



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

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**THURSDAY 6 JULY 2017 @ 1000 HRS**

**SCOTTISH FIRE AND RESCUE SERVICE  
BRAIDWOOD SUITE, SFRS HEADQUARTERS,  
WESTBURN DRIVE, CAMBUSLANG, G72 7NA**

**PRESENT:**

Sid Patten (Chair) (SP)  
James Campbell (JC)  
Fiona Thorburn (FT)

Bob Benson (BB)  
Michael Foxley (MF) – Via VC  
Pat Watters (PW)

**IN ATTENDANCE:**

Iain Bushell (IB)	Deputy Chief Officer
Lewis Ramsay (LR)	ACO, Director of Response & Resilience
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
David McGown (DMcG)	T/ACO, Director of Prevention & Protection
Paul Stewart (PS)	DACO, Head of Training and Employee Development
Stuart Neill (SN)	Head of Communications & Engagement
Ali Perry (AP)	DACO, Strategic Planning, Performance & Communications
Peter Heath (PH)	DACO, West Service Delivery Area
Martyn Emberson (ME)	Her Majesty's Fire Service Inspectorate
Simon Routh-Jones (SRJ)	Her Majesty's Fire Service Inspectorate
Rab Middlemiss (RM)	Business Support Manager
Marion Lang (ML)	Corporate Admin Team Leader / Business Support Team
Debbie Haddow (DH)	Business Support Team/Minutes

**1 WELCOME**

1.1 The Chair opened the meeting and welcomed those present. He commented on the lateness of the papers which fell short of the standards contained within the Standing Orders. He reminded all those present of the requirements of these Orders and the importance of affording Members the appropriate time to fully scrutinise the papers. The Committee did, however, appreciate the high standard of the papers submitted.

**2 APOLOGIES**

2.1 Kirsty Darwent, Board Member  
Karen Lockhart, Head of Health, Safety and Wellbeing

**3 DECLARATION OF INTERESTS**

3.1 None

#### **4 MINUTES OF PREVIOUS MEETING: 7 MARCH 2017**

- 4.1 The minutes were approved as an accurate record.
- 4.2. **The minutes of the public meeting held on 7 March 2017 were approved as a true record of the meeting.**

#### **4.3 Matters Arising**

- 4.3.1 Item 4.7 Action Log – ME enquired whether the Fire Stats User Group has been set up. MMcA stated that an Information Governance Group was being established. The remit of this group would be to look at the systems and processes of management of information/data, analysing data, etc and it is envisioned that the Fire Stats User Group would be incorporated within this group. He further noted that SFRS representation attended a wider National Chiefs Council Group on this matter (Fire Stats) to allow sharing/gathering of best practice which would be taken back to the Information Governance Group.

- 4.3.2 Clarification to be provided on the accuracy of the Action Log (Performance Cmt Item 10.7) as reference is made to the Service Transformation Committee. MMcA to liaise with R Haggart.

**ACTION: MMcA**

- 4.3.3 Item 5.16 QPR Quarter 3 – SP requested an update on the possibility of including information of pump availability/off the run. LR indicated that a daily report was prepared for SLT and would welcome a further discussion to establish the Committee's requirements.

**ACTION: LR**

#### **5 ACTION LOG**

- 5.1 The Committee considered the action log:
- 5.1.1 **Item 9.4 Quarter 2 Performance Report (PC 17/12/15)** – DMcG noted research between Building Research Establishment and the Fire Industry Association re the causes of fires and fire fatalities/casualties and the reasoning for accidental dwelling fires not reducing at the same rate as fatalities.
- 5.1.2 **Item 9.11 Quarter 2 Performance Report (PC 17/12/15)** – MMcA indicated that the current format would remain unchanged for 2016/17 and the additional column would be included in future reports.
- 5.1.3 **Item 10.7 Review of Statistics (PC 17/03/16)** - Clarification to be provided on the accuracy of the action as reference is made to the Service Transformation Committee. MMcA to liaise with R Haggart and AP.

**ACTION: MMcA**

- 5.2 **The Committee noted the updated action log.**

#### **6 STATEMENT OF ASSURANCE**

##### *6.1 Prevention & Protection*

- 6.1.1 DMcG presented a report to the Committee to provide a Statement of Assurance (SoA) through an overview of Prevention & Protection (P&P) governance arrangements. He noted the cycle of prevention which has to be in place, these identify risk and demand properly, develop appropriate intervention, allocation of resources, skills and reporting performance and evaluation comprehensively.

- 6.1.2 He highlighted the functions of P&P, which were Fire Safety Enforcement, Fire Investigation, Fire Engineering and Community Safety Engagement. The report contained 4 distinct statements on Governance, Performance Outputs, Performance Outcomes and Reporting Arrangements within the P&P function.

6.1.3 FT asked whether the agreed performance targets for HFSV and FSE audits were compared nationally and if the targets were reviewed regularly. DMcG stated that there is no formal national comparison as SFRS was now a single service; however there may be a possibility of comparison with other UK FRS but this would be dependent on FSE legislative duties to allow a direct comparison. DMcG indicated that the targets are reviewed and amended to reflect the responsibilities of the Service. For example, HFSV were historically numerical, however, going forward the focus may be on quality rather than a quantity. FT asked for a future update on how formal benchmarking could be progressed.

**ACTION: DMcG**

6.1.4 ME stated that the Statement of Assurances were noted and welcomed but were not formally endorsed by the Inspectorate. He further noted that a thematic inspection on Fire Safety Legislation was currently ongoing by HMFSI.

6.1.5 BB commented on the reference contained within the Service Delivery SoA regarding LSO's being accountable to the Local Authority and asked what the LSOs were reporting back from LA meetings. LR stated that there was accountability to the Chief/Board, however, there was also accountability for the delivery of the Local Plans to Local Authorities by LSO's. MMcA stated that Local Authorities are comfortable with the arrangements and widely praised the Service for the level of LSO engagement.

*MF joined at 1040 hrs via VC.*

6.1.6 ME commented that during Local Area Inspections the relationship with Local Authorities in LSO areas were reviewed. The relationships were extremely good and there were a number of different models for Local Authority scrutiny. ME stated that there was a distinct lack of local targets to be scrutinised within the Local Plan and hoped that this would be rectified going forward. PH indicated that the targets would have to be tailored to the local area and demands on the service differ greatly across the country. MMcA highlighted that discussions with community planning partners were ongoing with a view to include localised targets, if appropriate, in future plans.

6.1.7 SP said that the Statement of Assurance required to be evolved to include evidence or examples to accompany the assurance provided.

6.1.8 SP asked for clarification on where the risk information (reference 2.7) was being obtained from to direct P&P activity. DMcG and MMcA to attend a meeting at the Crime Campus to further improve how we identify emerging risks in order to support locally directed intelligence led prevention activity.

**ACTION: DMcG**

6.1.9 DMcG indicated that an evaluation tool to review all the initiatives was being investigated to help provide evidence of the benefits. Further report will be brought through the Annual Operating Plan.

**ACTION: DMcG**

**6.1.10 The Committee noted the Prevention & Protection Statement of Assurance.**

6.2 *Service Delivery*

6.2.1 LR presented a report to the Committee to provide a Statement of Assurance through an overview of Service Delivery governance arrangements and performance. This included performance within the Service Delivery Areas operated under the leadership and management of the 3 Deputy Assistant Chief Officers and Highlight Updates from throughout SFRS.

- 6.2.2 LR highlighted the anticipated large turnover of personnel in the near future, the review of the staffing profile in the North Service Delivery Area and future recruitment plans taking account of service redesign, close monitoring of station crewing since the implementation of the Common Duty System, refurbishment of Stornoway Community Fire Station and an exercise undertaken to identify how operational training was being supported, delivered and the challenges faced. OHCA evaluation report would be circulated when available.
- 6.2.3 FT asked for an example of the issues arising from the implementation of the Common Duty System. LR indicated that a number of legacy policies, such as detached duty and time in lieu have raised issues with mobilising of personnel and requests for time in lieu which does not fit the parameters of the new system.
- 6.2.4 MF raised concerns of the recruitment/succession planning of senior management and the difficulties associated in the relocation of personnel to the islands. SP agreed to take these issues to the Staff Governance Committee.
- ACTION: SP**
- 6.2.5 LR noted that 44 sites have been identified for the expansion of the OHCA trials and cross directorate co-ordination was required to successfully progress this and move forward.
- 6.2.6 SP stated that the Statement of Assurance were of a good standard and thanked those involved in providing these. Going forward these required to be evolved to include evidence or examples to accompany the assurance provided.
- ACTION: LR**
- 6.2.7 **The Committee noted the Service Delivery Statement of Assurance.**

## **7 COMMUNICATIONS AND ENGAGEMENTS**

### *7.1 Update on Service Delivery Related Issues*

- 7.1.1 SN provided an update to the Committee on the key internal and external communications activities. These were:
- Grenfell Tower incident – Communications & Engagement Team working closely with P&P to address the significant media interest and provided a robust consistent message. SFRS have worked with local authorities to provide reassurance and a high rise fire stats news release is due imminently to provide further reassurance.
  - Political/TU interest in reduction in Firefighter numbers, response times and funding.
  - Future pro-active stories include ALP launch in Aberdeen, Chief Officer interview scheduled with Daily Record to discuss future of service, BBC to broadcast and following Chief Officer at work to visualise service transformation.
  - New Speaking to the Media Policy has been approved by the SLT and would be issued in due course. This will help safeguard personnel whilst still allowing flexibility. Media Training to be developed and delivered to support managers across the Service.
  - Creation of a dedicated frontline platform for operational assurance messages to afford greater importance to be placed upon this and additional improved tracking of these.
  - Shout magazine issued with a strong service transformation theme and SFRS News to include a regular transformation feature.
  - Transformation engagement – information provided to Area Managers and DACO's to provide set core message and narrative to allow engagement with personnel. Presentations delivered by the Chief Officer, and supported by Deputy/Director/Board Members, in the 3 SDA areas to be scheduled.
  - Dedicated space on the Intranet to be created for service transformation information.
  - Chief Officer's blog to feature the service transformation message.

- Launches scheduled for Stornoway Community Fire Station (24 August) and Dundee Operations Control (19 September).
- Evaluation of Police and Fire Reform report has been delayed by Scottish Government. A Police, Fire and Scottish Government Communication Group will be convened to address any issues raised.
- Seasonal campaigns – new approach to provide distinct messages tailored for different audiences and media channels.

7.1.2 SP welcomed the clear media pathway for service transformation across the Service and requested that consideration be given to articulate the implications and benefits on service delivery.

**ACTION: SN**

7.1.3 BB asked for clarification on the Stay Put advice and how the Service was reassuring the general public. DMcG provided assurance that the national Stay Put advice was supported by the statistics of fire fatalities/casualties in high rise premises. He noted that there was a distinct difference in legislation applicable to Scottish and English services and clarification has been provided on the Service's responsibility in regards to operational assurance and intelligence visit to these types of residential premises.

7.1.4 BB enquired whether the Strategic Steering Group could be established as agreed in the Communications and Engagement Strategy Framework. PW agreed that this could be taken forward.

**ACTION: MMcA**

7.1.5 JC asked how the Scottish Government was reacting to the interest in reduction of firefighter numbers; whether Group Managers have a clear understanding of the service transformation vision to ensure that key messages were delivered successfully; and whether there was the capacity/resources within the Communications department to deliver on all aspects as previously discussed.

7.1.6 It was noted that the Scottish Government's stance was that Firefighter numbers were the responsibility of the Service. PW stated that the latest engagement with Scottish Government was positive in regards to service transformation.

7.1.7 SN indicated that Group Managers have been provided with assistance and support to deliver a consistent message and they are also aware that there are no guarantees on how the service transformation would progress.

7.1.8 SN indicated that there was a potential to source external expertise to help deliver service transformation and assist with the capacity within the team.

7.1.9 SN to circulate the programme of engagement events and key messages to Board Members.

**ACTION: SN**

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

## **8 QUARTERLY PERFORMANCE REPORT**

8.1 MMcA presented a report to the Committee advising of the Quarterly Performance Report (QPR) for Quarter 4 of 2016/17. He noted that this format for report would be replaced with a scorecard going forward which will harmonise with the corporate performance scorecard.

- 8.2 MMcA highlighted, against the Scottish Government targets the number of fire casualties (green), special services casualties (amber), accidental dwelling fires (red), non-domestic building fires (green) and the number of RIDDOR reportable firefighter injuries (green). Over a third of Home Fire Safety Visits (HFSV) this quarter targeted premises deemed higher risk, Fire Engineering staff were making important contributions to projects across Scotland, stable call handling times within Control, overall annual increase in the total UFAS incidents and RDS availability.
- 8.3 SP asked what the key areas of concern for Directorates were. MMcA indicated that the Scottish Government targets did not provide the appropriate level of analysis and reporting on the prevention work undertaken and the benefits of this activity. LR to submit a 10 year succession plan for Control to the Strategic Leadership Team (SLT) for approval and that response times are a recurring theme and should be continually monitored. DMcG stated that work was still required on reducing accidental dwelling fires and LSOs were continuing to attempt to address and reduce UFAS incidents.
- 8.4 ME stated that the Scottish Government's targets were originally set on the old national framework and were still of interest, however they were no longer sufficient. The Minister is currently looking to set new targets. HMFSI are interested in the targets as they form part of the standard set across the Service.
- 8.5 ME questioned whether the Control data contained within Section 4.1 - Workforce Profile of the report was accurate. MMcA to check with POD and feedback. **ACTION: MMcA**
- 8.6 PW noted that the control absence figures were high and further analysis needed to be undertaken to identify any underpinning issues. He further noted the high number of false alarms over the year and stated that it would benefit from further analysis of the work being done in this area. SP suggested that there was a requirement for the Committee to have further discussion and focus on how to reduce the risk of UFAS incidents. DMcG indicated that an update on UFAS Pilot Project would be taken to the Board Strategy Day on 28 September with updated statistics, attendance levels and impact of local action plans information being provided. PH suggested that it might be appropriate for UFAS champions to provide input at the Strategy Day to provide a greater insight to the Board of work being undertaken within SDA's. SP requested that a Committee Workshop is facilitated to discuss UFAS prior to the Strategy Day event in September. **ACTION: DMcG/BST**
- 8.7 BB enquired whether the resetting of targets would include UFAS and commented on accidental dwelling fire figures, how does the Service compare with other UK services and are we making a difference. SP stated that benchmarking information was required in the appropriate areas to provide assurance.
- 8.8 ME stated that the targets, including UFAS, are related to the national framework which are being set by Scottish Government in conjunction the Service. The national framework states that a new policy would be developed and the Board would set longer-term stretch targets for the service to measure performance against.
- 8.9 FT noted that the information contained within the report appears one dimensional and would welcome a deeper dive into this area at the Strategy Day event.

- 8.10 MMcA noted that the 2016/17 targets were being retained for this year and would be replaced with the new targets which would be reported back to the committee in due course. CFOA attempted to pull together benchmarking across the UK, however, this did not progress. A new Integrated Research and Data Group has been convened and their remit included a focus on benchmarking. MMcA to feedback in due course. SP stressed the importance for benchmarking and was disappointed that this had not been progressed within the Service.
- 8.11 DMcG reminded the Committee that the Board agreed a reduction of 15% in UFAS incidents over 3 years and this was being progressed.
- 8.12 **The Committee noted the noted the Quarterly Performance update report.**

## **9 PERFORMANCE IMPROVEMENT FORUM UPDATE**

- 9.1 MMcA presented a report to the Committee advising of the 6 monthly performance updates on the Response to Audit Scotland's report – The Scottish Fire and Rescue Service, May 2015. Also HMFSI Equal Access to National Capacity – 6 Monthly Update, HMFSI Emergency Medical Response – 6 Monthly Update, HMFSI Performance Management Information Systems – 6 Monthly Update, HMFSI Planning and Defining Service Resources in the SFRS – 6 Monthly Update and HMFSI Preparedness of the SFRS for a Serious Flooding Event Action Plans – 6 Monthly Update.
- 9.2 MMcA noted that 72 actions have been completed, 15 green, 2 amber and 5 no actions identified and good progress overall was being made. MMcA indicated that a discussion, outwith the meeting, with ME would be helpful to identify the requirements of the HMFSI Performance Management Information System update.
- 9.3 FT requested that the report include a RAG status, owner and narrative including date. MMcA agreed to include this information in future updates.
- ACTION: MMcA**
- 9.4 MF asked for an update on the PPE for flooding and the MOUs with MCA. LR indicated that a Community Asset Register was being developed and formal discussions with other agencies were to be undertaken. He further noted that the procurement of PPE was progressing.
- 9.5 **The Committee noted the Performance Improvement Forum update.**

## **10 HMFSI ROUTINE REPORT**

- 10.1 ME presented the progress report on HMFSI inspection and reporting activity to the Committee. He highlighted the following matters:
- Business Plan 2017/18 published
  - Process for undertaking inspections – Draft outline, informal meeting with LSO/DACO, data request submitted to Service, fieldwork carried out, draft report produced and shared with LSO/DACO, formal consultation with Service and finally, publish on website or lay before Government. After publication, a follow-up visit is arranged to review progress made.
  - Draft Moray inspection area report has been completed.
  - Completion of inspection fieldwork for Glasgow City
  - Data analysis and field work for Highlands area has commenced.
  - Reports on Dundee Operational Control and Western Isles would be laid before Parliament on 27 July
  - Thematic inspection on Legislative Fire Safety Enforcement is nearing completion
  - Thematic inspection on Training on Personnel on the Retained Duty System was out for consultation
  - Thematic inspection on Fleet Management outline was being prepared.

- 10.2 SP asked for clarification on what would happen if recommendations were not adhered to. ME stated that recommendations have always been actioned and should the occasion arise, there were clear escalation paths that could be taken.
- 10.3 SP provided assurance that the Dundee Operational Control Thematic Report implementation would be overseen by the SDC.
- 10.4 Brief discussion regarding consultation on thematic report within the Service took place noting that it was carried out through the Sub Committees.

**10.5 The Committee noted the report.**

**11 REPORTS FOR NOTING**

- 11.1 ME informed the Committee of the 2 consultation inspections outlines relating to the Training of personnel on the Retained Duty System and Thematic Review on Fleet. These inspections would be led by ME and SRJ respectively.
- 11.2 PS stated that he welcomed the outline and subsequent inspection in respect of training.

**12 CRITICAL INCIDENT DEFINITION**

- 12.1 LR presented a report to the Committee recommending a definition of the term "Critical Incident" to allow consistent application in planning and preparation of SFRS activities for operational response and business continuity.
- 12.2 LR commented on and provided justification for the proposed list of criteria. He indicated that equipment failure had been omitted from the proposed list as this was generally a root cause that leads to other criteria listed.
- 12.3 SP suggested that equipment failure in significant areas be included on the list. LR indicated that the Operational Assurance Board would consider whether this should be included.

**ACTION: LR**

- 12.4 ME commented that the "from fire" be removed from the definition referring to death of a member of public as legislation is wider than fire. LR to review and advise whether change would be appropriate.

**ACTION: LR**

- 12.5 SP welcomed the report and noted that future reports submitted to the Committee would be evidence based and linked to the Service Delivery Assurance Statement.

- 12.6 The Committee approved the Critical Incident Definition report and recommended it be presented to the SFRS Board meeting on 31 August 2017 (TBC) for approval.**

**ACTION: LR**

*Meeting adjourned at 1315 hrs. MF, MMcA and DMcG left the meeting.*

*Meeting reconvened at 1335 hrs*



### 13 DASHBOARD PERFORMANCE MANAGEMENT REPORT

- 13.1 LR presented the Committee with the Service Delivery Area (SDA) dashboard performance management report and asked for feedback on whether this format meets the requirements in terms of information against which service delivery can be scrutinised.
- 13.2 PH stated that the dashboard was originally created to provide monthly performance updates for LSO/DACOs. Any feedback from the Committee would be taken to a meeting with Stewart Ross and AP, with a final version being brought back for approval.
- 13.3 SP commented that the report covered all principles areas of service delivery but would benefit from additional narrative and exception reporting to help focus. BB suggested that a summary concluding narrative would be more beneficial than individual narrative.
- 13.4 PH stated that the performance reports were being used regularly within his SDA and that a consistent source of data was essential across all levels within the Service.
- 13.5 AP indicated that the Performance Management Framework was currently being developed and would hope to build on this SDA performance management format and tailor the information for each forum. Discussion was still required on what information would be presented to the Board to allow full scrutiny across the Service.
- 13.6 The Committee noted the report and welcomed the progress made.**

*FT, AP and PH left the meeting at 1400 hrs*

### 14 FORWARD PLANNING

#### 14.1 *Committee Forward Plan Review*

- 14.1.1 RM presented the standardised forward plan and commented that the QPR does not fully align with the schedule of meetings. SP queried whether the QPR reports would be superseded by the new Dashboard Performance Management Report. MMcA to advise.

**ACTION: MMcA**

- 14.1.2 SP suggested that *Service Delivery Implications of Service Redesign* to be added as a standing agenda item to provide the opportunity to ensure that service delivery was not being adversely affected by redesign. Following discussion, it was agreed that the Committee's role would be to fully discuss and scrutinise the implementation of service redesign projects to ascertain whether there was any improvement in service delivery. IB and LR to discuss and advise how this would be brought to future SDC meetings.

**ACTION: IB/LR**

- 14.1.3 LR suggested that a pre-meeting be arranged to avoid any issues with the preparation of future SDC meeting.

**ACTION: BST**

#### 14.2 *Items for Consideration at Future Board Meetings*

- 14.2.1 Reminder that performance should be considered by all Committees.

### 15 DATE OF NEXT MEETING

- 15.1 The next meeting is scheduled to take place on Thursday 21 September 2017 at 1000 hrs at Braidwood Suite, SFRS Headquarters, Westburn Drive, Cambuslang, G72 7NA.
- 15.2 There being no further matters to discuss, the public meeting closed at 1420 hrs.

**THE FOLLOWING ITEMS WERE CONSIDERED BY THE COMMITTEE IN PRIVATE SESSION**

- 16 MINUTES OF PREVIOUS MEETING (PRIVATE SESSION) – 6 APRIL 2017**
- 17 SERVICE DELIVERY MANAGEMENT TEAM UPDATE – DRAFT MINUTES**
- 18 ASSET MANAGEMENT LIAISON GROUP – DRAFT MINUTES**

**DRAFT**