



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

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**THURSDAY 20 JUNE 2019 @ 1000 HRS**

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

**PRESENT:**

Nick Barr (Chair) (NB)  
Lesley Bloomer (LBI)

Anne Buchanan (AB)  
Tim Wright (TW)

**IN ATTENDANCE:**

Ross Haggart (RH)  
Kirsty Darwent (KD)  
Stuart Stevens (SS)

Jim McNeill (JMcN)  
Paul Stewart (PS)

Davy Young (DY)  
Bruce Farquharson  
Graeme Fraser (GF)  
Richard Whetton (RW)  
Marion Lang (ML)  
Debbie Haddow (DH)

Assistant Chief Officer, Director of Prevention & Protection  
Chair of SFRS Board  
Deputy Assistant Chief Officer, Strategic Planning and  
Performance  
Deputy Assistant Chief Officer, East Service Delivery Area  
Deputy Assistant Chief Officer (DACO), Head of Training and  
Employee Development  
Area Manager, Response & Resilience  
Area Manager, Local Senior Officer Aberdeen City (Item 9 only)  
Her Majesty's Fire Service Inspectorate  
Head of Corporate Governance  
Corporate Business and Administration Manager  
Board Support Team (BST)/Minutes

**OBSERVERS:**

Iain Harron, Scottish Government  
Sarah Moynihan, St John Ambulance Head of Outcomes

**1 WELCOME**

- 1.1 NB opened the meeting and welcomed those present noting that the meeting would be recorded for minute taking purposes.
- 1.2 NB apologised for the late re-issuing of the papers and noted that discussions had taken place outwith the meeting to minimise chance of any reoccurrence.

**2 APOLOGIES**

- 2.1 Fiona Thorburn, Board Member  
David McGown, Deputy Chief Officer  
Mark McAteer, Director of Strategic Planning, Performance and Communications  
John Dickie, Assistant Chief Officer, Director of Response & Resilience  
Alasdair Cameron, Group Manager, Board Support Manager  
Simon Routh-Jones, Her Majesty's Fire Service Inspectorate

### **3 PRIVATE ITEMS**

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

### **4 DECLARATION OF INTERESTS**

4.1 None given.

### **5 MINUTES OF PREVIOUS MEETING: 14 MARCH 2019**

5.1 The minutes were approved as an accurate record.

5.2 **The minutes of the meeting held on 14 March 2019 were approved as a true record of the meeting.**

### **5.3 Matters Arising**

5.3.1 There were no matters arising.

### **6 ACTION LOG**

6.1 The Committee considered the action log:

**Item 9.1.5 Quarterly Performance Report 2018/19 Quarter 3 (14/03/19)** – Due date to be changed to September 2019. Action to be amended to state that a presentation will be provided (date TBC) on horizon scanning/trend analysis processes within the Service.

6.2 **The Committee agreed and noted the updated action log.**

### **7 SERVICE DELIVERY UPDATE**

7.1 RH presented the new format for the Service Delivery Update report to the Committee and welcomed any feedback/suggestions. The following was highlighted:

- Range of primary legislative and regulatory duties (Appendix A) provided for background information. (Post meeting note: this was circulated to all Board Members for information)
- Current activities in relation to the extended Annual Operating Plan (AOP) (Appendix B).
- Upon finalisation of the Strategic Plan 2019-22, a 3 year programme of work will be developed to support the Plan.
- Ongoing Service Delivery Model Programme looking at 5 interlinked projects impacting on service delivery.
- Annual Service Delivery Performance Report provided to highlight the data reviewed by the Directorate (Appendix C).

7.2 The Committee welcomed the inclusion of the legislative and regulatory requirements and suggested that it may be appropriate for this information to be included in future reports, on an exception basis. This would allow the Committee to be kept aware of any potential breaches in legislative duties. Following a brief discussion, it was agreed that this information would be included, in full, for the next meeting. It was agreed that Appendix A would be circulated to all Board Members for information.

7.3 It was suggested that the Annual Operating Plan Objectives report (Appendix B) included the lead Committee to help provide a focus on service delivery and clarity on where scrutiny was required. It was recommended that the AOP be submitted to the Integrated Governance Committee (IGC) annually to review/identify the lead Committee to help improve governance. SS to take this into consideration during the review of the AOP procedure.

7.4 In relation to the CCMS project, it was noted that the governance of the project was subject to TMPC scrutiny, however beyond delivery of the project the impact to service delivery fell to the SDC. The Committee discussed the requirement for concurrent scrutiny of this project, any risks and mitigating actions, performance monitoring and potential risk spotlighting. It

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was agreed that the service delivery implications of CCMS project roll out would be brought back to the next meeting in a format to be decided and also referred to IGC for discussion.

**ACTION: DMcG/NB**

- 7.5 In relation to UFAS incidents, RH reminded the Committee of the ongoing initiatives helping to reduce the number of incidents, increased number of automatic fire alarm systems being installed and the time/risk based strategy resulting in the reduction in blue light journeys undertaken. RH assured the Committee that the Service were actively working with dutyholders/businesses to continue to reduce these types of incidents.
- 7.6 The Committee acknowledged the informative data captured within Service Delivery Performance Summary.
- 7.7 RH informed the Committee of the current HFSV target setting process and noted that an alternative strategy focussing on high risk premises would be submitted to the Strategic Leadership Team (SLT) for approval in the near future. Similarly, a revised policy on Post Domestic Incident Response (PDIR) would be submitted to the SLT imminently.
- 7.8 The Committee commented favourably on the overall format/contents of the new reporting format, and noted the following:
- AOP actions requiring SDC scrutiny needed to be identified.
  - Achievements and strategic areas of concerns with links to risk register to be reintroduced.
  - Overall the format for the report was more strategic and welcomed however, it was still under development.
- 7.9 It was agreed that NB/DMcG/RH/JD to discuss the format/content of the report with due regard to the Committee's comments.

**ACTION: NB**

- 7.10 The Committee thanked those involved in the production of this newly formatted report.
- 7.11 **The Committee noted the report.**

## **8 SERVICE DELIVERY PERFORMANCE REPORTING**

### **8.1 Quarterly Performance Report 2018/19 – Quarter 4**

- 8.1.1 SS apologised and explained the reasons for the late reissuing of the revised report.
- 8.1.2 SS presented the Quarterly Performance Report 2018/19 Quarter 4 and highlighted the following items:
- Reduction in Accidental Dwelling Fires
  - Reduction in Accidental Non-Domestic Fires
  - Increase in Secondary Fire, Other (grass fires)
  - Increase in Effect Entry/Exit
  - Overall slight reduction in Home Fire Safety Visits, but an increase in At Risk Group Visits
  - Increase in Fire Safety Audits
- 8.1.3 The Committee noted the positive increase in Effecting Entry/Exit and asked whether this was or could impact on resources within the Service. SS stated that this was continually monitored and the Service were working closely with Scottish Ambulance Service/Police Scotland. A general discussion took place on the responsibilities for effecting entry, subsequent impact on emergency services and future implications for providing this service.
- 8.1.4 The Committee commented on the variance in High Risk Audit figures across the Local Senior Officer areas and noted the explanations provided.

8.1.5 The Committee noted the low figures pertaining to RDS availability within Edinburgh City. SS advised that there was only one RDS station in this LSO area therefore the figures were based only on this station and therefore this represented a very small reduction on overall availability in Edinburgh.

8.1.6 **The Committee noted the report.**

8.2 *Performance Improvement Forum (PIF) Update – April 2019*

8.2.1 SS presented the report to the Committee providing an update on the position at April 2019. The report provided the 6 monthly RAG update across 5 action plans, noting that 62 actions have been completed (blue), 19 were on track (green), 2 actions were approaching/behind schedule (amber) and there was one action behind schedule (red).

8.2.2 The Committee asked and were provided with the reason for suspending the Fog Spike trial.

8.3 *Performance Improvement Forum (PIF) – Closure of Action Plan*

8.3.1 The Committee endorsed the closure of the action plan for HMFSI Inspection Report: Planning and Defining Service Resources in the SFRS.

8.4 *Performance Improvement Forum (PIF) – Response to HMFSI National Recommendations Arising from Local Area Inspection Reports*

8.4.1 The Committee noted the creation of the new action plan which captured all the national recommendations arising from HMFSI local area inspection reports.

*(B Farquharson joined the meeting at 1130 hrs)*

8.5 *Performance Improvement Forum (PIF) – Response to HMFSI Inspection Report: SFRS Arrangements for the Provision of Operational Risk Information – Outwith PIF Forward Work Plan*

8.5.1 The Committee were asked to note the action plan developed in response to the HMFSI Inspection Report: SFRS Arrangements for the provision of Operational Risk Information.

9.5.2 In relation to Recommendations 1-3, DY provided a brief update on the current situation and the potential mitigating actions identified.

8.5.3 In relation to Recommendation 15, RW confirmed that the Business Case process did reflect the requirements of the Scottish Public Finance Manual and includes end user feedback and business benefits tracking/analysis. RH reminded the Committee that the Business Case process within the Service was finalised after the HMFSI report being produced.

*The meeting broke at 1135 hrs and restarted at 1145 hrs*

## **9 OPERATIONAL LEARNING**

9.1 *Update on Wildfire Incidents*

9.1.1 BF presented the Committee with an overview on recent wildfire incidents and the strategy and preventative actions in relation to these events. The following key areas were noted:

- Recent incident in Moray (April 2019) covering approx. 80 km<sup>2</sup> and another incident at Thurso (May 2019) covering approx. 90 km<sup>2</sup>. This is already twice the area destroyed by wildfire in the UK last year.
- Common misconception that most wildfires are attributable to moor burning.
- Multi wildfire incidents in the same service delivery area can pose resourcing issues.
- The 2 main seasons of wildfire incidents are April and September/October.
- Prevention can be challenging as weather/climate change was a major factor.
- Accidental and malicious human involvement was also a major factor and educating the general public would help prevent these incidents.
- Wildfire Strategy has been developed with the first draft being submitted to the Director of Response and Resilience. The strategy would develop inhouse policies and

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procedures, etc and seek to secure air assistance and influence Government policy for forestry planning.

- Service currently studying the benefits of using controlled fire to fight wild fires.
- Rigorous schedule of debriefing in place including inhouse, external resilience partnership and non-statutory partnership ie. local landowners, framers, etc. Annual debrief to be undertaken to identify any operational learning.
- Increased media attention.
- Ongoing preventative work through the Wildfire Prevention Forum, currently chaired by the Service.
- Participating in European project lead by the German Space Agency to help develop data management and software exchange tool to manage incidents.
- Partnership working with Pau Costa Foundation who are associated with Catalonia Fire and Rescue Service to draw on their expertise.

9.1.2 The Committee sought assurance on resourcing implications during the recent simultaneous wildfire incidents. BF stated that the Service set up an incident support centre in Dundee to oversee the entire service delivery area and resources/Flexi Duty Officers from across Scotland were relocated as appropriate to ensure strategic cover across the area was maintained. Processes were in place to implement the Recall to Duty policy; however, this was not required on this occasion.

9.2.3 The Committee asked how the Service would ensure that firefighters had the relevant skills to tackle these incidents. BF stated that there was a modular training framework being developed which comprised 4 levels starting at general awareness through to tactical advisor.

9.2.4 The Committee were briefed on the benefit of the tactical deployment of using fire to fight fire, the training implications, the increased risk associated with this practice and the potential to call on the experience of landowners to maintain these skills.

9.2.5 The Committee were informed of the complexities with the provision and use of air support currently available. They were advised of the good working partnership the Service has with windfarm owners, through their good management of land/roads and their support for funding local community preventative work.

9.2.6 The Committee thanked Bruce for this information update on wildfire incidents.

*(B Farquharson left the meeting at 1215 hrs)*

## 10 RISK SPOTLIGHT

10.1 CR1.2 Failure to Effectively Enforce Fire Safety Legislations

10.1.1. RH briefed the Committee on the risk and highlighted the following key areas:

- Potential consequence of this risk including increased risk to firefighters and local communities, increased legal challenges, negative media cover and reputational damage.
- Current control measures include off station structure providing sufficient resources to undertake audit activities. Specialist fire safety enforcement training with peripatetic support.
- All building standards consultation work was now carried out by a centralised team within the Directorate.
- Overall rating of the risk to be reviewed.
- Specific action plan was in place looking to review current capacity to undertake enforcement activity, development of competency framework, robust performance monitoring processes and existing governance arrangements.
- Legislative responsibility to enforce legislative requirements for duty holders for the majority of non-domestic premises.



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- Regulatory functions to promote fire safety, provide advice/guidance on fire prevention/means of escape and enforce fire safety duties.
- Risk based approach based on risk to life, not property protection.
- Compliance with the legislation ultimately lies with the duty holders.
- Fire Safety Enforcement Policy Framework supported by procedures, guidance notes, letters, etc. to ensure consistency in approach.
- National policy is set by the Directorate, however Enforcement Officers are managed by the Local Senior Officers to allow them to control the resources within their area.
- Outline of individual fire safety audit and any subsequent action required. Enforcement Officers will work with duty holders to support and assist them as appropriate.
- Arrangements are in place should the Service need to escalate any potential breaches in legislation to the Procurator Fiscal.
- Overall number of Fire Safety Enforcement Officers were noted, challenges with North Service Delivery Area and the deployment of peripatetic officers.
- Enhanced performance monitoring of audit activities.
- Competency Framework for Fire Safety Enforcement was currently being reviewed by the National Fire Chiefs Council (NFCC).

10.1.2 RH noted that fire safety audits looked at the history of the premises which included any UFAS activities and if appropriate, assistance would be offered to the duty holder.

10.1.3 RH stated that the number of statutory notices issued were low, therefore the Service monitors the management compliance levels for premises that are audited.

10.1.4 RH informed the Committee that legislative responsibility for premises under construction/major renovation lies with the Health and Safety Executive.

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

## 11 REPORTS FOR CONSIDERATION:

11.1 *HMFSI Routine Report*

11.1.1 GF presented the progress report on HMFSI inspections which reported recent activity to the Committee. He noted that the meeting with the Local Senior Officer to discuss the North Lanarkshire Local Area Inspection draft report took place on 19 June 2019, which was earlier than stated with the written report.

11.1.2 The Committee asked for clarification on future planned inspections. GF stated that the published scrutiny plan details areas of audit. He noted that the Command and Control Thematic Inspection has recently commenced and local area inspections for Dumfries & Galloway and Edinburgh City were scheduled. There were no other confirmed thematic inspections identified at this time.

11.1.3 **The Committee noted the report.**

## 12 FORWARD PLANNING

12.1 *Committee Forward Plan Review*

12.1.1 The Committee noted several issues to be considered for the future workshop (20 August 2019) and/or future meetings, these were:

- CCMS
- Succession Planning
- Skills attrition
- UFAS
- Home Fire Safety Visits Strategy
- Fire Severity
- Statutory Legislative Objectives
- InPhase Performance Management

12.1.2 NB and RW to discuss outwith the meeting, consult with the appropriate Directors and populate the Forward Plan/Workshop agenda as necessary.

**ACTION: NB/RW**

12.1.3 It was agreed that the scheduled workshop on 20 August 2019 would be extended to a full day (1000-1530 hrs).

12.2 *Items for Consideration at Future IGC, Board and Strategy Day meetings*

12.2.1 The following items were noted:

- AOP Lead Committee/Scrutiny
- Command and Control Mobilising System (Risk MR1)

### **13 DATE OF NEXT MEETING**

13.1 The next meeting is scheduled to take place on Thursday 19 September 2019 at 1000 hrs at Braidwood Suite, SFRS Headquarters, Westburn Drive, Cambuslang, G72 7NA.

13.2 There being no further matters to discuss, the public meeting closed at 1245 hrs.

### **PRIVATE SESSION**

#### **14 MINUTES OF PREVIOUS PRIVATE MEETING: 14 MARCH 2019**

14.1 The minutes of the private meeting held on 14 March 2019 were approved as a true record of the meeting.