of the AOP. Following the SLT restructure, Directors have been asked to review their own Directorate structures to ensure they are appropriate to meet demand and workload.
- Succession planning – Ongoing processes for Area Commanders and Head of Service Delivery (Deputy Assistant Chief Officer) for the East and North Service Delivery Areas.

7.2 The Committee queried the rationale for removing Training from the People and Organisational Development (POD) Directorate. RH reminded the Committee that a temporary Training (Operational) Directorate had been created 6 months previous due to the significant recommendations within the Training Review and the importance of operational training. RH clarified that non-operational training remained within POD's remit. JD provided assurance that there was synergy between the Training, Safety and Assurance and POD Directorates in regard to other organisational development. NB informed the Committee of the ongoing discussions with the Chair of Staff Governance Committee regarding scrutiny of operational training going forward.

7.3 SS informed the Committee that the new Service Delivery Directorate (which includes Response & Resilience, Prevention & Protection and Service Delivery) was working well and noted the benefits of a joined vision/strategy/collaboration during the current circumstances and in the longer term.

7.4 Thanks were noted to all SFRS personnel for maintaining service delivery output given the unprecedented circumstances.

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

*(CF joined the meeting at 1040 hrs)*

## **8 SERVICE DELIVERY PERFORMANCE REPORTING**

### **8.1 Quarterly Performance Report for Q4 2019-20**

- 8.1.1 SS introduced CF to the Committee, who presented the performance report for quarter 4, highlighted with the following key areas:
- Reduction in the overall number of incidents, accidental dwelling fires, casualties and fatalities and accidental non-domestic fires.
  - The current 3-year average figures have shown an increase in hi-severity fires and work is being undertaken to identify the reasons.
  - Special incidents including effecting entry/exit and flooding have increased.
  - UFAS increased by 1% (increase on 3-year average).
  - Home Fire Safety Visits (HFSV) were in line with targets.
- 8.1.2 SS advised that the communication highlighting the reduction in accidental dwelling fires was kept low level due to the escalating situation with COVID-19.
- 8.1.3 The Committee commented on the decrease in HFSV (At Risk Groups) and the disparity across Service Delivery Areas (SDA). SS advised that the disparity across SDA could be attributed to the strength and maturity of local partnership arrangements/relationships. The future vision was to have a targeted approach and different delivery methods. SS noted that the Service has always aspired to have continuous improvement on targets year on year, however, the approach may be changed to allow Local Senior Officers to set local HFSV targets. This may result in a reduction in the overall figures but increased focus on At Risk Group visits.
- 8.1.4 The Committee queried how annual targets were established, given the current COVID-19 situation. SS advised that the targets are set as part of the Performance Management Framework and the ARIMA model allows the Service to remove any seasonality/random elements to forecast accurately.
- 8.1.5 The Committee commented on the RDS availability within the Edinburgh City area. SS reminded the Committee that the RDS provision within the Edinburgh City area was a single station and the proximity to primary employment in Edinburgh affected availability.
- 8.1.6 **The Committee noted the report.**

*(CF left the meeting at 1105 hrs)*

### **8.2 Action Plan Updates – HMFSI Process Update and Closure Reports**

- 8.2.1 RH presented the report to advise the Committee of the new arrangements for managing audit/inspection reports and associated action plans and to request approval to close action plans relating to Her Majesty's Fire Service Inspectors (HMFSI) report on Performance Management Systems and the report on Operations Control Dundee and Highlands and Islands Support. A high-level dashboard was also presented to provide an update on other ongoing action plans. The Committee were asked to provide feedback on the process and the level of information provided for scrutiny.
- 8.2.2 Following agreement at the recent Senior Management Board, RH stated that the terminology "*cancelled*" within the action plans would be amended to "*archived*" as these actions could not be progressed at this time. These actions would continue to be monitored and resurrected at the appropriate time if possible.
- 8.2.3 The Committee noted and welcomed the future inclusion of Local Area Inspection action plans updates within the dashboard.

- 8.2.4 The Committee were reminded that the Service were afforded the opportunity to comment (factual accuracy) on HMFSI inspection reports prior to publication. The Committee were further reminded that inspections were undertaken at a certain point in time and as such circumstances may have progressed since the inspection. RH outlined the Service's process for developing action plans and the formal governance process following receipt of the finalised inspection report.
- 8.2.5 It was confirmed that the HMFSI would now present a quarterly update report to the Audit and Risk Assurance Committee.
- 8.2.6 The Committee were content with the format and level of information within the report.
- 8.2.7 In regard to the closure of the Performance Management Systems action plan, and following input from SRJ and questions from the members, the Chair decided to ask for more information with a view to closing the report by e-mail in the following weeks. It was agreed that an amended action plan would be circulated by email to Committee members seeking approval for closure.

**ACTION: RH/BST**

- 8.2.8 The Committee noted and approved the closure of the Operations Control Dundee and Highlands and Islands Support report.
- 8.2.9 **The Committee noted the new process, approved the closure of the Operations Control Dundee and Highlands and Islands action plan and agreed that an amended action plan (Performance Management Systems) be circulated seeking approval for closure.**

*(The meeting broke at 1145 hrs and reconvened at 1150 hrs)  
(JS joined the meeting at 1150 hrs)*

## **9 OPERATIONAL LEARNING**

### **9.1 Water Rescue Update – Operational Assurance/Operational Discretion**

- 9.1.1 JD reminded the Committee of the need and process for applying operational discretion and the subsequent review of the current operational procedures.
- 9.1.2 JS presented a report to the Committee providing an overview on the development and implementation of Operational Intelligence gathering for water risks within the Service. The following key points were highlighted:
- Need to provide a consistent method of recording and delivery method for water risks across Scotland was identified.
  - Consultation was undertaken with all Service Delivery, water rescue stations and external agencies.
  - Increase in incidents (tidal waters) to assist other agencies and declaration of operational discretion.
  - Need to improve sharing/collating of information on historical/local information in a standardised method.
  - Additional suite of water rescue supporting documents developed and made available.
- 9.1.3 The Committee were provided with an example of a standardised water incident response plan, which contains hazards, risks and both aerial and Ordnance Survey maps. This new recording method provides a standardised approach for providing risk critical information in a format recognisable by all personnel, details risk critical information immediately available to resources not located at the local station/LSO area and enables enhanced command decision making and improves relationships with partnership agencies.

9.1.4 **The Committee noted the helpful and interesting presentation.**

*(JS left the meeting at 1150 hrs)*

9.2 **Grenfell Tower Fire – Update Report**

9.2.1 SS presented a report to the Committee outlining the work being undertaken by the Service in conjunction with relevant partners, following the Grenfell Tower fire tragedy in June 2017. The following key points were highlighted:

- Due to the impact of COVID-19, there has been slippage in timescales and the action plan would be reviewed and updated. It is anticipated that the projected end date (June 2021) was still achievable.
- New UK NFCC and Fire and Rescue Operational Guidance has also been delayed due to COVID-19.
- Ministerial Working Group were still meeting and progressing relevant actions.
- All 6 recommendations of the Scottish Government's Fire Safety Regime Review have been completed.
- A further 3 Scottish Government working groups have been established.

9.2.2 The Committee asked whether quarterly inspections of high rise buildings have continued throughout lockdown. SS confirmed that the high rise operational assurance visits have continued to be undertaken and stated that there had been no significant incidents within high rise premises over this period.

9.2.3 In regard to the Stay Put guidance, SS confirmed that the current guidance is still viable and appropriate.

9.2.4 **The Committee noted the report.**

**10 SERVICE DELIVERY RISK REGISTER**

10.1 **Service Delivery Risk Register**

10.1.1 Due to the ongoing review of the Strategic Risk Register, SS noted that the version presented to the Committee was not up to date. The new Strategic Risk Register and reporting process will be presented at the next Audit and Risk Assurance Committee (9 July 2020).

10.1.2 **The Committee noted the report.**

10.2 **Risk Spotlight – UFAS (Unwanted Fire Alarm Signals)**

10.2.1 SS presented the risk spotlight briefing note and highlighted the Stocktake report into the management of UFAS which has been produced by the cross-directorate UFAS Working Group. Their key areas of focus were outlined. Based on the findings of the Stocktake review, the UFAS Working Group have proposed 20 recommendations and these will be presented to the Strategic Leadership Team (23 June 2020) and brought back to the next Committee meeting. The UFAS pre-determined attendance strategy currently in place, in response to COVID-19, will be evaluated in due course and further information will be presented to the Committee. A number of comments were made, including the need for the Committee to better understand the regulations around automated fire alarm systems

10.2.2 **The Committee noted the verbal update and briefing note.**

**11 REPORTS FOR CONSIDERATION**

11.1 **HMFSI Routine Report - Local Area Inspection and Thematic Inspection Updates**

11.1.1 SRJ provided an update on the local area and thematic inspection work being undertaken, highlighting the following:

- Edinburgh City inspection final report to be published end of June 2020.
- Future Local Area Inspection planned for Argyll and Bute, Fife and Angus.

## OFFICIAL

- RDS Training thematic review was laid before Parliament on 30 March 2020.
- Command and Control thematic review final report was being finalised and would be published circa August 2020. Due to ongoing work in this area, the high rise aspects of this thematic review would be carried out under a separate thematic review. It is hoped that this will be able to commence in approximately 2 months.
- A further light touch review of the “No Deal” Brexit plans and preparedness would be undertaken.
- New appointments into the HMFSI.
- Assurance was provided that all local area inspections and thematic reviews were still being progressed and at the appropriate time, in line with social distancing guidance, visits will recommence.

### 11.1.2 **The Committee noted the report.**

### 11.2 **Value Added Statement**

11.2.1 The Committee Value Added Statement, which outlined evidence of how the Committee supports the effective functioning of the Board, was presented to the Committee and no amendments were requested.

### 11.2.2 **The Committee noted the report.**

## 12 **FORWARD PLANNING**

### 12.1 **Committee Forward Plan**

12.1.1 The following items were identified for the September 2020 meeting:

- Clinical Governance
- COVID-19 Gold Decision Making and Scrutiny – To be confirmed
- UFAS presentation – To be confirmed
- Risk spotlight – To be confirmed

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

12.2.1 There were no items for consideration.

## 13 **REVIEW OF ACTIONS**

13.1 AC confirmed that one formal action was recorded during the meeting.

## 14 **DATE OF NEXT MEETING**

14.1 The next meeting is scheduled to take place on Thursday 17 September 2020.

14.2 Thanks were expressed to SRJ and the HMFSI team for their contribution to the Service Delivery Committee. From July 2020, the HMFSI’s report would be presented at the Audit and Risk Assurance Committee.

14.3 There being no further matters to discuss, the public meeting closed at 1230 hours.

## **PRIVATE SESSION**

### 15 **COVID-19 - GOLD DECISION MAKING AND SCRUTINY**

15.1 RH presented a briefing note to the Committee outlining the arrangements for the Gold Group Decision Making and the creation of the Gold Decision Log. A specific COVID-19 dashboard has been developed to capture key statistical data for incidents, availability and staffing.