PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

THURSDAY 4 JUNE 2026 @ 1000 HRS

CONFERENCE ROOM, EAST AND WEST DUNBARTONSHIRE AND ARGYLL & BUTE (EWDAB) HEADQUARTERS, 2 KILBOWIE ROAD, CLYDEBANK G81 6QT / VIRTUAL (MS TEAMS)

PRESENT:

Tim Wright, Chair (TW)	Paul Stollard, Deputy Chair (PS)
Angiolina Foster (AF)	Andrew Smith (AS)
Madeline Smith (MS)	

IN ATTENDANCE:

Andy Watt (AW)	Deputy Chief Officer
Sarah O'Donnell (SO'D)	Deputy Chief Officer (Corporate Services)
David Farries (DF)	Assistant Chief Officer, Director of Operational Delivery
Jonathan Henderson (JH)	Assistant Chief Officer, Director of Prevention
Craig McGoldrick (CMcG)	Assistant Chief Officer, Director of Training, Safety and Assurance
Robert Scott (RS)	HMFSI
Joe McKay (JMcK)	Area Commander, Local Senior Officer
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager (Item 9.1 only)
Carol Wade (CW)	Information Governance Manager (Items 11 & 12 only)
David Johnston (DJ)	Risk and Audit Manager (Item 13 only)
Chris Casey (CC)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow	Board Support Executive Assistant / Minutes

OBSERVERS

Neil Mapes, Board Member
Therese O'Donnell, Board Member

1 WELCOME

1.1 The Chair opened the meeting and welcomed those present and participating via MS Teams. The Chair thanked LSO McKay for hosting the meeting.

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 There were no apologies.

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

3.1 The Committee agreed that the Safety and Standards presentation would be provided in the private session due to the confidential nature of the issues in line with Standing Orders (Item 9G).

3.2 There were no other items to be taken in private.

4 DECLARATION OF INTERESTS

4.1 No declarations of interests were made.

5 MINUTES OF PREVIOUS MEETING: 24 FEBRUARY 2026

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

5.2 <u>**Matters Arising**</u>

5.2.1 There were no matters arising.

5.3 **The minutes of the meeting held on 24 February 2026 were approved as a true record of the meeting.**

6 ACTION LOG

6.1 The Committee considered the action log, noted the updates and agreed the closure of the action.

6.2 **The Committee noted the updated Action Log and approved the removal of the completed action.**

7 COMMITTEE STATEMENT OF ASSURANCE 2025/26

7.1 TW presented the annual Service Delivery Committee (SDC) Statement of Assurance 2025/26, outlining evidence of how the Committee supports the effective functioning of the Board.

7.2 The following amendments were agreed:

- Within Section 5, the words "Actively seeks" to be removed from the 4th bullet point.
- Within Section 5, reference to the close working relationship with the People Committee to be added (last bullet point).

7.3 **Subject to the agreed amendments, the Committee approved the annual Statement of Assurance 2025/26 with assurance as reasonable.**

8 SERVICE DELIVERY UPDATE

8.1 AW introduced the update report which details relevant matters from a Scottish Fire and Rescue Service (SFRS) Service Delivery perspective, which comprises of Operational Delivery, Prevention and Training, Safety and Assurance (TSA) Directorates. The report covered the period for the quarter February 2026 to May 2026, albeit some issues may precede and extend beyond this period.

8.2 In regard to the On-Call Appliance Availability Resilience Scheme (OCAARS), the Committee queried the metrics and mechanisms for assessing the safety and effectiveness of the new on-call appliance model. DF explained that the model would be a supplement to the regular ongoing recruitment and would continue to be monitored. DF confirmed that the model would not deviate from normal safety procedures and that the intention was to increase appliance availability.

8.3 In regard to National Fire Resilience Scotland (NFRS), the Committee queried the resource implications and risks associated within maintained standards. AW reminded the Committee that this related to the replacement cycle of national resilience assets. A business case had been submitted to the Contest Board and the Service would continue to engagement with Scottish Government. DF provided clarity on the capability strategy referenced within this section.

8.4 In regard to Health and Wellbeing (HW) Support, the Committee queried the resource implications for additional administrative support being provided to the HW Recovery. CMcG noted that a positive outcome had been the increased effectiveness and efficiency of central staffing oversight of staff availability which had benefits beyond the recovery process.

8.5 Brief discussion took place on the Operations Delivery Liaison Forum, noting that the forum was not new as it had existed in various previous formats. It was further noted that the purpose of the forum was to provide Group Commanders from all LSO areas the opportunity to engage with the Operations Delivery function and share information across the Service. There were no formal plans or processes in place to monitor the effectiveness of the forum, instead the intention was to support open discussion, sharing of ideas and facilitate two-way communication.

8.6 In regard to the hydrant maintenance application, JH advised that the new iteration of the app would help to integrate multiple data sources, prioritise and proactively target high-risk areas and improve resource allocation.

8.7 In regard to Home Fire Safety Visits (HFSV), the Committee queried whether hoarding would be a criterion to initiate a visit. JH confirmed that hoarding was a high-risk indicator and that the Service would continue to work with partners to promote the referrals pathway. The potential to promote HFSV within GP surgeries to be considered.

8.8 In regard to fire retardant bedding being provided during visits, JH confirmed that this could be available to high-risk individuals, particularly those with a history of smoking in bed.

8.9 The Committee noted and welcomed the positive statistics and report on the Museum of Scottish Fire Heritage.

8.10 JH briefed the Committee on the research involving master's students on fire safety, sport and education, including the intended audience, purpose and how this was commissioned. RW outlined the Service's formal approach to research, development and innovation which included the establishment of an internal group, chaired by JH, with a focus on research activities. RW noted that the Service were engaging with a range of academic partners across different subject areas and were seeking to identify specific research priorities aligned to strategic objectives. PS noted that the University of Chester were hosting a UK-wide symposium on fire research on 23 June 2026 and offered to help connect SFRS with the event organisers if required.

8.11 The Committee noted and welcomed the declining number of fire fatalities.

8.12 The Committee noted concerns relating to the low percentage of enforcement actions following audits. JH explained that considerable levels of advice were given informally and, therefore, not captured within statistics. JH noted the Committee's concerns and agreed that more enforcement activity and/or recording may be warranted.

8.13 In regard to wildfire training, the Committee were advised that phase one training targets had been met and additional resources had been stood up for this specific wildfire season. It was noted that a new wildfire app was under development for operational support.

8.14 In regard to the incident at Union Street, Glasgow, RS advised the Committee that HMFSI had been invited to and attended the debrief sessions. RS commended the debrief process, notably the willingness of attendees to speak openly on all aspects of the incident which demonstrated a mature and open culture without fear of repercussion. RS has since written to CMcG, the Chief Officer and Deputy Chief Officer to provide formal feedback. CMcG thanked RS for his comments. CMcG confirmed that the formal recommendations report would be developed and brought to a future Committee meeting and, if requested, to a future Strategy Day for wider Board awareness.

8.15 **The Committee scrutinised the report with assurance as reasonable.**

8.2 **Local Senior Officer (LSO) Performance Overview**

8.2.1 JMcK provided an overview of East and West Dunbartonshire and Argyll and Bute (EWDAB) LSO area, including operational structure, major risks, partnership work, community initiatives and recruitment challenges. The following key areas were highlighted:

- Overview of the area's diverse geography, local population and tourism and numerous significant risks.
- Mixture of operational structures across the area which included Wholetime, On-Call, and Volunteer stations and specialist responses.
- Overview of the Safety, Standards and Performance activities including thematic audits to ensure standards were being maintained, multi-agency debriefs, performance management meetings and training/exercises.
- Reduction in unwanted fire alarm signals, other false alarms and fires.
- Overview of partnership working, community and prevention activities which included Community Planning Partnership, Youth Volunteer Schemes, Water Safety Partnership, good relationships with local authorities, etc.
- Overview of recognition and charity work which included local BUZZ magazine awarding of recognition plaques/medals/awards, charity events and open days.
- Acknowledgement of major incidents across the area.
- Overview of key challenges which included recruitment and retention across On Call and Volunteer stations, significant geographic diversity and routine disruption of transport links.
- Initiatives include the local delivery of the modular task and task management and training delivery.
- The Service's first successful Volunteer to Retained Duty Scheme Pathway candidate.

8.2.2 Brief discussion took place on the positive relationships with local authorities and the tailored level of support provided to each. It was noted that there was an ongoing need, and challenges, to raise awareness of the positive work, activities and support provided by the Service. JMcK advised that information was regularly shared internally, however more could be done to publicise this.

8.2.3 Brief discussion took place on community resilience, multi-agency training and preparedness exercises, good relationships with partners and business continuity planning.

8.2.4 The Committee commented on the local authority make-up of the LSO area. JMcK noted that, whilst the areas were distinct from each other, access to national resources and the ability to share learning across both areas were beneficial.

8.2.5 **The Committee welcomed and noted the verbal update.**

(J McKay left the meeting at 1120 hrs)
(Meeting broke at 1120 hrs and reconvened 1125 hrs)

9 INSPECTIONS/AUDITS

9.1 UPDATE FROM HM FIRE SERVICE INSPECTORATE

9.1.1 RS presented the report to the Committee to provide an update on HMFSI inspection and reporting activity.

9.1.2 The Committee sought clarity on how the proposed estate, fleet and equipment inspections would interact with other reviews to address gaps and/or avoid duplication. RS advised that the estate, fleet and equipment review would be undertaken jointly with, and be led by, Audit Scotland. The review would focus on the operational implications of underinvestment, inadequate budgets and uncertainty in future investment in these areas. RS noted that it was too early to comment on how prioritisation of investment would be approached or captured within the review. RS confirmed that the review would take account of existing and planned work to avoid duplication.

9.1.3 RS advised that the Focused Report on the Commonwealth Games was being finalised and would be laid in Parliament in June 2026. RS noted that the report commended the Service's preparedness and would contain lessons to be learnt in relation to partnership with private entities involved in large scale public events.

9.1.4 **The Committee noted the report.**

9.2 HMFSI Inspection Action Plan Update

9.2.1 RW presented the Committee with an update report on HMFSI inspection action plans for scrutiny. The following key points were highlighted:

- West Service Delivery Area (WSDA) action plan was reporting Green, 90% completion with 7 live actions. During this reporting period, it was anticipated that Action 3.26 would be completed by July 2026.
- North Service Delivery Area (NSDA) action plan had been finalised and approved by Strategic Leadership Team (SLT). Formal progress update would be presented to the next meeting.
- Operational Assurance action plan had been finalised and approved by SLT. Formal progress update would be presented to the next meeting.

9.2.2 It was clarified that the Committee were being asked to scrutinise the report and any decisions on closure of actions remained the remit of the Senior Management Board.

9.2.3 **The Committee scrutinised the report with assurance as substantial.**

(R Scott left the meeting at 1140 hrs)
(C Fitzpatrick joined the meeting at 1140 hrs)

10 SERVICE DELIVERY PERFORMANCE REPORTING

10.1 Quarterly Performance Report for Q4 2025-26

10.1.1 The Chair advised that the report would be taken as read by the Committee members and subsequently moved straight to questions.

10.1.2 The Committee queried the range and variance of on-call and wholetime appliance availability by station. DF advised that performance data for individual stations was available and this management information sat under the high level KPI presented to the Committee. Further informal discussions to be taken off table.

10.1.3 In regard to KPI 14 and 15 (Response and Call Handling), the Committee sought clarification on the higher timings within the East. DF reminded the Committee that the increase was only a matter of seconds and there was no specific reason for this. AW referenced a recent SLT discussion and noted that this was being investigated.

10.1.4 In regard to KPI 18 (Operational Intelligence Inspection), JH advised that the improvements were due to streamlining of processes and technology and not due to increased resources.

10.1.5 The Committee commented on the need for more interpretive narrative within KPI summaries to aid understanding and scrutiny. CF confirmed that future reports would include clearer interpretation and summaries of performance against targets and provided an overview of how this would be achieved.

10.1.6 **The Committee scrutinised the report with assurance as reasonable.**

(C Fitzpatrick left the meeting at 1158 hrs.)
(C Wade joined the meeting at 1158 hrs)

11 SFRS COMPLAINTS ANNUAL REPORT 2024/25

11.1 CW presented the Complaints annual statistics for 2024/25 for scrutiny and provided an explanation on the delay in providing this report. The following key points were highlighted:

- Slight reduction in the number of complaints from previous year.
- Explanation of the differences between the resolved classifications.
- Majority of complaints were dealt with at Stage 1.
- Only 4 complaints were upheld.
- Overview of key themes including breakdown by areas and subcategories.
- Benchmarking data had been included with the caveat that it was not a true comparison.

11.2 The Committee commented and welcomed the positive speed to response to complaints.

11.3 **The Committee scrutinised the report with assurance as reasonable.**

12 SFRS COMPLIMENTS ANNUAL REPORT 2024/25

12.1 CW presented the Committee with a progress update regarding the SFRS Compliments process as outlined in the SFRS Compliments Handling Policy and Procedure for scrutiny. The following key points were highlighted:

- Slight increase in the number of compliments from previous year.
- Work commenced to capture compliments through Museum and social media.
- Next iteration of the report would include themes within the dashboard.
- No regulations to publish compliments, therefore difficult to benchmark.

12.2 **The Committee scrutinised the report with assurance as reasonable.**

(C Wade left the meeting at 1212 hrs)
(D Johnston joined the meeting at 1212 hrs)

13 SERVICE DELIVERY RISK REGISTER

13.1 **Committee Aligned Directorate Risks**

The report was presented which contained the identified Directorate risks and controls aligned to the business of the Committee. DJ provided a brief update on the development of the risk dashboard with feedback being sought from other directorates and the Audit and Risk Assurance Committee to ensure scrutiny requirements were sufficient.

13.2 DJ noted that several control actions relating to Finance, Digital and Infrastructure, including cyber security, risks had been overlooked and would be included within future reports.

13.3 In regard to Risk OD001 (Operational Control Staffing), the Committee sought assurance on the level of reduction (15 to 9). AW outlined the process for changing risk rating levels, noting that sufficient evidence had to be presented. AW advised that the reduction in risk was attributable to the stabilisation of staffing levels.

13.4 In regard to Risk TSA020 (Face Fit Testing), CMcG advised that no formal exemption from HSE had been requested. CMcG provided an update on face-fit testing, noting that a robust plan was in place and that the HSE were satisfied with the Service's progress.

13.5 **The Committee scrutinised the report with assurance as reasonable.**

(D Johnston left the meeting at 1223 hrs)

14 FORWARD PLANNING

14.1 **Committee Forward Plan**

14.1.1 The Committee noted the forward plan. It was noted that the Chair and AW would review the Forward Plan outwith the meeting to ensure that future items remained relevant.

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 identified.

15 REVIEW OF ACTIONS

15.1 CC confirmed that there were no formal actions arising during the meeting.

16 DATE OF NEXT MEETING

16.1 The next meeting is scheduled to take place on Tuesday 8 September 2026.

16.2 There being no further matters to discuss, the public meeting closed at 1225 hours.

REPORTS FOR INFORMATION ONLY:

The following report was provided for information only and was taken as read.

- Thematic Station Audit Overview 2026-2028

<u>PRIVATE SESSION</u>

17 SAFETY AND STANDARDS

17.1 AW gave a presentation to the Committee outlining historic and current challenges relating to safety standards and performance within the Service.

17.2 **The Committee noted the presentation and verbal update.**

There being no further matters to discuss, the private meeting closed at 1331 hours.