



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

THURSDAY 19 SEPTEMBER 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)
John Dickie (JD)
Stuart Stevens (SS)

Deputy Chief Officer
Assistant Chief Officer, Director of Response & Resilience
T/Deputy Assistant Chief Officer, Strategic Planning and Performance

Paul Stewart (PS)
Ali Perry (AP)
David Farries (DF)
Andy Girrity (AG)
Kirsty Darwent (KD)
Marysia Waters (MW)
Andrew Thomas (AT)
Alasdair Cameron (AC)
Debbie Haddow (DH)

T/Assistant Chief Officer, Head of Training
Deputy Assistant Chief Officer, Prevention and Protection
Deputy Assistant Chief Officer, North Service Delivery Area
Area Manager, Project Manager, Service Delivery Model
Chair of SFRS Board
Head of Corporate Communications
Her Majesty's Fire Service Inspectorate
Group Manager, Board Support Manager
Board Support Team (BST)/Minutes

OBSERVERS:

Connie Smith, Scottish Government
Vlad Valiente, Legal Services Manager

1 WELCOME

1.1 NB opened the meeting and welcomed those present.

2 APOLOGIES

2.1 Anne Buchanan, Board Member
Mark McAteer, Director of Strategic Planning, Performance and Communications
Ross Haggart, Assistant Chief Officer, Director of Prevention & Protection
Richard Whetton, Head of Corporate Governance
Simon Routh-Jones, Her Majesty's Fire Service Inspectorate

3 PRIVATE ITEMS

3.1 JD advised the Committee that the full Digital Assurance Office "Stop/Go" Gate Review report would be tabled in private at the next meeting (December 2019).

3.2 There were no items to be considered in private.

4 DECLARATION OF INTERESTS

4.1 None given.

5 MINUTES OF PREVIOUS MEETING: 20 JUNE 2019

5.1 The following amendments were noted and agreed:
Apologies to be recorded from Fiona Thorburn.

Item 9.2.4 – Operational Learning (Update on Wildfire Incidents) – JD requested that the text “*The Committee discussed the tactical deployment of using fire to fight fire..*” be amended to “*The Committee were briefed on the benefit of the tactical deployment of using fire to fight fire..*”.

5.2 **Subject to the above amendment being made, the minutes of the meeting held on 20 June 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.

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

7 SERVICE DELIVERY UPDATE

7.1 DMcG presented the 2nd iteration of the new Service Delivery Update report noting that the performance information had been removed, legislative requirements remained and the report also contains updates on the current Annual Operating Plan (AOP) objectives (extended version). The following was highlighted:

- Programme of projects to review the Service Delivery Model which relates specifically to legislative requirements for Community Planning, Fire Safety and Firefighting.

7.2 In relation to ILO2, the Committee requested an update on the current position of Fire Safety Enforcement on the Islands. DMcG briefly outlined the historical issues, noted the recent restructure of Western Isles, Orkney and Shetland posts to ensure that statutory responsibilities are delivered and that a further off-station structure review was being carried out to identify areas where there could be more effective use of existing resources. In the meantime, if necessary, resources would be seconded to the Islands to ensure continued compliance with statutory responsibilities.

7.3 In relation to Wholtime Appliance Off the Run Stats, DMcG noted the difficulties with movement of personnel within the City of Edinburgh/East area. He indicated that the situation would improve following the implementation of the new Detached Duties Policy. JD assured the Committee that the level of coverage across the City of Edinburgh and wider boundary areas was good.

7.4 It was agreed that the protective status of the Wholtime Appliance Off the Run Stats (Appendix C) would be considered for future meetings.

ACTION: DMcG

7.5 In relation to ILO1, the Committee asked for clarification on how achievements would be tracked following the evaluation of activities and initiatives across the Service. DMcG stated that this would be reported through the performance report. He also indicated that information/lessons learned were being shared across the Prevention and Protection Directorate to identify both good aspects and areas of improvement within initiatives to help

NOT PROTECTIVELY MARKED

improve performance across the Service. It was anticipated that improved performance would be captured and reported through key performance indicators.

- 7.6 The Committee noted and welcomed the new format of the report. It was requested that achievements/successes, and signposting to Statutory Objectives within the Appendix A, to be listed where possible and consideration be given to coding of AOP Objectives (Appendix B) to highlight progress/completed actions **ACTION: DMcG**

7.7 The Committee noted the report.

8 SERVICE DELIVERY PERFORMANCE REPORTING

8.1 Quarterly Performance Report 2019/20 – Quarter 1

8.1.1 SS presented the Quarterly Performance Report 2019/20 Quarter 1 and highlighted the following items:

- Reduction in Road Traffic Collisions (RTCs), Accidental Dwelling Fires and Accident Dwelling Fire Casualties.
- Increase in Accidental Dwelling Fire Fatalities
- Reduction in Medical Incidents
- Increase in Effect Entry/Exit
- Increase in Vehicle Defects reported and vehicle claims
- Increase in Home Fire Safety Visits including At Risk Groups
- Increase in Median Call Handling Time (NSDA) and Response Times

8.1.3 The Committee welcomed the inclusion of the infographics within the report.

8.1.4 In relation to the reduction in RTCs, SS stated that it was too early to identify any trends.

8.1.5 The Committee were reminded that Effect Entry/Exit was primarily to support other emergency services. JD outlined the current position and noted that a Memorandum of Understanding was currently being developed.

8.1.6 The Committee asked whether the reduction in Accidental Dwelling Fire Casualties continued into the current quarter and noted that this information would be helpful due to the upcoming Ministerial Review (25 September 2019).

8.1.7 The Committee noted the increase in the Median Response Times. SS stated that additional information had been requested to identify trends.

8.1.7 The Committee requested further detail on vehicle defects and vehicle claims ratio. It was agreed that a briefing note be circulated by email to the Committee.

ACTION: SS

8.1.8 Discussion took place regarding amending the cover report to provide background of the QPR and provide additional detail in relation to the KPIs.

ACTION: SS

8.1.9 SS confirmed that the Activity by Weekday and Time of Day to 2019/20 Q1 table can be presented to assist the Fire Futures Project.

8.1.10 The Committee requested that the narrative for the Year to Date All-Scotland KPI Totals tables be reviewed to provide clarity.

ACTION: SS

8.1.11 The Committee noted the report.

(AG joined the meeting at 1100 hrs)

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

8.2.1 SS presented the report to the Committee providing an update on the position at June 2019. The report provided the 6 monthly RAG update across 3 action plans, noting that 80 actions have been completed (blue), 4 were on track (green) and no actions were approaching/behind schedule (amber) or behind schedule (red).

8.2.2 The Committee noted the current position and thanked those involved for their continued hard work.

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

8.3.1 The Committee commented on the original publication date of the report (2014/15). SS stated that HMFSI Inspection Report: Risk Based Operational Decision Making in the Scottish Fire and Rescue Service was full and comprehensive and as such a robust action plan had been developed in response.

8.3.2 The Committee requested clarification on HMFSI Issue 1 (Operational Discretion policy). JD stated the Service's Operational Discretion policy was up to date and current with National Operational Guidance.

8.3.3 In relation to HMFSI Issue 2 (Operational Intelligence provision). The Committee were reminded that the Service was allocated transitional funds (capital) at the inception to help with establishment.

8.3.4 **The Committee endorsed the closure of the action plan.**

9 OPERATIONAL LEARNING

9.1 *Rural Full Time Support Watch Manager Role*

9.1.1 DF and AG presented the Committee with an overview of the Rural Full Time Support Watch Manager Role project. The following key areas were noted:

- 18 RDS/V Support Watch Managers recruited and appointed from existing RDS/V establishment.
- 18 clusters including 123 RDS/V stations supported and crossed SDA/LSO boundaries.
- Performance stats from 1 January to 30 June 2019 including 5,500 hrs additional appliance availability, 254 incidents attended, 600 hrs RDS recruitment, 1,000 hrs community safety activities, 1,000 hrs operational intelligence activities, 1,000 hrs training support, 4,000 hrs admin support.
- Outline of lessons learned including one size does not fit all, importance of early engagement with stakeholders, benefits of induction course/peer network, option for 75% "on call" contract, support during recruitment, performance measures supporting consistency within role description.
- Year 2 clusters confirmed and recruitment commenced.
- Transition from project to business as usual being assessed.
- Benefits realisation though full evaluation.
- Anticipated 54-60 posts by January 2021 (100% coverage).

9.1.2 The Committee requested data on the percentage of increased RDS appliance availability that was attributable to these post holders being crew.

9.1.3 AG commented on the benefits of providing support during the recruitment phase and the potential to use existing individuals to provide their experience of what the role entails. DF noted that some areas have different specific needs and discussions would take place to identify if it was acceptable and reasonable for their needs to be undertaken by this role.

9.2.3 The Committee were informed of the local consultation and various factors taken into consideration to identify the cluster areas. It was noted that the Service was unique in recruiting existing RDS personnel into these full time support roles.

9.2.4 AG commented on the positive feedback from individuals within the role, other RDS personnel being supported and the improved appliance availability within these areas.

9.2.5 The Committee welcomed the project's contribution to the sustainability of populations on the islands/remote areas by creating these full time roles and this has been highlighted in a recent meeting with the Deputy First Minister.

9.2.6 **The Committee thanked AG and DF for their presentation.**

(AG left and MW joined the meeting at 1130 hrs)

(The meeting broke at 1130 hrs and restarted at 1140 hrs)

10 SERVICE DELIVERY RISK REGISTER

10.1 DMcG informed the Committee that the review of the Service Delivery risk register was nearing completion and it was hoped that a revised risk register would be available for the next meeting (December 2019). He highlighted the following key issues:

- Inclusion of links to Annual Operating Plan objectives.
- Identification of risks to be removed as deemed SDA/LSO level risk.
- Narrative (red text) included providing the latest review position.
- Risks would be escalated onto the Corporate Risk Register if control measures were not sufficient.

10.1.2 DMcG confirmed that risk SDA15 (Transformation Programme/Disposal of property assets to support Service Delivery) required further review which may result in it remaining on the register.

10.1.3 It was noted that the risk register required further refinement and should include the recording of all control measures in place and any new/additional actions with deadlines.

10.1.4 **The Committee noted the updated risk register.**

(KD left the meeting at 1150 hrs)

10.2 Risk Spotlight - *CR1.10 Failure to ensure sufficient staff with appropriate skills are available to maintain an effective level of operational cover*

10.2.1 DMcG briefed the Committee on the risk and highlighted the following key areas:

- Key area of concern since 5 Watch Duty System went live in 2017.
- Regular issues with overtime to ensure availability.
- Central Staffing team have been further supported and procedures improved.
- Closer management on use of overtime.
- Cross directorate Operational Availability Group were embedding improvements such as hierarchy of controls on appliance availability.
- Re-balancing/availability of drivers including increased training, use of dual contract drivers.
- Scheduling of Out of Pattern Roster Reserve (OPRR) hours for identified periods to improve anticipated forecasting.
- Increased recruitment to resource current Target Operating Model (TOM). Work is ongoing to identify the future TOM.
- Balancing skills profile.

10.2.2 DMcG advised the Committee that the 96% confidence levels were based on professional judgement on how many appliances could be off the run in each Service Delivery Area.

10.2.3 In relation to Kronos, DMcG advised the Committee that this was currently considered a variable due to the system being unable to support the effective implementation of the

detached duties policy. It was noted that Kronos was a legacy system and not designed for the Service's current needs and required further development. The Committee noted their concerns relating to potential future issues and reliance on Kronos. DMcG assured the Committee that there was not a significant risk to keeping appliances on the run and managing overtime but it is frustrating that the full implementation of the detached duties policy has been delayed.

10.2.4 The Committee noted the verbal report.

11 REPORTS FOR CONSIDERATION:

11.1 *HMFSI Routine Report*

11.1.1 AT presented the progress report on HMFSI inspections which reported recent activity to the Committee. In addition to the report, AT advised the Committee that the Thematic Inspection - Training of personnel on the Retained Duty System (RDS) system had commenced and the audit will be published by the end of the year.

11.1.2 The Committee commented that the Fleet Management Thematic Review was laid before Parliament in May 2019, and the corresponding action plan had yet to be brought to the Committee. SS stated that the action plan was still being developed and would be approved by the PIF in January 2020. Due to the lengthy timescales involved, DMcG agreed to review the sequencing of the PIF meeting and confirmed that the action plan will be presented at the next Committee meeting (December 2019).

11.1.3 The Committee noted the potential wider implications arising from the Fleet Management Thematic Review and agreed to raise this at the next Integrated Governance Committee.

11.1.4 JD provided a brief update relating to Interim Operational Guidance for Defence Nuclear Materials (DNM) Movements.

11.1.5 The Committee noted the report.

12 SCOTTISH FIRE AND RESCUE SERVICE COMPLIMENT AND COMPLAINTS UPDATE

12.1 MW briefed the Committee on the report and noted that the interactive dashboard has also been circulated. MW indicated that the information captured on the dashboard should be used to drive improvement within the Service, the dashboard allows in-depth analysis and additional work required to identify themes. It was acknowledged that informal feedback was not being captured at local stations level. Regular reports would be submitted to the Committee and the Information Governance Committee.

12.2 The Committee commented on the difficulty to identify themes from the broad category headings and the inability to see any outliers on the dashboard. MW agreed that further work was required to refine the data used to populate the dashboard. It was noted that data from social media was not captured at this time.

12.3 The Committee expressed further information to understand upheld complaints: suggested the inclusion of lessons learned/improvement made (case studies); statistic on complaints handled within the appropriate timescales; and quotes to be provided to celebrate successes.

ACTION: MW

12.4 MW to provide an explanation of the outcome category Internal Procedures to LB outwith the meeting.

12.5 DF informed the Committee that stations would not necessarily record all compliments received and would record complaints, therefore, these dashboards do not truly reflect the actual figures.

12.6 The Committee noted the report.

(MW left the meeting at 1240 hrs)

13 DIGITAL ASSURANCE OFFICE “STOP/GO” GATE REVIEW OF THE COMMAND AND CONTROL FUTURES PROGRAMME

13.1 JD presented the report outlining of the process associated with the Digital Assurance Office Stop/Go Gate review, noting that the audit was carried out in July 2019. The report and action plan would be taken to the Strategic Leadership Team and submitted to this Committee in December 2019.

13.2 **The Committee noted the report.**

14 FORWARD PLANNING

14.1 *Committee Forward Plan Review*

14.1.1 The Committee noted, these were:

- Digital Assurance Office “Stop/Go” Gate Review of the Command and Control Futures Programme – To be added for December 2019
- Future Risk Spotlight and Operating Learning items to be confirmed following the Flexi Duty Manager learning seminar in November 2019.
- OCIO Report and Action Plan (Private) – To be added for December 2019
- CCMS Progress Update – To be added for December 2019
- PIF Update – Fleet Management Report - To come back December 2019
- Risk COP 26 Climate Change

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

14.2.1 The following items were noted:

- Wider implications of the HMFSI Fleet Management Report (IGC)

15 DATE OF NEXT MEETING

15.1 The next meeting is scheduled to take place on Tuesday 10 December 2019 at 1000 hrs at Braidwood Suite, SFRS Headquarters, Westburn Drive, Cambuslang, G72 7NA.

15.2 It was suggested that the Committee may begin to rotate the location of the meetings throughout the 3 Service Delivery Areas.

15.3 There being no further matters to discuss, the public meeting closed at 1255 hrs.