



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**  
Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**THURSDAY 12 MARCH 2020 @ 0930 HRS**

**INVERNESS FIRE STATION, 16 HARBOUR ROAD, INVERNESS, IV1 1TB**

**PRESENT:**

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

Lesley Bloomer (LBI)  
Tim Wright (TW)

**IN ATTENDANCE:**

David McGown (DMcG)	Deputy Chief Officer
Ross Haggart (RH)	Assistant Chief Officer, Director of Prevention & Protection
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
John Dickie (JD)	Assistant Chief Officer, Director of Response & Resilience (Via TC)
Kirsty Darwent (KD)	Chair of SFRS Board
Rab Middlemiss (RM)	Local Senior Officer, Highlands
Iain McLeod (IMcL)	Local Senior Officer, WIOS (Via TC)
Simon Routh-(SRJ)	Majesty's Fire Service Inspectorate (Via TC)
Richard Whetton (RW)	Head of Corporate Governance
Alasdair Cameron (AC)	Group Commander, Board Support Manager
Debbie Haddow (DH)	Board Support Team/Minutes

**OBSERVERS:**

Connie Smith, Scottish Government (Via TC)

**1 WELCOME**

1.1 NB opened the meeting and welcomed those present at Inverness Fire Station and those participating via teleconference.

It was agreed that Item 8a (Operational Assurance Board), Item 8c (Frontline Update) and Item 9b (Spotlight Risk RR14 Plan for National Events) would be brought forward on the agenda.

**2 APOLOGIES**

2.1 Anne Buchanan, Board Member

**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: 10 DECEMBER 2019**

5.1 The minutes of the meeting held on 10 December 2019 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 December 2019) – It was agreed that the RAG status would be changed back to Green.

6.2 The Committee agreed to close off the proposed actions and noted the updated action log.

**8 OPERATIONAL LEARNING**

**8.1 Quarterly Update from OA Board**

8.1.1 TW advised the Committee that he attended an Operational Assurance Board meeting which he found useful and informative, in particular the day to day issues faced by the Service. Committee members were offered the opportunity to TC/VC into future meetings.

8.1.2 JD informed the Committee of operational discretion declared at a recent incident at Kincardine Bridge and the subsequent work undertaken to review and implement new Standard Operating Procedure. Committee agreed to include this on the Forward Plan under Operational Learning – Water Rescue Operational Discretion.

8.1.3 JD advised that good progress was being made in relations to Health and Safety Action Plans and Operational Assurance Significant Action Plans, noting the anticipated position at the end of the year and the opinion of the Health and Safety Executive.

8.1.4 It was noted that future updates will be bi-annually.

8.1.5 JD noted that the dedicated OA system has been delayed due to ICT capacity and provided assurance that this did not impact on the team progressing work.

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

**8.3 Frontline Update**

8.3.1 JD noted that links to the frontline updates were sent to the Committee and asked whether there were any comments/suggestion on the content.

8.3.2 The Chair commented that the wide-ranging updates provided assurance that learning was taking place following incidents. The Committee made no further comment on the content and thanked JD for providing the links to the updates which they found informative.

8.3.3 **The Committee noted the report.**

**9 SERVICE DELIVERY RISK REGISTER**

**9.2 Service Delivery Spotlight Risk – RR14 Plan for National Events (COP 26)**

9.2.1 JD informed the Committee of the Conference of Parties (COP 26) event scheduled to be held in Glasgow between 9-20 November 2020 and highlighted the following key areas:

- Strategic Lead – Area Commander Jim Quinn
- Very limited information available in relation to this UK government event.
- Operational resources required were unknown at this time.
- Impact of escalating COVID-19 situation was uncertain.
- Potential high risk of concurrent events such as COVID-19, severe weather, etc.

- State central funding unagreed but anticipated full recovery expected.
- Paper to be presented to the Strategic Leadership Team requesting the creation of a nominal virtual budget to allow regular reporting of financial information.
- Contact has been made with Paris Fire Brigade (host city of the 2015 event) and a response was anticipated by the end of March 2020
- Further COBRA meeting scheduled (12 March 2020).
- Potential significant impact on business as usual (BaU), however, consideration was being given to minimise impact on BaU.

9.2.2 DMcG confirmed that the Service would continue to focus on ensuring BaU, which is effectively the AOP, is delivered should COP 26 take place. However, the impact of COVID-19 was still unknown and this may also adversely impact the delivery of the Annual Operating Plan objectives.

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

*(JD left the meeting at 1000 hrs)*

## **7 SERVICE DELIVERY PERFORMANCE REPORTING**

### **7.1 Quarterly Performance Report For Q3 2019-20**

7.1.1 MMcA presented the performance report for quarter 3, highlighted with following key areas:

- Decrease in Accidental Dwelling Fires.
- Entry/Exit incidents continues to increase.
- Accidental Dwelling Fires High Severity rating Amber but no particular issue has been identified.
- RDS Availability down on 3 year average.
- Increase in Secondary Fire, Refuse within Q3 primarily due to weather conditions during this period.

7.1.2 The Committee asked whether the reduction in incidents recorded in ILO1 could be considered a downward trend. DMcG noted that this is part of a long term trend, however as these were small numbers any increase could impact significantly.

7.1.3 The Committee commented on Home Fire Safety Visit figures and the difference between the 3 Service Delivery Areas. The different referral pathways and classification of At Risk Groups, both deprived areas and rurality, were noted. RH noted that the Service were looking at different referral pathways, different methods of engagement/providing advice and targeting visits based on risk.

7.1.4 **The Committee noted the report.**

### **7.2 Performance Improvement Forum (PIF) Update: January 2020**

7.2.1 MMcA informed the Committee that a paper has been submitted to the Strategic Leadership Team seeking approval to dissolve the PIF and for reports in future to be taken to the Senior Management Team (SMT) for direct Heads of Function scrutiny of action plans/impact of recommendations. The proposed move to monthly reporting through InPhase would strengthen the process and provide a greater insight of impact of recommendations.

7.2.2 The Committee welcomed this change and requested the Board have sight of the final proposals. MMcA to update the Committee (via email) when the PIF review proposal would be discussed.

**ACTION: MMcA**

7.2.3 MMcA presented a 6 monthly update on the 4 action plans in place as at January 2020, noting that 105 actions were complete (blue), 16 were on track (green), 2 were behind schedule (amber) and one action would not be completed by the target date (red).

7.2.4 An update was provided in relation to the red action noting that further meetings had been arranged to discuss the RDS Terms and Conditions.

7.2.5 **The Committee noted the report.**

**7.3 Performance Improvement Plan (PIF) Closure of Action Plans: HMFSI An Overview of the Scottish Fire and Rescue Service**

7.3.1 MMcA presented the Committee with the update on the HMFSI An Overview of the Scottish Fire and Rescue Service report and noted that it was closed at the recent Corporate Assurance Board meeting (24 February 2020).

7.3.2 The Committee requested the additional of a timeline to be added to future reports indicating initial report date.

7.3.3

**The Committee noted the report.**

**7.4 Local Senior Officer Update – Rab Middlemiss**

7.4.1 Rab Middlemiss, Local Senior Officer Highlands gave a presentation on the key issues, risks and update on UFAS within the Highland area. The following key areas were noted:

- Outline of geography, demographics, investment, challenges and successes of delivering services in the Highland area, covering:
  - Wildfire responses.
  - UFAS – being championed through various initiatives and insight given from another FRS in terms of reduced PDA and subsequent impact.

7.4.2 The Committee gained significant insight from the briefing and noted the work undertaken within the Highland area.

*(The meeting broke at 1110 hrs and reconvened at 1120 hrs)*

**8 OPERATIONAL LEARNING**

**8.2 Grenfell Tower Fire – Update Report**

8.2.1 RH 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:

- Grenfell Inquiry Phase 1 Report and London Fire Brigade Investigation Report published with 46 recommendations and 13 recommendations respectively.
- All recommendations will be considered and a Rolling Action Log has been developed.
- Tactical level Grenfell Inquiry Fire Safety Working Group convened.
- Proposed to update SFRS Board during the standing Committee update.

8.2.2 In relation to GT18, RH advised the Committee of the work being undertaken to develop policies for managing a transition from “stay put” to “get out” for certain premises. He noted that Building Standards for new build high rise domestic building has been updated and will require systems (for fire and rescue services use) to be installed to assist with evacuations.

8.2.3 In relation to GT05/GT06, RH explained the quarterly inspections schedules for high risk premises and the purpose of MSF Information Plates to assist firefighting purposes and the recommendations to ensure all high rise premises install these plates.

8.2.4 RH outlined the principles within which Service operate, the legislative position for high rise premises, duty-holders responsibilities including maintenance of firefighting facilities and the Service's enforcement powers. He commented on the Scottish Government's focus to achieve appropriate outcomes through either or a combination of non-statutory guidance and/or legislation changes.

8.2.5 **The Committee noted the report.**

## **9 SERVICE DELIVERY RISK REGISTER**

### **9.1 Service Delivery Risk Register**

9.1.1 DMcG presented the strategic risk register and noted that there were no adverse movement to any of the risk since the previous meeting. He highlighted that risks SR2.6 (Sufficiency of staff with appropriate skill sets) and SR3.3 (Sufficiency to trained personnel to crew operations control) would be covered under the next agenda item and would now be reviewed due to the escalating situation with COVID-19.

9.1.2 **The Committee noted the report.**

### **9.3 COVID-19 – Update on Preparations**

9.3.1 DMcG updated the Committee with the following key information:

- Strategic Leadership Team were currently meeting weekly and Senior Management Team were meeting twice weekly.
- Ad Hoc SLT meeting arranged for 13 March to discuss potential control measures implemented by UK and Scottish government to move from contain to delay phase.
- Common recognised information picture relayed at start of every meeting and a series of actions which are morphed into information and guidance document circulated by communications.
- Decision made to split actions into 2 main areas: Actions to support movement into delay phase and how to continue delivering our services and statutory responsibilities.
- Main areas of review over the last 7-10 days is how to protect mobilising and response arrangements, isolate control rooms/personnel, supply of consumables assets, ICT provision for home working, focus on expectation of staff in regard to managerial and social distancing whilst continuing to maintain services.
- Plans for desktop review of Business Continuity Plan by HMFSI.

9.3.2 KD acknowledged the rapidly changing situation, the wider context of operational decision making has been set and the Board's role was to receive information around any decisions being made. KD stated that she would ensure that all relevant information from Scottish Government and SLT would be circulated as and when appropriate and both asked/thanked Board Members for their patience at this time.

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

## **10 KEY PRIORITIES AND PLANS FOR REDUCING UFAS DEMAND**

10.1 RH presented a report to the Committee providing an overview of the Prevention and Protection Directorate's key priorities and plan for reducing Unwanted Fire Alarm Signal (UFAS) demand. The following key areas were noted:

- Acknowledgement of hard work and good practice at local and Directorate level.
- Reduction of Pre-Determined Attendance(PDA) – approximately 4,000 premises operating with reduced attendance/blue light journeys to UFAS incidents.
- "Be Aware" campaign launched yesterday.
- Group Commander Roy Dunsire dedicated and leading on UFAS with a view to mainstreaming good practice and to review current policy. Draft report has been produced and contains 20 recommendations.
- Structured project management principles introduced to support UFAS work as well as a cross Directorate UFAS Review Working Group convened.

- Live UFAS iHub portal created.
- Challenges in capturing detailed data on the current recording/mobilising systems. Potential to integrate new CCMS going forward.

10.2

RH informed the Committee that the updated Performance Management Framework includes 2 performance measures for UFAS. There were the number of UFAS incidents and the number of attendances with applied reduction of PDA (collated locally). The new CCMS will help to accurately capture data for both performance measures.

10.3

**The Committee noted the report.**

## **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:

- Dumfries and Galloway inspection has been completed and published (21 February 2020).
- Edinburgh City inspection undertaken, draft report out for consultation with the final report published circa April 2020.
- Future Local Area Inspection planned for Argyll and Bute, Fife and potentially Angus.
- RDS Training – Points were raised subsequent to consultation period, however the final report has already been published and will be laid before Parliament in March 2020.
- Command and Control – Discussions ongoing in relation to high risk premises. Final report to be drafted and published circa May 2020.
- Light reviews of COVID-19, “No Deal” Brexit preparedness and COP 26 business continuity.
- New appointments into the HMFSI.
- Assessing the Effectiveness of Inspection Activity – To examine whether interdependencies in relation to report recommendations were addressed.

11.1.2 **The Committee noted the report.**

## **12 REVIEW OF COMMITTEE TERMS OF REFERENCE**

12.1 AC presented a report to the Committee summarising the key amendments to the revised Terms of Reference

12.2 AC presented the revised Committee Terms of Reference, noting the amendments were made to the following sections: Introduction and Responsibilities. It was noted that further amendments would be required due to the revised Strategic Leadership Team structure.

12.3 **The Committee recommended the review Terms of Reference, pending further amendment, for approval to the Board.**

## **13 FORWARD PLANNING**

### **13.1 Committee Forward Plan**

13.1.1 The Committee confirmed these as undernoted:

- Quarterly OA Board Update to be amended to bi-annually.
- Operational Learning – Water Rescue Operation Discretion

13.1.2 Consideration to be given to spotlight performance similar to risk spotlight at future meetings.

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

13.2.1 There were no items for consideration.

**14 REVIEW OF ACTIONS**

14.1 AC confirmed the action arising during the meeting which the Committee agreed.

**15 DATE OF NEXT MEETING**

15.1 The next meeting is scheduled to take place on Thursday 11 June 2020 at 1000 hours at Dunfermline Fire Station.

15.2 The Committee expressed their thanks and best wishes to the DCO McGown on his pending retirement from the Service.

15.3 There being no further matters to discuss, the public meeting closed at 1210 hours.