



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

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**TUESDAY 30 MAY 2023 @ 1000 HRS**

**EXECUTIVE MEETING ROOM, MCDONALD ROAD FIRE STATION,  
93 MCDONALD ROAD, EDINBURGH EH7 4NS / CONFERENCE FACILITIES**

**PRESENT:**

Nick Barr, Chair (NB)  
Paul Stollard (PS)

Tim Wright, Deputy Chair (TW)  
Angiolina Foster (AF)

**IN ATTENDANCE:**

Stuart Stevens (SS)	Deputy Chief Officer
David Farries (DF)	Assistant Chief Officer, Director of Service Delivery
David Lockhart (DL)	Assistant Chief Officer, Director of Service Development
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager
David Dourley (DD)	Area Commander, Prevention and Protection (Item 8.2 only)
Iain Macleod (IMac)	Area Commander, Prevention and Protection (Item 9 only)
Kirsty Darwent (KD)	Chair of the Board
Graeme Fraser (GF)	HMFSI
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support Team/Minutes

**OBSERVERS**

None

**1 WELCOME**

- 1.1 The Chair opened the meeting and welcomed those present and participating via MS Teams.
- 1.2 Those participating via MS Teams were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question. This meeting would be recorded for minute taking purposes only.

**2 APOLOGIES**

- 2.1 Lesley Bloomer, Board Member  
Robert Scott, HMFSI

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

- 3.1 The Committee agreed that the *Operational Response Times*, *Operating Learning: Manchester Arena Inquiry*, and *Operations Control Existing System Resilience* would be taken in private due to confidential nature of the issues (Standing Order 9G).

#### **4 DECLARATION OF INTERESTS**

4.1 In regard to Agenda Item 7, Service Delivery Update, Angiolina Foster advised the Committee that she was a Voluntary Trustee on the Playlist for Life Dementia Charity and that this had already been declared on her Register of Interests.

4.2 There were no other declarations of conflict of interests made.

#### **5 MINUTES OF PREVIOUS MEETING: 28 FEBRUARY 2023**

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

##### **Matters Arising**

5.2.1 There were no matters arising.

5.3 **The minutes of the meeting held on 28 February 2023 were approved as a true record of the meeting.**

#### **6 ACTION LOG**

6.1 The Committee considered the action log and noted the updates.

Action 8.1.5 - Quarterly Performance Report for Q3 2022-23 (28/02/2023): NB advised the Committee that the workshop originally scheduled for 5 June 2023 would now be postponed until later in the year due to ongoing work by the Data Team and potential different approach of the future new Committee Chair.

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

#### **7 SERVICE DELIVERY UPDATE**

7.1 SS offered his congratulations to DL and DF on their substantive appointments to Director of Service Development and Director of Service Delivery, respectively. The Committee also extended their congratulations to SS on his successful substantive appointment to Deputy Chief Officer.

7.2 SS presented the update report detailing relevant matters from a Scottish Fire and Rescue Service (SFRS) service delivery perspective, which comprises Service Delivery and Training, Safety and Assurance Directorates, for the period 28 February 2023 to 12 May 2023, albeit some actions may precede and extend beyond these dates. The following key points were highlighted:

- Operational Strategy: Implementation of the High Reach Appliance Strategy.
- Youth Volunteer Scheme: Total of 14 units were now operational noting the positive contributions and support being offered to individuals. Thanks and congratulations were extended to all the teams involved.
- Museum of Fire: Anticipated to open in June 2023. Thanks and congratulations were extended to all the teams involved.
- Safeguarding: Significant work undertaken to review and update relevant policies and/or training packages for Adult and Child Protection, Hoarding, Domestic Abuse, Human Trafficking and guidance to support Older People (Dementia).
- Attendance at award ceremonies on the Western Isles to recognise and thank employees for their efforts and contributions to their local communities.
- Operational Incident Imperial Docks, Leith: Unusual and complex multi-agency incident. This would be subject to normal operational learning processes.

7.3 The Committee supported and commented on the good partnership work with HMP Barlinnie for investing both time and support to individuals to potentially help in their rehabilitation. DF reminded the Committee of the similar partnership work at Young Offenders Institution HMP Polmont and the learning gathered from this work.

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- 7.4 In regard to the Unwanted Fire Alarm Signals (UFAS) training, the Committee were advised that the training package had been well received by Operations Control personnel. DF further noted that the Operational Supervisory Managers training package had also gone live and was similarly being received well.
- 7.5 The Committee noted that the Service were still receiving a number of requests for exemptions to the new UFAS response. DF reminded the Committee of the lengthy consultation and engagement process undertaken. DF stated that the Service would continue to respond to all concerns raised, however there would be no further deviation from the current position.
- 7.6 The Committee acknowledged the efforts of all those involved in raising funds for Motor Neurone Disease (MND) as part of Doddie Aid.
- 7.7 The Committee commented on the protracted timescales involved with the incidents at New County Hotel, Glasgow School of Art (GSA) and Cameron House and sought advice on this aspect. SS noted that the New County Hotel incident was still subject to Police Scotland inquiry. DF confirmed that a full review of the audit process was immediately carried out to identify and implement any lessons learned. SS further noted that the Cameron House recommendation on a process issue had been addressed and that although no recommendations were made in regards to GSA, the Service had taken advice and enhancements to processes had been made.
- 7.8 In regard to the level of assurance, the Committee offered a view that this information/discussion report did not require a level of assurance to be provided. It was suggested that consideration be given to including the option for “*Not Applicable*” to be applied.
- 7.9 **The Committee scrutinised the report.**

## 8 SERVICE DELIVERY PERFORMANCE REPORTING

### 8.1 Quarterly Performance Report for Q4 2022-23

8.1.1 DF introduced CF who presented the performance report for Quarter 4 and highlighted the following key areas:

- Overall number of incidents attended during this quarter (21,166) and annually to date (99,479) recording the highest operational demand since 2010-11. An increase of 4,000 incidents in comparison to last year's figures and this was attributable to false alarms and non-fire related incidents.
- Overall incident numbers had reduced in comparison to Q3 but were on par with the previous Q4 figures. Both headcount and total time spent (incident duration) at these incidents had reduced by 20%.
- 3-year average targets achieved for reducing non-domestic fires and low/medium severity fires.
- Seven targets were not achieved, these included UFAS, Home Fire Safety Visits (HFSV), deliberate primary fires, refuse fires and vehicles.
- Both HFSV and high risk HFSV targets were not achieved this quarter. Key factors affecting performance had been identified, such as low staffing levels, reduction in partner referrals, etc.
- Total of 42 fire fatalities recorded during the reporting year noting the breakdown of gender profile, age groups and social factors.
- Reduction in accidental dwelling fires across all 3 severity categories, however only low and medium severity achieved their targets.
- Availability levels for Wholetime (93%) and On Call (73%).
- Effect Entry incidents reporting increased activity in rural areas and increased travel time to these incidents.

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- 8.1.2 With regards to fires/fire fatalities in domestic dwellings, the Committee requested further analysis on these incidents. SS advised the Committee that an annual fatal fire (including major casualties) analysis report was compiled by Fire Investigation and presented to the Strategic Leadership Team circa October 2022. SS agreed to bring this report to a future Committee meeting (to be captured on Forward Plan).

**ACTION: BST**

*(D Dourley joined the meeting at 1030 hrs)*

- 8.1.3 The Committee welcomed the inclusion of historical reporting to enable comparisons to be made.
- 8.1.4 With regards to HFSV (high risk), the Committee noted that this target had been missed by 15.6% and the misalignment within the narrative that overall visits are down due to the focus on high risk. The Committee also commented on the statement “competing priorities at station level”, this was considered to be too vague and further specific details/narrative should be provided in future reports.
- 8.1.5 Further discussions on HFSV would be held under Agenda Item 9.
- 8.1.6 The Committee thanked CF for the informative report, noting the improvements in the format and the continued development of same.
- 8.1.7 The Committee members briefly discussed the level of assurance (Limited) provided on the report. The Committee commented on the 2 different elements of assurance, one being the achievement of performance measures and the other being the capturing of data to support the performance measure.
- 8.1.8 **The Committee scrutinised the report.**

## **8.2 Action Plan and Closing Reports Updates**

- 8.2.1 RW presented the report to the Committee providing an update on the following audits and inspection action plans:
- 8.2.2 Arrangements for Firefighting in High Rise Buildings Action Plan  
Total of 8 actions with all actions being progressed. Overall RAG rating was Amber (due to initial delay) and was noted as 30% complete.
- 8.2.3 The Committee formally endorsed the Service’s approach to this audit and were reassured on the Service’s response to these types of incidents being reasonable albeit that some improvements could be made.
- 8.2.4 The Committee commented on the timescale (due date) for the action plan and noted the preference for this timescale to be reduced given the procedural nature of the proposed changes. However, the Committee acknowledged the need for engagement and consultation to be undertaken. The Committee were reminded of the considerable change ongoing within the Service, capacity issues with responsible individuals/teams and the fact that the working group had considered and deemed the identified timescales were appropriate.
- 8.2.5 With regard to recommendation 4 ‘Premises Information Boxes (PIB)’, the issues with the provision and management of PIBs was outlined. DD noted that a guidance note on the use of PIB would be developed for Housing Associations. DD confirmed that quarterly visits would continue to be carried out and any issues with firefighting facilities would be captured.

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- 8.2.6 With regard to recommendation 2 'External Indicator Panels', the Committee asked that due regard is given to this recommendation and encouraged that the action is closed timeously.
- 8.2.7 The Committee were provided with an explanation on reasoning for the Service's definition of a high rise differing from the legislation.
- 8.2.8 With regard to recommendation 3, the Committee asked for consideration to be given to review language and offered a suggested amendment of "*to ensure the implementation of the standardisation across Scotland*" in place of "*appropriate steps to standardise across Scotland*".
- 8.2.9 With regard to recommendation 5, the Committee asked for consideration to be given to review the wording within the position statement to provide greater clarity.
- 8.2.10 SS thanked HMFSI for their approach to this review and for highlighting existing good practices. The report also recognised the significant work undertaken since 2017, improvements in training, operational procedures, prevention activities, etc.
- 8.2.11 Fire Safety and Enforcement Action Plan  
The Committee were asked to note the closing statement and accepted formal closure of the action plan.
- 8.2.12 SMARTEU Reset and Renew Covid-19 Debrief  
The Committee were asked to note the closing statement and accepted formal closure of the action plan.
- 8.2.13 Planning and Preparedness for Covid-19 Update Action Plan  
Total of 15 actions all of which were complete. The closing report would be presented at the next meeting.
- 8.2.14 The Committee welcomed the closure of these action plans, commented on the improved position and revised approach to addressing inspection recommendations/actions plan.
- 8.2.15 **The Committee scrutinised the report.**

*(D Dourley left the meeting at 1105 hrs)*

### **8.3 UFAS PREPARING FOR IMPLEMENTATION WORK GROUP – WORK PLAN UPDATE**

- 8.3.1 DF presented a report to the Committee to provide an update on the progress against the work plan in preparation for the implementation of the new Automatic Fire Alarms (AFA) response model. The following key points were highlighted:
- UFAS Implementation Group established and chaired by DACO Macleod.
  - Both Operations Control training and operational response training was underway and progressing well.
  - Activities related to internal and external communications notably social media, infographics, frequently asked questions, etc.
  - Policy revision across a range of documents to update all reference to UFAS.
  - Technology and recording systems noting the challenges in extracting information.
  - Temporary Incident Support Room to be established for a period to support OC personnel during the transition period following the 'go live' date.
- 8.3.2 IMac informed the Committee that the LCMS package, which provides comprehensive and concise information, was launched yesterday.

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- 8.3.3 The Committee asked whether Memorandum of Understandings (MOUs) were still being considered with Alarm Receiving Centres (ARCs). IMac informed the Committee that the Service had engaged with ARCs however, no MOUs had yet been put in place. The Committee suggested that consideration should be given to draft an outline MOU in preparation. IMac noted the suggestion and would discuss this at the working group.
- 8.3.4 Looking forward, the Committee requested whether it was the intention to provide information on predictions and how (saved) resources were being utilised. DF reminded the Committee that numerous factors need to be considered, however, from the outset the benefits were predicted to involve training activities, HFSV, reduced bluelight journeys, etc. DF noted that benefits would be visible within performance management but was unsure how this could specifically align a reduction in operational activity to performance. DL noted that from a Service Delivery Model Programme (SDMP) perspective, the modelling would be revised in line with the predicted reduction in demand and this would factor in future medium/long term operational considerations.
- 8.3.5 The Committee asked for consideration to be given to provide a future update report on the 'before and after' situation in relation to UFAS response, whether predictions were accurate and any further longer term revisions were being considered.
- 8.3.6 The Committee were given assurance that the Service were engaged with various National Fire Chiefs Council working groups to share data/learning.
- 8.3.7 **The Committee scrutinised the report and supported the progress being made.**

*(The meeting broke at 1122 hrs and reconvened at 1130 hrs)*

## 9 FUTURE OF HOME FIRE SAFETY VISITS

- 9.1 DF, supported by IMac, presented a report to the Committee to provide an update on Home Fire Safety Visits (HFSVs), including current performance and consideration for future delivery. The following key points were highlighted:
- Reminder of current position including limitations with CSET system, universal service, Safe and Well project.
  - Adoption of Safe and Well principles.
  - Research and development activities including review of existing policies, review of other FRS provision, review of data from fatal fire analysis to identify common factors/causes.
  - Key components of revised Safe and Well visits including revised policies, training materials, partners resources, bespoke ICT system and in-house call handling process.
  - Key criteria for new visits which included being aged 65+, evidence of hoarding, signs of burns/scorch marks in household, use of medical oxygen/products, impairments and/or substance dependency.
  - Improved visit content including standardised visit/support with recording and reporting, triggers for onward referrals, etc.
  - Improvements in referrals and partnership working.
  - Features of the new system (currently under development) include secure environment, data protection compliance, more accessibility, automated processes and enable bespoke fire safety plans to be created.
  - Future delivery of replacement ICT system, qualitative performance indicators, modernise visit criteria and improve processes, continue to meet statutory duties, evolved HFSV would incorporate risk and benefits for SFRS, partners and householders.
  - Outline of governance arrangements and aspirational implementation date.
- 9.2 The Committee noted and welcomed the concept of a data sharing platform which allowed other public sector partners the opportunity to share information.

- 9.3 DF clarified that the new target (50,000) was for the current year and was the figure contained within the Performance Management Framework. DF briefly outlined the reasons for setting this target noting that this drives activity and would be managed locally with the potential for review during the year. The Committee noted that the PMF presented recently to the Board did not contain the new target figure. IMac reminded the Committee of the importance of setting targets to drive activity and noted the emphasis would be to identify the most vulnerable households. RW referenced the PMF and reminded the Committee of the targets within.
- 9.4 IMac briefly outlined what a bespoke fire safety plan would contain and how it would be generated.
- 9.5 The Committee commented on the reduction in partnership referrals despite social issues and community needs increasing. DF acknowledged this situation and informed the Committee that partner organisations were struggling and retrenching to some degree, in some areas. DF noted the Service were aware and would continue to monitor and work closely with partners.
- 9.6 The Committee welcomed and supported the direction of travel and aspirations as outlined within the report.
- 9.7 The Committee noted their aspirations for outcome related targets in the future and the importance of developing this area of work.

9.8 **The Committee noted the report.**

*(I Macleod left the meeting at 1205 hrs)*

10 **ANNUAL REPORT OF THE CLINICAL GOVERNANCE TECHNICAL WORKING GROUP**

- 10.1 AW presented a report to the Committee with high level overview of the Operational Clinical Governance Technical Working Group (CGTWG) during 2022/23, provided assurances around the CGTWG membership and meetings conducted over this period, highlighting the progress made towards delivery of the Operational Clinical Governance Framework and related Action Plan. It was noted that the work demonstrated alignment to the seven pillars of clinical governance, along with providing an overview of the key successes / achievements over this period. The following key points were highlighted:
- Progress on MoU with Scottish Ambulance Service (SAS).
  - Service Level Agreement was in final stages of consultation and agreement.
  - Comprehensive review of training with the assistance of the embedded SAS officers.
  - Future activities would include procurement of equipment, development of indicators and Technical Working Group would be chaired by the SFRS Operations Function.
- 10.2 The Committee commented on the progress and work undertaken over the last 2 years. The Committee welcomed the first annual report and offered a view on future improvements such as inclusion of data analysis, outcomes achieved etc. The Committee asked the Service to consider bringing all clinical governance together and identify where this would sit within the organisation.
- 10.3 In regards to casualty care training, the Committee noted the next steps included an options appraisal for potential delivery by SAS or a 3<sup>rd</sup> party provider and cautioned against the use of a 3<sup>rd</sup> party. AW advised the Committee that consideration in using a 3<sup>rd</sup> party provider was in direct correlation to a recent Internal Audit report.
- 10.4 **The Committee scrutinised the report.**

**11 COMMITTEE ASSURANCE STATEMENT 2022/23**

11.1 NB presented the report which outlined evidence of how the Committee support the effective functioning of the Board for approval. NB noted his preference to retain the purpose of the report as a value-added statement as this reflected the work of the Committee during the previous year. As this was the first meeting of assurance levels being offered within the report templates, no overall assurance had yet been taken.

11.2 SS noted the comments.

11.3 **The Committee approved the report.**

**12 SERVICE DELIVERY RISK REGISTER**

**12.1 Committee Aligned Directorate Risks**

12.1.1 SS presented a report to the Committee containing the identified Directorate risks and controls, as at Q3, pertinent to the business of the Committee. The following key points were highlighted:

- Ongoing overall review of risk register.
- Service Delivery Directorate risks continue to be dynamically reviewed and updated.
- SD014 Industrial Action (IA) noted an increase in risk rating, however this specifically relates to IA in relation to the recent pay award which has been accepted. This has now been superseded.

12.1.2 The Committee queried whether there was a need for a specific risk relating to the temporary removal of appliances. SS advised the Committee that the Strategic Leadership Team (SLT) had a workshop scheduled to review all strategic risks in the coming weeks and would raise this issue during the workshop.

12.1.3 AW informed the Board that the Training, Safety and Assurance Directorate were trialling a new process of monthly updates to reduce the lag in updating information. RW noted that an interactive dashboard was being developed and a workshop was scheduled to review Board Member access, levels of detail, etc.

12.1.4 **The Committee scrutinised the report.**

**13 UPDATE FROM HM FIRE SERVICE INSPECTORATE**

13.1 GF presented a report to the Committee to provide an update on HMFSI inspection and reporting activity. The following key points were highlighted:

- First Service Delivery Area (East) report was still being finalised.
- Contingency Planning Arrangements inspection had concluded, finding that appropriate steps had been taken to explore alternative options, albeit with reduced level of service being available. Published in May 2023.
- Command and Control Mobilising System (CCMS) inspection had concluded finding the current systems were at end of life, procedures were in place to support continuity of service, and the priority for a replacement system. Published in April 2023.
- Both the Climate Change and Mental Health and Wellbeing Provision inspections were temporarily suspended and had since resumed.
- Independent inspection of Northern Ireland FRS had been concluded.
- Recent appointment of David Young to the position of Assistant Inspector.

13.2 **The Committee noted the report.**

**14 FORWARD PLANNING**

**14.1 Committee Forward Plan**

14.1.1 The Committee noted the forward plan and the addition of the following items:

- Fatal fire analysis report (November 2023).



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- 14.2 **Items for Consideration at Future Integrated Governance Forum, Board and Strategy/Information and Development Day Meetings**  
14.2.1 There were no items noted.

**15 REVIEW OF ACTIONS**

- 15.1 KM confirmed that there was one formal action recorded during the meeting.

**16 DATE OF NEXT MEETING**

- 16.1 The next meeting is scheduled to take place on Thursday 24 August 2023.
- 16.2 On behalf of the Executive, SS extended this personal thanks to NB for his contribution and support during his tenure as Chair of this Committee and wished him well in his pending retirement.
- 16.3 There being no further matters to discuss, the public meeting closed at 1225 hours.

**PRIVATE SESSION**

**17 MINUTES OF PREVIOUS PRIVATE MEETING: 28 FEBRUARY 2023**

- 17.1 The minutes were agreed as an accurate record of the private meeting.

**18 OPERATIONAL RESPONSE TIMES**

- 18.1 DF presented a report to the Committee providing an overview of the influencing factors, and the sources of data gathered, in relation to incident response times.
- 18.2 **The Committee noted the report.**

**19 OPERATIONAL LEARNING: MANCHESTER ARENA INQUIRY**

- 19.1 DF provided a verbal update on the Service's response to the Manchester Arena Inquiry.
- 19.2 **The Committee noted the verbal update.**

**20 OPERATIONAL CONTROL: EXISTING SYSTEMS RESILIENCE**

- 20.1 DF presented a report to the Committee providing an update on the current state of Operations Control (OC) legacy systems
- 20.2 **The Committee noted the report.**

Ahead of his upcoming retirement, NB thanked all those involved in the Committee, past and present, for their input and support during his tenure.

There being no further matters to discuss, the private meeting closed at 1315 hours.