



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

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**TUESDAY 10 DECEMBER 2019 @ 1000 HRS**

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

**PRESENT:**

Nick Barr (Chair) (NB)  
Fiona Thorburn (FT)

Lesley Bloomer (LBI)  
Tim Wright (TW)

**IN ATTENDANCE:**

David McGown (DMcG)	Deputy Chief Officer
John Dickie (JD)	Assistant Chief Officer, Director of Response & Resilience
Kirsty Darwent (KD)	Chair of SFRS Board
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Ross Haggart (RH)	Assistant Chief Officer, Director of Prevention & Protection
Iain Morris (IM)	Head of Asset Management (left after item 11)
Graeme Fraser (GF)	Her Majesty's Fire Service Inspectorate
Alasdair Cameron (AC)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Team (BST)/Minutes

**OBSERVERS:**

Iain Harron (IH), Scottish Government (by teleconference)

**1 WELCOME**

1.1 NB opened the meeting and welcomed those present. He advised that IH was observing the meeting by teleconference and actively encouraged the use of VC/teleconferencing facilities to reduce travel, particularly during winter periods and to reduce the impact of carbon emissions.

1.2 NB noted the incident which had occurred at Lancefield Quay, Glasgow the previous night and asked for a brief update on the situation. DMcG advised that although the location had been highlighted in relation to cladding during post Grenfell discussions there were no concerns identified during this incident. JD, as the on duty Principal Officer, stated that crews had worked well to contain the fire. Additional resources had been mobilised due to the number of Breathing Apparatus used with resources from the East Service Delivery Area on standby if required. Good partnership work was undertaken with Police Scotland to ensure all persons were accounted for. Three appliances currently remained at the scene to deal with any hotspots.

2 **APOLOGIES**

- 2.1 Anne Buchanan, Board Member  
Stuart Stevens, T/Deputy Assistant Chief Officer, Strategic Planning and Performance  
Richard Whetton, Head of Corporate Governance  
Simon Routh-Jones, Her Majesty's Fire Service Inspectorate

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

- 3.1 There were no items to be considered in private.

4 **DECLARATION OF INTERESTS**

- 4.1 None

5 **MINUTES OF PREVIOUS MEETING: 19 SEPTEMBER 2019**

- 5.1 The minutes of the meeting held on 19 September 2019 were approved as a true record of the meeting.

6 **ACTION LOG**

- 6.1 The Committee considered the action log.

6.2 Item 7.6: Service Delivery Update – 19 September 2019

The Committee agreed the Service Delivery Update was an ongoing evolution of information. The position statement reflected this and the continuing work being developed. It was agreed the action should be closed.

- 6.3 **The Committee agreed to close off the proposed actions and noted the updated action log.**

7 **SERVICE DELIVERY UPDATE**

- 7.1 DMcG presented the Service Delivery Update reiterating that the document would be fluid and amended to suit the Committee's requirements. It was noted that the performance information had been removed and was now a separate item on the agenda while a standard introduction relating to the structure of Service Delivery, a summary of the Service's legislative responsibilities in relation to Service Delivery and a section relating to the Annual Operating Plan (AOP) objectives had all been included.

- 7.2 The following key areas were highlighted:

- Service Delivery Model Programme (SDMP)
- Appliance availability
- Flexi Duty Officer Seminar
- Grenfell Tower Fire
- Annual Operating Plan objectives, particularly the continued work for preparedness of exiting the European Union (EU), Command & Control Mobilising System (CCMS) which continues to remain as a live action, policies and procedures for effective uniformed staffing management which includes overtime and appliance availability, operational assurance and learning and the implementation of recommendations following the Grenfell fire inquiry report.
- Text of colour to show progress against each objective would be used going forward ie Red, Amber or Green rather than using colour coding.
- Overview of appliances on the run during quarter 2. (Report to be updated to reflect on the run rather than off the run.)

**ACTION: BST**

- 7.3 JD explained the purpose of the National Resilience Assurance Team (NRAT) which captured all resources across England and Wales on a national asset register. The SFRS had produced its own register and resilience plans however was moving towards being

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included on the NRAT system for a UK wide register which would allow for resources to be called upon should they be needed during major incidents.

7.4 Clarity around ISO accreditation for forensic science services was requested. RH advised that the Forensic Science Regulator south of the Border does not have jurisdiction in Scotland but their Code of Conduct and Practice determines that anyone working in the forensic field should have accreditation to do so. The implementation of the ISO 1720 being mandatory in England is anticipated to be effective in 2021 therefore the SFRS is working towards adopting the principles of the ISO standard without formally having the accreditation. Should application for the accreditation be required in future, estimated costs would be around £40k over a 3 year period per single site.

7.5 NB raised a query around critical incidents, if there were any trends and what the Service was doing about them to enable the Committee to scrutinise and receive assurance of learning around the areas of outliers or incidents that are unusual. DMcG suggested having a broad summary of relevant items discussed at the Operational Assurance Board (OAB) which considers the learning points and positive actions of the Service that occur at significant incidents. It was recommended that a quarterly overview of themes the OAB are dealing with be submitted to the Committee, highlighting any incidents that were unusual or had significant impact and how it was fed back into national learning.

**ACTION: DMcG**

7.6 NB/DMcG to discuss the specific purpose of this report and define the detail of what it should include.

**ACTION: NB/DMcG**

7.7 JD invited Committee members to attend the Operational Assurance Board to observe the business that was considered and discussed.

**ACTION: BST**

7.8 **The Committee noted the report.**

## 8 SERVICE DELIVERY PERFORMANCE REPORTING

### 8.1 Quarterly Performance Report For Q2 2019-20

8.1.1 MMcA presented the performance report for quarter 2, stating that explanatory text had been included as previously requested by the Committee and asterisk's used to more clearly indicate current quarter figures within the year to date totals. The Performance Management Framework had been included as an appendix for information. The following areas were highlighted:

- Reduction in Accidental Dwelling Fires (ADF) and increase in effecting entry's.
- Call handling increased marginally across the quarter due to the volume of wildfire calls where increased levels of information was usually required to be gained to ascertain the exact locations of the fires.
- Availability for RDS was as expected for the time of year.
- With regards to vehicle claims a Driver Safety Group had been set up and a number of measures put in place to assist with driver safety.

8.1.2 RH noted the short term increase in Unwanted Fire Alarm Signals (UFAS) which was currently in the final year of a 3 year target set by Scottish Government through the Board. A restructure in the Prevention & Protection Directorate had resulted in greater focus being given to UFAS to look at initiatives and best practice locally and how to implement these nationally. A review of UFAS and appliance reduction policies was currently being undertaken to understand the correlation between current demand and policies and

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strengthen the appliance reduction system which would determine how many UFAS incidents have occurred and to report more comprehensively on this. The review was expected to be complete early next year, taking cognisance of targets set and the external influences which impact on UFAS incidents.

- 8.1.3 It was noted that the SDC would maintain an increased level of focus on UFAS continuing with a report from RH at the next meeting formalising these discussions.

**ACTION: RH**

- 8.1.4 **The Committee noted the report.**

**8.2 Performance Improvement Forum (PIF) Update: September 2019**

- 8.2.1 MMcA presented a 6 monthly update on the 4 action plans in place as at September 2019, noting that 65 actions were complete (blue), 12 were on track (green), 4 were behind schedule (amber) and 3 actions would not be completed by the target date (red).

- 8.2.2 It was noted that going forward the action plans would be presented through the Senior Management Team.

- 8.2.3 RH confirmed that a new website platform was being created to store and present prevention and protection guidance and campaign material to stakeholders. This was anticipated to be live within the next 3 months.

- 8.2.4 **The Committee noted the report.**

**8.3 Draft Action Plan: Response to HMFSI Inspection of the Scottish Fire and Rescue Service's Management of its Fleet and Equipment Function**

- 8.3.1 MMcA presented the full action plan for the HMFSI Inspection of the Scottish Fire and Rescue Service's Management of its Fleet and Equipment Function report. It was noted that going forward the language within the action plan would be revised to provide clarity and consistency.

- 8.3.2 IM stated that as work was being undertaken during the inspection period, the 32 recommendations from HMFSI were converted into 38 actions, with 17 completed (blue) and 21 ongoing (green). Within the 21 actions ongoing, 7 related to Tranman which was currently being rolled out and had therefore been implemented and would turn to blue. Another 5 were almost completed, ready to turn blue, leaving 9 actions remaining.

- 8.3.3 IM confirmed that reporting lines within the function had been clarified and roadshows were being held at all workshops to discuss the recommendations. A number of updates were given against the recommendations and it was noted that performance would be tracked through the action plan with comments included to clarify the current position.

- 8.3.4 The Committee asked for further information to be included within the action plan and off table discussions would take place to ascertain what detail should be included with regards to action updates.

**ACTION: MMcA**

- 8.3.5 GF provided an overview of the engagement process undertaken following HMFSI inspections. It was noted that a formal process would be developed in relation to thematic inspections similar to the process in place for local area inspections.

- 8.3.6 RH advised that it had previously been agreed through the Strategic Planning, Performance and Communications Directorate that communication would be sent to HMFSI once an action plan had been completed.

8.3.7 **The Committee noted the report.**

9 **OPERATIONAL LEARNING**

9.1 **Flexi Duty Officer Command Seminar**

9.1.1 JD advised that the seminar was extremely useful and that the underpinning themes were:

- Sharing of learning, knowledge and self-reflection
- Personal and Group Resilience
- Supporting each other
- Improving standards
- Focus on safety

9.1.2 JD provided a detailed overview of the key presentations delivered to the 120 attendees stating that very powerful and personal experiences were reflected during the deliveries. The topics covered were:

- London Bridge / Borough Market Terror Attacks
- Personal Notebook and Contemporaneous Notes
- Scottish Coordination and Advisory Framework (SCAF)
- Balmoral Bar Reflection
- Operation London Bridge

9.1.3 The invaluable learning experience gained from the seminar and the potential to impact on the cultural environment of the Service was noted.

9.1.4 **The Committee noted the report.**

9.2 **Grenfell Tower Fire – Update Report**

9.2.1 RH provided an update on the work undertaken following the Grenfell Tower fire in June 2017, including working with partners through the Ministerial Working Group and various NFCC workstreams to improve practices and processes. It was noted that the Grenfell Inquiry Phase 1 Report was released on 30 October 2019. London Fire Brigade had undertaken its own investigation and review and also released a progress update report, following their preliminary report which was released in April 2019.

9.2.2 The inquiry report contained 46 recommendations, not all specific to the FRS, however, the SFRS would look at all recommendations in their entirety. A working group had been created and an initial position against each recommendation had been captured. Further detailed work would be undertaken and it was anticipated that a first iteration of the action plan would be completed by end 2019/beginning 2020. This would be submitted to the SDC in March 2020 with regular updates to SLT/Board.

**ACTION: RH**

9.2.3 **The Committee noted the report.**

10 **SERVICE DELIVERY RISK REGISTER**

10.1 **Service Delivery Risk Register**

10.1.1 DMcG presented the strategic risk register. It was noted that 3 risks were sitting at Red in terms of risk appetite, regards to impact should that risk occur, however sufficient control measures were in place.

10.1.2 JD noted that the risk highlighted at CR2.4 on the risk register (period to October) had subsequently reduced and was currently sitting at Amber. An update explaining this change would be circulated to Committee members by email.

10.1.3 **The Committee noted the report.**

10.2 **Service Delivery Spotlight Risk - CR1.7 Failure to take all reasonable measures for ensuring an adequate supply of water for firefighting and other emergencies**

10.2.1 JD highlighted that the SFRS had a statutory duty in relation to water hydrants to take all reasonable measures to ensure water supplies were available for its use and also to pay Scottish Water for fixing, maintaining and renewing the hydrants. On inception of the SFRS in 2013 there were 8 separate Service Level Agreements (SLA) in place with Scottish Water. The biggest challenge identified was the lack of water supply pressure which required, on occasion, a request for Scottish Water to boost the water pressure.

10.2.2 The risk to the Service was highlighted as being its ability to test the hydrants and the funding required to undertake that task. The New Road and Street Works Act 1991 prohibited firefighters from undertaking this role as they were not authorised to work on the roads, however, authorisation was subsequently granted to allow firefighters to carry out the testing.

10.2.3 A national SLA was currently being produced to address these issues while testing of all 190,000 hydrants was expected to be complete by 2021. Assurance was given that sufficient hydrants were accessible to ensure firefighters had access to water supplies when required.

10.2.4 Previously Scottish Water had allowed third party access to hydrants which created issues for the Service with regards to breakages and associated costs to remedy the breakages. This area, in relation to the impact on the SFRS budget was being looked at as part of the new SLA. JD provided assurance that this was being progressed at the appropriate level.

10.2.5 The recommendations contained within the Internal Audit Water Planning Arrangements report were highlighted. It was noted that once completed and received the Integrated Governance Committee would determine which Committee oversaw the progress of actions against the recommendations.

10.2.6 **The Committee noted the verbal report.**

## 11 **REPORTS FOR CONSIDERATION**

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

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

- Dumfries and Galloway - started in July 2019, not completed until October 2019 due to competing inspections. The draft report was currently with SFRS for comment before being published in early 2020.
- Edinburgh - initial discussions had taken place with the LSO and a data request had been submitted. Fieldwork was expected to take place in January/February 2020 with the final report published around April 2020.
- RDS Training - after agreeing that this inspection would be put on hold due to the training review SFRS was undertaking, it had since been decided that the HMFSI inspection would now be concluded. The final report would be published and laid before parliament in January 2020.
- Command and Control – this was ongoing with field work almost concluded. The final report and consultation with SFRS would follow with the final report being published in Spring 2020.
- Assessing the Effectiveness of Inspection Activity – initial meeting had taken place between HMFSI and SFRS.

- 11.1.2 A follow up report in relation to EU Exit preparation planning provided assurance of sufficient mitigation and risk rating.
- 11.1.3 The Committee asked if there was any indication of future work for thematic inspections. GF advised that the next work plan was almost ready to consult upon with intended inspections around Health and Safety, Environmental Protection and Equipment.
- 11.1.4 It was noted that discussions between HMFSI and the Chief Officer took place ahead of work plans being developed.
- 11.1.5 **The Committee noted the report.**

## 12 FORWARD PLANNING

### 12.1 Committee Forward Plan

- 12.1.1 The Committee confirmed these as undernoted:

UFAS Update  
Grenfell Tower Fire Update and Action Plan  
Frontline Update – an example of this to be circulated to Committee members with a report to follow at the next meeting.

**ACTION: JD**

- 12.1.2 NB and DMcG would consider appropriate items for populating the forward plan.

**ACTION: BST/NB/DMcG**

### 12.2 Items for Consideration at Future IGC, 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 the actions arising during the meeting which the Committee agreed.

## 14 DATE OF NEXT MEETING

- 14.1 The next meeting is scheduled to take place on Tuesday 12 March 2020 at 1000 hours at 16 Harbour Road, Inverness, IV1 1TB.
- 14.2 There being no further matters to discuss, the public meeting closed at 1300 hours.