



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

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**THURSDAY 14 MARCH 2019 @ 1000 HRS**

**SCOTTISH FIRE AND RESCUE SERVICE  
BRAIDWOOD SUITE, SFRS 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)  
Mark McAteer (MMcA)  
Martin Blunden (MB)  
Kirsty Darwent (KD)  
Simon Routh-Jones (SRJ)  
Andrew Thomas (AT)  
John Dickie (JD)  
Stuart Stevens (SS)  
Richard Whetton (RW)  
Asha Narsapur (AN)  
Alasdair Cameron (AC)  
Debbie Haddow (DH)

Deputy Chief Officer  
Director of Strategic Planning, Performance and Communications  
Chief Officer  
Chair of SFRS Board  
Her Majesty's Fire Service Inspectorate  
Her Majesty's Fire Service Inspectorate  
Deputy Assistant Chief Officer, Response & Resilience  
Area Manager, Prevention & Protection  
Head of Corporate Governance  
Legal Services  
Group Manager, Business Support Manager  
Business Support Team (BST)/Minutes

**OBSERVERS:**

Iain Harron, Scottish Government

**1 WELCOME**

- 1.1 NB opened the meeting and welcomed those present. On behalf of the Committee, he thanked the previous Chair, Sid Patten, for his hard work and efforts since the inception of the Committee.
- 1.2 It was agreed that the Committee would look to structure its business on a prioritised rotational basis, with the option to focus on specific areas of Service Delivery, as appropriate, to ensure best value, meaningful conversations and clear recording of actions.

**2 APOLOGIES**

- 2.1 Lewis Ramsay, Assistant Chief Officer, Director of Response & Resilience  
Paul Stewart, Deputy Assistant Chief Officer (DACO), Head of Training and Employee Development  
Karen Lockhart, Head of Health, Safety and Wellbeing

### 3 PRIVATE ITEMS

3.1 It was agreed that the risk spotlight for this meeting should be on CR5.10 'Failure to plan for the potential impacts of EU exit' and that this should be taken in private session after the public meeting.

3.2 There were no additional items to be considered in private

### 4 DECLARATION OF INTERESTS

4.1 None given.

### 5 MINUTES OF PREVIOUS MEETING: 4 DECEMBER 2018

5.1 The following amendments were noted:

Item 9.1.3 – Quarterly Performance Report – LBI requested that the text *“Further work to be undertaken to identify whether these factors have impacted on the increase. It was agreed that a report would be brought back to a future meeting”* be removed and the subsequent action be removed. The Committee agreed this amendment agreeing that the action had been recorded in error.

5.2 **Subject to the above amendment being made, the minutes of the meeting held on 4 December 2018 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 5.2 Vehicle Defects (04/12/18)** – DMcG noted that should significant trends be identified, this would be captured within the Statement of Assurance. Action closed.

**Item 9.1.3 Quarterly Performance Report 2018/19 (04/12/19)** – Action recorded in error, agreed to remove from Action Log. Action closed.

**Item 10.3 HMFSI Routine Report (04/12/19)** – SRJ confirmed that this would be covered under agenda item 11b HMFSI Update. Action closed.

**Item 15.2 Critical Incidents (04/12/19)** – Critical Incident Definition paper circulated to Board members. Action closed.

6.2 Further discussion took place regarding how important Incidents generally should be brought to the attention of the Committee. It was agreed that this should be discussed further at the next agenda setting meeting on 8 May 2019.

**ACTION: DMcG**

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

### 7 TERMS OF REFERENCE

7.1 AC presented a report to the Committee outlining the proposed amendments to the Terms of Reference following the annual review.

7.2 The Committee Members noted the 4 delegated areas of focus and asked how this would work in practice. It was agreed that these focal points provided Members with important reference points that would apply to a wide range of service delivery related topics that the Committee may consider in the future.

7.3 **The Committee noted the report and approved the Terms of Reference.**

## 8 STATEMENT OF ASSURANCE

8.1.1 DMcG presented a report to the Committee noting that future reports would be aligned to the 4 delegated areas as detailed in the revised Terms of Reference. The following key areas were highlighted:

- Staff availability and overtime costs – An improved picture was reported. Reduction in overtime costs to a manageable level, improved management of staff absences, appliance availability above 96% confidence level.
- Capacity – Sufficient at present, however, additional pressure from Brexit has highlighted areas of concern which may lead to slippage in delivering operational objectives. Service needs to be realistic and focus on key areas in order to avoid over promising and under delivering.

8.1.2 The Committee noted positively the reduction in overtime costs and improved management of staff groups and asked if there were any concerns from staff re requesting annual leave. DMcG noted that there was some concern due to the reduction in the timescale for booking leave, however, this provided improved management of staff absences.

8.1.3 The Chair acknowledged the need to prioritise workloads within the Service and welcomed feedback from staff on requests (actions) for information raised within the meetings.

8.1.4 The Committee noted the reformatting of future Statement of Assurance reports going forward and asked that any slippages in timescales be recorded within the report. It was agreed that the format of the report would be reviewed by DMcG in collaboration with the Committee.

**ACTION: DMcG/SDC**

8.1.5 When appropriate, secondment opportunities into and outwith the Service are accommodated.

8.1.6 DMcG informed the Committee that the main area of pressure within the Service was primarily business as usual due to additional demands ie, Brexit, Post Grenfell, etc. Going forward the Service needs to identify 3 to 4 key priorities whilst maintaining safety, performance and statutory responsibilities.

8.1.7 The Committee asked for further information relating to the risk associated with the introduction of GDPR. DMcG noted the internal risk with GDPR was associated with usage/retention of data and the risk for Service Delivery Areas was mainly sharing and receiving external data.

8.1.8 **The Committee noted the report.**

## 9 SERVICE DELIVERY PERFORMANCE REPORTING

9.1 *Quarterly Performance Report 2018/19 – Quarter 3*

9.1.1 MMcA presented the Quarterly Performance Report 2018/19 Quarter 3 and highlighted the following items:

- Reduction in Accidental Dwelling Fires
- Increase in Secondary Fire, Other (grass fires)
- Medical Incidents, Assist Other Agencies and Effect Entry/Exit – Monitoring incident volume as well as time committed at incidents
- Increase in Accidental Dwelling Fire High Severity – Investigating to identifying any trends/patterns emerging
- Slight increase in Response Times/Call Handling
- RDS Availability – Stats collated on Local Senior Officer Areas not individual station basis

**NOT PROTECTIVELY MARKED**

9.1.2 The Committee noted the RDS Availability stats and asked how this impacts on local community risks. MMcA assured the Committee that there was no pattern of increased risk to local communities directly attributable to RDS availability. These communities had relatively low risk. He noted that the new performance system would allow a deeper dive into individual station availability to provide further assurance. A general discussion took place on the impact of risk to local communities, identifying risks and measures required to reduce risk, and the value of presenting the statistics in this format.

9.1.3 It was agreed to review the format/contents of QPR including providing appropriate narrative in light of new strategic plan. Future workshop to be arranged for around September/October 2019 to discuss format and review in phase functionality.

**ACTION: MMcA**

9.1.4 Following discussions, it was noted that the Committee required to see the outcomes of RDS training, recruitment, availability, etc but the actual scrutiny of these areas was the remit of the Staff Governance Committee.

9.1.5 The Committee requested a briefing note to be provided on the increase to Accidental Dwelling Fires - High Severity. The note should provide an outline view of any intelligence behind the increase and the practical implications, if any. The note should be linked to the projected outturn of Quarter 4.

**ACTION: MMcA**

9.1.6 It was noted and commended by the Committee that the Call Handling data in comparison to last year had improved.

9.1.7 General discussion took place on the reduction in the number of fires whilst noting this figure was still higher in comparison to other UK Services.

9.1.8 **The Committee noted the report.**

9.2 *Performance Improvement Forum (PIF) Update – November 2018*

9.2.1 MMcA presented the report to the Committee providing an update on the position at November 2018. The delay in presenting this report was due to the rescheduling of the previous meeting. The reported provided the 6 monthly RAG update across 5 action plans, noting that 70 actions have been completed (blue), 25 were on track (green), 7 actions were approaching/behind schedule (amber) and there was one action behind schedule (red).

9.2.2 MMcA assured the Committee that action plans were created and actioned as appropriate. He reiterated that this report was out of sequence due to the rescheduling of the previous meeting, therefore the report was retrospective.

9.2 *Performance Improvement Forum (PIF) Update – January 2019*

9.2.1 MMcA presented the report to the Committee providing an update on the position at January 2019. The reported provided the 6 monthly RAG update across 2 action plans, noting that 72 actions have been completed (blue), 4 were on track (green) and there were no amber or red action on this occasion.

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

9.2.1 The Committee endorsed the closure of the action plan for HMFSI Inspection Report: Emergency Medical Response and the Scottish Fire and Rescue Service.

*The meeting broke at 1120 hrs and restarted at 1130 hrs*

## 10 CRITICAL INCIDENTS

10.1 There were no critical incidents reported to the Committee.

## 11 REPORTS FOR CONSIDERATION:

11.1 *Update on Scottish Government's Ministerial Working Group – Building and Fire Safety and Grenfell Public Inquiry*

11.1.1 DMcG presented the introduction of a report to the Committee to provide an update on the progress of the recommendations from the Scottish Government's Ministerial Working Group for Building and Fire Safety. This report provided the first formal update on Phase 1 of the Grenfell Public Inquiry.

11.1.2 SS outlined in detail the work of the Group including the initial actions undertaken and the programme of work which emerged from the Group. The key areas of review were: Fire safety regime, building standards reviews, and enforcement and compliance. Recommendations were produced and presented to Scottish Government. These included broader range of sprinkler systems, increased focus on specialised housing, enhanced provision of smoke detection and increased focus on white goods, including targeted campaigns.

11.1.3 SS noted the 2 distinct phases of the inquiry and noted that there may be a delay in finalising Phase 2. Key recommendations were included within the report.

11.1.4 SS explained that the mandatory installation of sprinklers applied to all flats, social housing and HMO premises with the potential for this to be extended to include all new build premises. Work is ongoing to explore the potential option to retro fit sprinklers within premises.

11.1.5 With reference to the White Goods Campaign, the Committee asked how the Service would know that this campaign achieved results. SS noted that the campaign would be evaluated, as per normal practice. He noted that the campaign was to encourage individuals to register their white goods practices.

### 11.1.6 The Committee noted the report.

11.2 *HMFSI Routine Report*

11.2.1 SRJ presented the progress report on HMFSI inspections and reporting activity to the Committee. He highlighted the following matters:

- North Lanarkshire Local Area Inspection (LAI) fieldwork commenced.
- Future inspections for 2019 were Dumfries & Galloway and Edinburgh.
- The publication of the thematic inspection for Training of RDS personnel has been delayed until the SFRS review of training has been finalised.
- Thematic inspection for Fleet Management almost complete. The SFRS Chair has been identified to provide a strategic oversight of the fleet function.
- Thematic inspection for Operational Risk Information has been published and laid before Parliament on 8 February 2019.
- Additional work undertaken relating to Transportation of Defence Nuclear Materials, report with Service for factual check. Report to form one chapter, solely relating to SFRS, of a wider report requested by Scottish Government.
- Additional work undertaken relating to SFRS Preparedness to Brexit.
- Scrutiny Plan has been developed and published which outlined the formalised structure process to improve governance.
- Recent appointments of 2 new Assistant HMFSI Inspectors - Andrew Thomas and Graeme Fraser.

11.2.2 In relation to Fleet Management, KD indicated that the role of providing strategic oversight would more appropriately be actioned by the Chief Officer. Content to be discussed out with the meeting.

11.2.3 MB noted HMFSI Scrutiny Plan covered period up to November 2018. MB and SRJ agreed to discuss updates to plan out with the meeting.

11.2.4 MB stated that the DCLG framework had been adopted by the SFRS in May 2015. SRJ and MB both aware of adopted status of framework.

**11.2.5 The Committee noted the report.**

**11.3 *Communications & Engagement – Service Delivery Activities***

11.3.1 MMcA informed the Committee that a new Head of Communication s had been appointed and the person would start on 29 April 2019. A review of the communications and engagement update would be undertaken in due course. The following was highlighted:

- Communications issues relating to Brexit included supporting staff by offering legal advice on settled status.
- High volume of FOI requests relating to Brexit with responses prepared in close liaison with partner agencies.
- Transformation focus groups to be commissioned.
- Internal review to be carried out on Internal Communications to ensure appropriate messaging.

11.3.2 It was noted that communications issues, relevant to the business, would be discussed at all Committees.

11.3.3 The Committee noted the recent PR Week article which positively highlighted the Service's use of social media.

**11.3.4 The Committee noted the update.**

**11.4 *Committee Value Added Statement***

11.4.1 NB presented the report outlining the Committee's Value Added Statement and highlighted 3 major areas of Committee business during the year. These were benchmarking, critical incidents and UFAS.

11.4.2 Future proposed improvements to the Committee included horizon scanning, being more proactive, potential workshops and informal benchmarking.

11.4.3 It was agreed to include in the Statement the ongoing development of a reporting matrix to improve Committee scrutiny within the Actions to Improve section.

**ACTION: BST**

**11.4.4 The Committee noted the report.**

**12 FORWARD PLANNING**

**12.1 *Committee Forward Plan Review***

12.1.1 The Committee agreed to further review the Forward Plan outwith the meeting. It was noted that future spotlight risks would be identified during the Statement of Assurance report.

12.1.2 The following amendments to the Forward Plan were agreed:

- Call Handling to be removed (June 2019)
- Accidental Dwelling Fire High Severity to be added (June 2019)
- Complaints/Compliments annual report to be removed (September 2019)

12.1.3 It was agreed that the complaints/compliments annual report should be removed and replaced by a thematic report at all meetings. The format of the report to be discussed at a future workshop.

**ACTION: NB**

12.1.3 MMcA noted that the Information Governance Team were responsible for corporate complaints, however, they did not have oversight of complaints that are received and rectified at station level. Work is ongoing to try to capture this information.

12.1.4 On behalf of the Committee, NB thanked Lewis Ramsay for his contributions and professionalism during his tenure on the Committee and wished him well for the future.

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

12.2.1 There were no items noted.

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

13.1 The next meeting is scheduled to take place on Thursday 20 June 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 1225 hrs.

### **PRIVATE SESSION**

### **14 RISK SPOTLIGHT – CR5.10 FAILURE TO PLAN FOR THE POTENTIAL IMPACTS OF THE EU EXIT**

14.1 JD provided the Committee with an outline of the risk action plan with a focus on resilience and operations and provided an update on the preparatory work being undertaken.