



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

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**THURSDAY 24 AUGUST 2023 @ 1000 HRS**

**MEETING ROOM 2, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,  
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / CONFERENCE FACILITIES**

**PRESENT:**

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

Paul Stollard, Deputy Chair (PS)

**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
Kirsty Darwent (KD)	Chair of the Board
Robert Scott (RS)	HMFSI
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support Team/Minutes

**OBSERVERS**

Liz Barnes, Interim Deputy Chief Officer – Corporate Services  
Iona Milne, Business Support Executive  
John McKenzie, FBU

**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 None

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

- 3.1 The Committee agreed that the *Operations Control: Existing Systems Resilience* would be taken in private due to confidential nature of the issues (Standing Order 9G).

**4 DECLARATION OF INTERESTS**

- 4.1 There were no declarations of conflict of interests made.

**5 MINUTES OF PREVIOUS MEETING: 30 MAY 2023**

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

**5.2 Matters Arising**

5.2.1 There were no matters arising.

5.3 **The minutes of the meeting held on 30 May 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 February 2023): It was noted that this action should be closed as the workshop would be postponed until 2024. A reminder note had been added to the Forward Plan.

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

**7 SERVICE DELIVERY UPDATE**

7.1 SS presented the update report detailing relevant matters from a Scottish Fire and Rescue Service (SFRS) service delivery perspective, which comprises Service Delivery, Service Development and Training, Safety and Assurance Directorates, for the quarter, albeit some issues may precede and extend beyond this period. The following key points were highlighted:

- Operational Strategy: Roll out of smoke hoods and evacuation processes from high rise. Positive feedback received on the use of smoke hoods at operational incidents.
- Progressing with High Reach Appliance Strategy and significant work undertaken in relation to foam strategy.
- Strategic Service Review Programme (SSRP): Significant media, comms and political engagement. Evaluation of and lessons identified from the process would be carried out. Thanks were extended to DF and others involved.
- Museum of Scottish Fire Heritage opened on 29 June 2023 with approx. 100 visitors per day. Thanks extended to all those involved.
- Joint working with Scottish Ambulance Service (SAS) relating to national referral pathways.
- Continuing successful delivery of Youth Volunteer Scheme (YVS) project.
- Water Safety Project secondment extended to 2 officers and a national event in the Helix Park Falkirk on 25 July 2023 highlighted the positive work being carried out.
- Development of a long-term Training Strategy/Vision focusing on culture, training, leadership and locally delivered national training.
- Ongoing restructure of local senior officer area instructors to utilise resource more effectively.
- Review of delivery of breathing apparatus and carbonaceous fire behaviour training ongoing and assurances given on the direction of travel.
- Graduation of 45 Wholetime trainees was held on 18 August 2023 with a further cadre of 48 Wholetime trainees commencing their training on 6 September 2023.

7.2 The Committee commented on the success of the YVS project, the recent fundraising 'Walk with Speighty' event in honour of Watch Commander Colin Speight and the community focus updates within the report..

7.3 The Committee sought clarification for the rationale for delaying the high-rise exercise to test personal emergency evacuation plans (PEEPs). DF reminded the Committee of previous exercises undertaken. DF advised that the decision to delay this further exercise

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was due to capacity within the local Operations and Prevention and Protection teams which had been impacted by the recent operational changes.

7.4 The Committee queried whether there was an option to undertake a desktop training event in lieu of practical exercise. DF noted the preference to carry out practical exercises and further noted that the procedural documents were available.

7.5 In regard to SAS referral pathways, the Committee commended the work being undertaken in this area to identify and reach vulnerable individuals.

*(L Barnes joined at 1020 hrs)*

7.6 In regard to Fire Safety Enforcement (FSE) officers, the Committee commented on the potential significant loss of skilled personnel and queried what preparations were being made to address this issue. SS advised the Committee that a FSE training course was currently being run for circa 25 individuals and that the Service was taking the necessary precautionary steps to try to ensure resources were in place.

7.7 In regard to Short Term Lets, SS advised that these premises were not classified high-risk and were subject to a self-assessment process, and noted the support provided to Local Authorities by the Service.

7.8 In regard to Water Safety, the Committee queried how the Service were progressing this area and whether any form of monitoring was being carried out to track our impact. DF informed the Committee that the Service's direct support to Water Safety Scotland was beneficial and should continue. Any evaluation of this partnership approach would be based on national statistics and outcomes, similar to current road safety reporting i.e. we only report on incidents we attend, but we report holistically on prevention measures.

7.9 In regard to smoke hoods, DF informed the Committee that the feedback was generally positive and consideration was being given on how to capture and record this feedback.

7.10 **The Committee scrutinised the report.**

## 8 SERVICE DELIVERY PERFORMANCE REPORTING

### 8.1 Quarterly Performance Report for Q1 2023-24

8.1.1 DF, introduced CF who presented the performance report for Quarter 1 and the online PowerBI dashboard. DF noted the continuous improvements in reporting performance data and relationship between Service Delivery and the data team. The following key areas were highlighted:

- Headline summary page still to be developed which would help navigate to Committee specific KPIs.
- Brief explanation on how the data is presented and the new approach which acknowledges the accountability across Directorates/Functions on KPIs being reported. Heads of Function are responsible for providing the quarterly data and supporting narrative including mitigating actions, if applicable.
- First use of statistical process control charts within the report which will allow visual representation of how a process/activity was performing over a longer period.
- Contents summary would provide a clear overview of quarterly performance within each individual Outcome, which would also have their own overview page.
- Explanation of how individual KPIs were presented, noting the historical data line and actual quarterly performance and the predictability range (routine variation). If appropriate, some KPIs have the slicer option to allow different data sets to be shown, for example accidental and deliberate dwelling fires.
- KPI5 Fire Casualties was reporting a reduction. Quality check process in place to ensure accurate data capture.

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- KPI6 Home Fire Safety Visits (HFSV) conducted had been recalibrated due to the continuous reduction over a period of four quarters.
- KPI10 Accidental Dwelling Fires continues to reduce. Relationship between KPI10, KPI5 and KPI6 was noted.
- KPI7 High Risk HFSV conducted remains consistent at 40-60%.
- KPI8 Partner Referral HFSV remains consistent at circa 40%.
- KPI12 Total Incidents reported an increase in first quarter data compared to the previous year, however due to the change in operational response (UFAS) the overall number of incidents for the year was anticipated to be lower than the previous year.
- KPI21 UFAS Incidents reports reduction against previous year and expected that there would a further reduction in the next quarter.

8.1.2 In regard to the HFSV KPIs, the Committee indicated preference for actual numbers as opposed to percentages but as the indicator is presented in line with PMF it will remain for the time being. To assist Committee members scrutinising performance, actual numbers will be supplemented in the narrative and a development of the report will be considered to include an appendix displaying all 'actual numbers' where percentages are currently being reported.

8.1.3 Brief discussion on the evolution of HFSV, renewed focus on high-risk visits and future reporting to the Committee.

8.1.4 In regard to the dashboard report, the Committee commented on the volume of data being presented and noted the helpful additional verbal update provided during the meeting. The Committee would welcome a more focussed review/report to be presented at future meetings as this would allow for effective scrutiny. The Committee requested that consideration be given to include vertical axis within the graphs. The Committee further requested that PDF versions of the dashboard be provided for future meetings and to allow for public access. It was agreed that further discussions with the Chair would be held outwith the meeting.

8.1.5 The Committee were reminded that as this was the first presentation of the report the full suite of PMF indicators had been included. However, future reports would be tailored to present only indicators relevant to this Committee as outlined in the PMF.

8.1.6 **The Committee scrutinised the report.**

*(C Fitzpatrick and R Scott left the meeting at 1120 hrs)*

## 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, inspection action plans and closing reports, noting the overall good position:

### 8.2.2 Arrangements for Firefighting in High Rise Buildings Action Plan

Total of 8 actions with 3 actions being completed during this reporting period. The remaining live actions were reporting either Green (one) or Amber (3) status. Overall RAG rating was Green and was noted as 60% complete.

### 8.2.3 Planning and Preparedness for Covid-19 Update Action Plan

The closing statement was presented for review and to complete the administration process.

8.2.4 **The Committee scrutinised the report.**

## 8.3 UFAS Preparing for Implementation Work Group – Work Plan Update

8.3.1

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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:

- Implementation date (1 July 2023) for new response model.
- Weekly analysis of data to gain learning, identify improvements and debrief purposes.
- Initial data analysis on performance and impact noting an average reduction of 50 incidents per day.
- Opportunity to bolster other activities i.e. Home Fire Safety Visits, training etc. as a result of reduced UFAS incidents.

8.3.2

The Committee asked whether there were any delays in attendance due to additional call challenges and whether there were any instances where incidents were only attended following a secondary call. The Committee were informed that a full evaluation of the policy implications i.e. call handling, delayed responses, etc. would be undertaken after the initial 6-month period.

8.3.3

DF informed the Committee that there had been occasions where exempt premises i.e. hospitals, had contacted the Service to confirm a false alarm. However, as a precaution the Service still mobilised an appliance to the premises under normal road conditions.

8.3.4

In regard to fire detection technology, DF advised the Committee that this was a developing area, noting the current advances, which had not been factored, and the benefits.

8.3.5

The Committee queried whether consideration had been given to communicate, both internally and externally, the success and benefits of this new response model. SS noted the significant change in policy, as well as being a long-standing item on the previous Fire Framework, and how the Service should highlight the benefits of the policy and how freed up resources/capacity had been better utilised.

8.3.6

The Committee sought clarification on how the Service had and were communicating internally on the prioritisation for utilising the released capacity and how this was being received. SS advised the Committee that a meeting for Strategic Managers was scheduled on 23 October 2023, the purpose of which is to clearly set out the benefits and the expectations on how capacity can be utilised. DF commented on the impact of demand, the reduction in risk and potential impact on operational modelling. It was noted that the Service could utilise released capacity into other activities i.e. training, prevention etc.

8.3.7

**The Committee scrutinised the report.**

## 10 SERVICE DELIVERY RISK REGISTER

### 10.1 Committee Aligned Directorate Risks

10.1.1 SS presented a report to the Committee containing the identified Directorate risks and controls aligned to the business of the Committee. The following key points were highlighted:

- Risk SD014 (Industrial Action) had been closed.
- Reduction in risk rating for Risk SD003 (Operational Availability Systems) and Risk SPPC01 (Performance Management).

10.1.2 In regard to the New Mobilising System (NMS), DL confirmed that the NMS would have the ability to be configured to include changes in approach to the automatic fire alarm response model.

10.1.3 **The Committee scrutinised the report.**

## 10.2 Risk Spotlight: Management of Contaminants

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- 10.2.1 AW presented the risk spotlight to the Committee to provide an update on the management of contaminants. The following key points were highlighted:
- Development of an implementation plan with short, medium and long-term delivery dates.
  - Progressing discussions with the Fire Brigades Union (FBU) and University of Central Lancashire (UCLan) regarding future health screening.
  - Trial health screening, part funded by Scottish Government, would be held in September 2023.
  - Initial discussions held with FBU and Scottish Government regarding future plans.
  - Current ability to record exposure and potential future options/advances.
  - Development of LCMS module, policy and operational guidance and standard operating procedure.
  - Work ongoing to identify potential resource and costs implications (PPE).
  - Continue to work with FBU to identify and address culture and behaviour on stations.
  - Engagement with other services/organisations including National Fire Chiefs Council, FBU, UCLan and other international organisations.

*(RS rejoined the meeting at 1150 hrs)*

- 10.2.2 AW reiterated the Service's joint approach with the FBU.
- 10.2.3 In regard to hosting an international conference jointly with the FBU, AW confirmed that the intention remained to hold an event, however it was currently on hold.
- 10.2.4 AW informed the Committee that the FBU were lobbying government for presumptive legislation and the impact in other countries where this has been enacted.
- 10.2.5 **The Committee noted the report.**

## 9 UPDATE FROM HM FIRE SERVICE INSPECTORATE

- 9.1 RS presented his report to the Committee to provide an update on HMFSI inspection and reporting activity. The following key points were highlighted:
- Inaugural Service Delivery Area (SDA) Inspection concluded and would be laid before Parliament and published. The Service were already taking action to address the recommendations within the report. Thanks were extended to the Strategic Leadership Team for their assistance and feedback on the report.
  - Thematic Inspection Climate Change had concluded and would be laid before Parliament on 21 September 2023 and thereafter published.
  - Thematic Inspection Mental Health and Wellbeing Provision: Fieldwork concluded, and report currently being drafted. Thanks were extended to all those involved for their open and honest contributions.
  - Thematic Inspection Organisational Culture: Terms of reference was being drafted. Inspection would focus on behaviours and values. The inspection would also take account of other UK wide FRS and Police Scotland reviews.
  - Additional Inspectional Activity: Independent Inspection of Northern Ireland FRS: Inspection concluded, and the report would be published in due course.
  - HMFSI 75<sup>th</sup> Anniversary event to be held on 2 November 2023.
- 9.2 In regard to the Culture inspection, the Committee queried whether the Service had articulated a behaviour standard that would be used as the benchmark and sought further detail on the methodology of the inspection.
- 9.3 RS noted that it would be impractical to think that there is a single culture across Scotland as this differed from area to area. He noted that colleagues in England had focused on disciplinaries, gross misconduct and how these were handled. He also noted other area of focus such as how behaviours were actively monitored and/or challenged, cultures on

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watches, diversity and equality, willingness to challenge from management. The inspection would highlight strengths as well as any identified weakness.

- 9.4 The Committee asked whether the SDA, Mental Health and Climate Change inspections would be presented at the next meeting. RS confirmed that these reports would be laid before parliament and thereafter it was dependant on the Service to progress internally.

- 9.5 In regard to a future SDA inspection, the Committee asked whether any lessons had been learned and would be applied to the next inspection. RS confirmed that lessons had been identified and some revisions would be made to the inspection process.

**The Committee noted the report.**

9.6

### **11 FORWARD PLANNING**

#### **11.1 Committee Forward Plan**

- 11.1.1 The Committee noted the forward plan.

#### **11.2 Items for Consideration at Future Integrated Governance Forum, Board and Strategy/Information and Development Day Meetings**

- 11.2.1 There were no items noted.

### **12 REVIEW OF ACTIONS**

- 12.1 KM confirmed that there were no formal actions recorded during the meeting.

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

- 13.1 The next meeting is scheduled to take place on Thursday 29 November 2023.

- 13.2 There being no further matters to discuss, the public meeting closed at 1220 hours.

## **PRIVATE SESSION**

### **14 MINUTES OF PREVIOUS PRIVATE MEETING: 30 MAY 2023**

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

### **15 OPERATIONS CONTROL: EXISTING SYSTEMS RESILIENCE**

- 15.1 DF presented a report to the Committee providing an update on the current state of Operations Control (OC) legacy systems.

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