



SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

**PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD**

**THURSDAY 26 AUGUST 2021 @ 1000 HRS**

**BY CONFERENCE FACILITIES**

**PRESENT:**

Kirsty Darwent, Chair (KD)  
Stuart Ballingall (SB)  
Steve Barron (SBa)  
Lesley Bloomer (LBI)  
Malcolm Payton (MP)  
Tim Wright (TW)

Fiona Thorburn, Deputy Chair (FT)  
Nick Barr (NB)  
Brian Baverstock (BB)  
Angiolina Foster (AF)  
Paul Stollard (PSt)  
Mhairi Wylie (MW)

**IN ATTENDANCE:**

Martin Blunden (MB)	Chief Officer
Ross Haggart (RH)	Deputy Chief Officer
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
John Thomson (JT)	Acting Director of Finance and Procurement
Hilary Sangster (HS)	Group Commander Business Support
Alasdair Cameron (AC)	Group Commander Board Support
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DH)	Board Support/Minutes

**OBSERVERS:**

Derek Smith, Scottish Government  
Chris McGlone, Fire Brigades Union

**1 CHAIR'S WELCOME**

- 1.1 KD opened the meeting and welcomed those participating via MS Team, in particular new Board Members, Stuart Ballingall, Steve Barron, Angiolina Foster and Paul Stollard to their first Board meeting and observers from Scottish Government and Fire Brigades Union.
- 1.2 On behalf of the Board, KD offered congratulations to Angiolina Foster on her recent appointment as the Chair of Public Health Scotland.
- 1.3 The Board were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.
- 1.4 On request, direct public access to observe meetings was now available, however, meetings would still be recorded and published on the public website

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### 2 APOLOGIES

- 2.1 Liz Barnes, Director of People and Organisational Development  
John Dickie, Assistant Chief Officer, Director of Training, Safety and Assurance  
Iain Morris, Acting Director of Asset Management

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

- 3.1 The Board agreed that the *Annual Performance Review Report 2020/21* and the *Request for Settlement of Insurance Claim* would be taken in private due to confidential matters (Standing Order 9G) and matters relating to an individual (Standing Order 9A).

### 4 DECLARATION OF INTERESTS

- 4.1 None.

### 5 MINUTES OF PREVIOUS MEETING:

#### 5.1 Thursday 24 June 2021

- 5.1.1 The following amendments were noted and agreed:

Item 11 Audit and Risk Assurance Committee – Date of next public meeting to be amended to 8 July 2021.

Item 15 Resource Budget Monitoring Report May 2021 – The following text to be added to more accurately reflect the fuller discussion “*The Board acknowledged the restricted timeline, however, where possible the Service should seek to avoid this difficulty and this would be discussed further at a future Strategy Day.*”

- 5.2 **Subject to the above amendment being made, the minutes of the meeting held on 24 June 2021 were approved as a true record of the meeting.**

### 6 ACTION LOG

- 6.1 The Board considered the action log, noted the updates and agreed the removal of completed actions.

- 6.2 It was agreed that the closing statement for Item 16.4 (Combined Risk and Performance Q3 Progress Report) would be amended to provide clarity of the meeting being referenced.

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

### 7 DECISION LOG

- 7.1 The Board considered the Decision Log.

- 7.2 **Members noted the updated Decision Log.**

### 8 CHAIR’S REPORT

- 8.1 The Chair presented her report noting events which had occurred since the Board meeting held on 24 June 2021. The following key points were highlighted:

- Attendance at Kilbirnie Street Memorial event on 25 August 2021 to mark the 49<sup>th</sup> anniversary of the tragic incident.
- Meeting with the Minister of Community Safety and Scottish Government colleagues to appraise them of the future vision and direction of the Service. Further details will be shared with the Board at the Strategy Day on 30 September 2021.
- Met with new Board members along with the Deputy Chair, to ascertain their initial impressions of the Service and the main themes would be carried forward to future strategy days.

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8.2 KD briefed the Board on the successful multi-agency Vepsish exercise, held on 27 July 2021, in preparation for Conference of Parties (COP) 26 which proved to be a valuable learning opportunity for all agencies involved.

8.3 **The Board noted the report.**

### 9 CHIEF OFFICER'S REPORT

9.1 The Chief Officer presented his report noting events which had occurred since the Board meeting held on 24 June 2021. The following key points were highlighted:

- Met with Minister of Community Safety (11 August) to discuss the recent tragic drowning incidents and to provide assurance that the Service were committed to assist in reducing incidents of this nature.

9.2 MB briefed the Board on the Future Vision Course he attended, facilitated by Birmingham Leadership Institute, for both public and private sector UK Chief Executives which explored modern leadership, challenges, successes and learning. A report would be submitted to the Remuneration, Appointments and Nominations Sub Committee in December 2021 to both update and provide clarity on the outcomes of the course.

9.3 The Chief Officer provided a further update on the following key areas:

- Service continues to support and assist Scottish Ambulance Service with the provision of drivers.
- Updated on the recent major incident on George IV Bridge, Edinburgh, which despite the complex and challenging nature, was handled in an exemplary manner by all those involved.
- Key areas of risk were Command and Control Futures (CCF), Marauding Terrorist Attacks (MTA), COP26 and health and wellbeing of staff. Substantive updates were provided at a previous Strategy Day (30 July 2021). The risks associated with CCF remains high. The Digital Audit Office have undertaken an audit and their report would be provided to the Strategic Leadership Team in due course.
- Potential emerging risk related to the Service's ability to fully spend the Capital budget within the current financial year as a result of Covid. The potential impact on the capital programme would be discussed further at a future Strategy Day.

9.4 **The Board noted the report.**

### 10 DEPUTY CHIEF OFFICER'S CHANGE PORTFOLIO UPDATE

10.1 RH updated Members regarding Change Portfolio matters which had occurred since the Board meeting held on 24 June 2021, highlighting the following:

- Change Committee workshop held on 20 July 2021, which was led by Andy Main, Head of Portfolio Office. The workshop included:
  - An overview and assessment of the Portfolio Office in terms of maturity.
  - Key opportunities for development were:
    - Design/develop standard Project Portfolio Management change lifecycle framework.
    - Creation of a dependency management approach.
    - Develop a suite of reports in conjunction with Change Committee.
    - Design a programme management allocation model to support career development.
    - Strengthen approach to finance and relationships with financial partners.
    - Identification of Portfolio Management Tools to improve performance (interim basis).
    - Developing our approach to resource capacity planning.
    - Development of a digital strategy for the Portfolio office, in relation to knowledge management system.
  - Development of roadmap to support the delivery of improvements within the Portfolio Office.

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- Identification and integration of quick wins within the wider programme of change.
- Indicative potential structures (interim, medium and long term) to support the development of Portfolio Office.

- 10.2 The Board asked whether there was an identified clear definition of what change was within the Service. RH indicated that the Service currently had several high-level programmes of work/individual projects and overarching these there was a need to refresh the strategy for change, to refresh and strengthen the approach to a portfolio at a strategic level to fully understand the significant changes proposed going forward. RH noted that this would link with the Future Vision.
- 10.3 The Board asked whether the Service intended to develop a clear set of criteria to assist the formal transition from change into business as usual. RH noted that the Service had criteria which helped to identify significant change, directorate managed projects or business as usual, however, this needed to be developed further and would be progressed through the development of the change lifecycle work.
- 10.4 RH stated that the development work would take approximately 18 months.
- 10.5 PS informed the Board that the development of the change cycle was a key priority and it was anticipated that this would be finalised within approximately 2-3 months.
- 10.6 RH assured the Board that any identified changes/improvements, eg suite of documentation, would be applied to support existing ongoing programmes/projects.
- 10.7 Board members who attended the Change Committee workshop commended the professionalism, enthusiasm and level of work undertaken by the Portfolio Office, as well as the commitment from the Strategic Leadership Team to enhance this function.
- 10.8 **The Board noted the verbal update.**

## 11 COMMITTEE UPDATES

The Board approved the following changes to the Committee structures with immediate effect:

- Fiona Thorburn would stand down from the Service Delivery Committee and join the People Committee.
- Angiolina Foster would stand down from the People Committee and join the Service Delivery Committee.

### 11.1 Change Committee (CC)

11.1.1 FT reported that the Committee held a public meeting on 5 August 2021 and provided a verbal update, highlighting the following:

- Informative workshop on 20 July 2021 noting the previous good work and additional resources within the Portfolio Office.
- Review of Committee's Annual Value Added Statement.
- Change request presented for the Safe and Well project.
- Emergency Service Network project reported a slippage in timeline.
- Updated change requests and project dossiers relating to the Service Delivery Model Programme.
- Update on the People, Training, Finance and Assets Systems (PTFAS) including the willingness to talk and listen to frontline staff/end users on what was actually required, emphasis on adopting rather than adapting software packages and the importance of providing training and assistance to staff to support the adoption.
- Update on McDonald Road Refurbishment project.

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- Update on Command and Control Futures project. A separate session has been arranged to provide some additional background to new Committee Members, Angiolina Foster and Stuart Ballingall, and also to provide an opportunity for them to share their previous experiences.

### 11.1.2 **The Board noted the verbal update.**

### 11.2 **Audit and Risk Assurance Committee (ARAC)**

11.2.1 BB noted that the Committee held a public meeting on 8 July 2021 and referred the Board to the attached draft minutes. He highlighted the following:

- Comprehensive Annual Governance Statement which was an exemplar across the public sector.
- Internal Audit Annual Report 2020/21 highlighted the completion of all audits during a particularly challenging year which was testament to the auditors and the Service. Overall opinion that the Service had a framework of governance, risk management and controls that provides reasonable assurance regarding the effective and efficient achievement of objectives. Some known areas of improvement regarding ICT, data security and asset management were noted and being addressed.
- Final Audit reports presented for SFRS Expenses Policy, SFRS Procurement and Tendering, Estates Asset Management and Maintenance, Operational Equipment. Overall content with actions already being taken to address the recommendations made.
- Review of Strategic Risk Register noting the appreciation of the Committee on the development and embedding of the new system of risk management.
- Comprehensive HMFSI Annual Report noting the commitment to strengthen relationships and to support continuous improvement within the Service.

### 11.2.2 **ARAC Annual Report to the Board and Accountable Officer**

BB presented the report to the Board which confirmed the Committee gained assurances from audit activity, met their Committee terms of reference and the Committee have the necessary skill set to undertake their role. In conclusion, the Committee were assured that the Service continues to operate effective risk management, internal controls and governance.

### 11.2.3

BB noted potential future focus for the Committee, including cyber security, impact of Covid and implications on risk.

### 11.2.4

**The Board noted the draft minutes and the Annual Report to the Board and Accountable Officer.**

### 11.3 **People Committee (PC)**

11.3.1 The next meeting of the Committee is scheduled for 9 September 2021.

### 11.4 **Service Delivery Committee (SDC)**

11.4.1 NB reported that the Committee held a public meeting on 26 May 2021 and noted that the draft minutes were previously circulated and discussed. The next meeting of the Committee was scheduled for 1 September 2021 and highlighted the business being presented:

- New and improved format for performance reporting.
- Updates report will be presented for HMFSI Audit Reports, Unwanted Fire Alarm Signals (UFAS) review project, clinical governance and Grenfell Tower.
- Specific report on Automatic External Defibrillators (AED).
- Risk Spotlight on SD005 Water Supply.
- Presentation on the Operational Strategy review within the Service Delivery Directorate.

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- Annual Complaints report to review handling and statistics.
- Private workshop on Fire Safety Enforcement, invitation extended to all Board members.

### 11.4.2 **The Board noted the verbal update.**

## **12 ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1 APRIL 2020-31 MARCH 2021**

12.1 JT presented a report to the Board seeking approval for the Annual Procurement Report for the period 1 April 2020 – 31 March 2021 noting the Service's requirement to prepare and publish under the Procurement Reform (Scotland) Act 2014. Following approval, the report would be published no later than 31 August 2021. He highlighted the following:

- Thirty-four regulated procurements, totalling £42.8million, were awarded.
- Collaborative contracts accounted for 83% of procurement spend.
- Continue to invest in procurement resources to support service delivery.
- Small/Medium Enterprises (SME) represented 62% of the overall supplier base and 46% of the total spend was with Scottish suppliers.
- Total cashable savings amounted to £1.77million.
- Reduction of £0.500million on non-contract spend.

12.2 The Board commented on the positive report and asked for consideration to be given to include some previous year's comparable data. JT noted that the annual procurement report was a legislative document with set criteria which had to be adhered to, however, the inclusion of some key points would be considered for future reports.

12.3 The Board sought clarification on how community benefits, ie women in work experience, apprenticeships, etc were identified within individual projects. JT stated that at the start of the contract, the Service agrees with the Contractor which areas should be targeted and delivered as an outcome of the project.

12.4 The Board asked for clarification on the future regulated procurement entry for Microsoft Licensing Agreement for the year 2022/23. In response to this query, JT agreed to check and would report back later in the meeting. (Update provided: JT confirmed that this contract was through Crown Commercial Services, therefore the Service were receiving the benefits from the full UK public sector.)

12.5 In regard to carbon reduction and financial savings, JT reminded the Board that investment in carbon reduction would not deliver immediate financial benefits. An example of financial benefits would be reduced energy consumption. The Service remained proactive in identifying and securing grant funding from Scottish Government to support the continued commitment of reducing carbon.

12.6 In regard to the procurement of immunisation, JT noted that this contract was currently paused and directly related to Out of Hospital Cardiac Arrest (OHCA).

12.7 The Board offered congratulations on the high percentages of SME contracts and the processing of payment within 10 days. JT reminded the Board that the Service were committed to make payments to suppliers promptly and were continuing to explore and identify areas of improvement.

12.8 The Board queried whether the format of the report could be streamlined to improve its readability. JT confirmed that the format was prescriptive and the level of detail published was to ensure transparency. JT noted the potential to truncate future reports, whilst maintaining transparency by continuing to publish a more detailed report.

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12.9 The Board welcomed and acknowledged the strong narrative around procurement being a driver to achieve strategic objectives. However, the current core performance indicators were not aligned. JT reminded the Board that the new Procurement Strategy which had a greater focus on sustainability and alignment of key performance indicators had only recently been agreed. The Board noted the future refresh and evolution of the report to align with the new Procurement Strategy.

12.10 **The Board approved the Annual Procurement Report for the period 1 April 2020 – 31 March 2021.**

*(Meeting broke at 1125 hrs and reconvened at 1130 hrs)*

### 13 **SFRS LONG TERM STRATEGIC VISION: CONSULTATION FEEDBACK**

13.1 MMcA presented a report to the Board advising the result of feedback from the public consultation on the draft Long Term Vision document and to seek approval of the proposed change to the Long Term vision document. MMcA sought the nomination of a Board member(s) to act as liaison and to provide Board assurances on the final edits within the Long Term Vision document.

13.2 The following key points were highlighted:

- Consultation launched on 7 June and concluded on 18 July. Stakeholder mapping exercise was undertaken to target key stakeholders. Consultation process was primarily virtual with direct emails, online surveys and promotion through social media. Information sessions were held with Local Senior Officers to enable them to share key messages with Scrutiny/Community Planning Partnership meetings.
- Range of consultation materials were developed to support the process and delivery of consistent messaging.
- Total of 261 responses were received. Of which, 40% were aged between 41-55, 56% were male and 62% provided postcode areas to identify Service Delivery Areas (SDA). An overall majority either agreed/strongly agreed with the draft long term vision (79%), the 4 strategic intentions (78-81%), and the 8 priorities (75-85%).
- Reasons for disagreement, although very low, included lack of detail or too vague, perception of future cuts and concern regarding partnership working.
- Submissions were received from 7 separate key partners including the Fire Brigades Union, who were broadly in agreement but raised some concerns.
- Details and examples of responses given to the 2 open questions.
- Details and examples of themes arising from the responses included community and partner engagement, content/style, operational response, staffing, investment, organisational culture, staff engagement, technology and data, training, environment and consultation process.
- All responses would be published and made publicly available.
- Reflection on themes and refine vision document accordingly ie improve readability and incorporate graphics, clarify links to Strategic Plan, strengthen commitment to engage further with partners and communities, outline engagement process with external stakeholders and clarify broader contribution.
- Proposal to refine and publish final document by the end of October 2021.
- Next steps following publication included a detailed planning exercise taking place, any early/quick wins would be identified and publicised together with the development of the Strategic Plan 2022/25.

13.3 For clarification purposes, the Board were being asked to scrutinise and agree the process for taking this forward. It was noted that should the final document be resubmitted to the next formal Board meeting, it was explained this would delay publication. The alternative proposal to circulate the final document by email with a brief report, containing a list of amendments, be submitted to the next Strategy Day (30 September) was suggested at that point.

- 13.4 The Board then commented on the following:
- Review language throughout the document and remove all “professional language” to simplify and improve readability. Consider sourcing external editorial support and using Crystal Mark. Should professional language need to be used, a clear definition should also be provided.
  - Presentation of graphics to be amended to clarify that “Not Known” responses relate to location/postcode not being provided rather than the questions being asked.
  - Consider the merits and purpose of presenting the breakdown of responses by service delivery areas.
  - Consider adequacy of feedback to respondents and whether this could be enhanced by providing more information/clarification within the published analysis as well as addressing any negative responses.
  - Disappointment in the lack of organisational responses from groups who relate to certain aspects of our strategic vision.
  - Assured by the level of local engagement by Local Senior Officers.
  - Concerns regarding national level engagement and the potential lack of awareness and understanding of the wider role and services of SFRS.
  - Importance of identifying key strategic partners/individuals for further engagement and continuing to raise awareness of the long term vision and ambitions of the Service.
- 13.5 MMcA reminded the Board that a debrief exercise on the consultation and engagement process would be carried out to help identify any lessons and themes including any geographically (LSO/SDA) specific negativity which had not been captured within the analysis.
- 13.6 Going forward MMcA noted that the Service would reflect and adjust the language/terminology used, undertake broader consultation with key strategic national and local partners, further engage with partners and communities to ensure that they understand the plan. The detailed plan on the strategic planning process would be finalised in due course.
- 13.7 To ensure due diligence and transparency, it was agreed not to take this to the Board Strategy Day but that a special Board meeting would be convened on Thursday 30 September 2021 to enable the final Long Term Vision document to be publicly presented for approval.
- 13.8 **The Board noted the contents of the report, approved the process going forward with the revised Long Term Strategic Vision being brought back to a Special Board Meeting (30 September 2021).**

#### 14 **RESOURCE BUDGET MONITORING REPORT – JULY 2021**

- 14.1 JT presented a report advising the Board of the resource budget position for the period ending 31 July 2021. JT outlined the analysis of the financial position and referred Members to Appendix A of the report, which identified the current resource position showing a current year to date overspend of £0.032m and a forecasted year-end underspend of £0.145m. This forecast position was on the basis that additional funding would be received to support the Service’s investment in COP26. Trace & Protect and Emergency Services Mobile Communications Programme (ESMCP). The following key points were highlighted:
- Two virements during the period: Transfer of funds from travel costs to subsistence in respect of Health & Safety Covid Audit Team business case, and funds were drawn from contingency to support the Cameron House fatal accident inquiry. Additional virements would be required in respect of Cameron House, however, these were still unknown at this time.

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- Reformatted presentation to provide an enhanced visual summary of the in-year financial position and focus on the financial risks.
- Main variations were
  - Wholetime costs forecasted overspend of £1.237m due to pay offer, overtime and recruitment.
  - Support Staff costs forecasted overspend of £0.059m due to recruitment to support business cases.
  - Control, Retained Duty System (RDS) and travel & subsistence costs forecasted underspends.
  - Property costs were underspend due to the earlier than anticipated sale of Thornton site.
- Continued impact of Covid on the financial position was being managed and forecasted appropriately.

14.2 The Board welcomed the new format of the report and suggested that it would be helpful to include some information on the method of risk mitigation.

14.3 In regard to overtime, the Board queried whether anything further could be done to improve the management of this budget. JT assured the Board that the Service was constantly reviewing and managing the overtime situation. JT reminded the Board of several drivers which impacted on overtime, including maintaining skills levels, recruitment, etc. The Overtime Action Group scrutinised this area and fully understood the drivers and plan as appropriate based on the budget available, trends from previous years, forecasted recruitment/retiral profiles, etc. In previous years, JT noted the Service's ability to predict overtime more accurately, however, due to the impact of Covid, the circumstances were different this year.

14.4 It was confirmed that the Board were being asked to scrutinise the report rather than approve (as noted on the covering report).

14.5 **The Board scrutinised the resource budget position for the period ending 31 July 2021.**

### 15 **CAPITAL MONITORING REPORT 2021/22 – JULY 2021**

15.1 JT presented a report advising the Board of the actual and committed expenditure against the 2021/22 capital budget position for the period ending 31 July 2021. It was anticipated that the revised budget of £33.980 million would be spent by the end of the financial year. The following key points were highlighted:

- Revised Net Zero Grant due to grant in relation to vehicle leasing being removed and was now shown as Deferred Income.
- Accounting to change under IFRS16 which would be applied to the public sector in 2022/23.
- Overall expenditure to date was £23.631m (approximately 69.5%)
- Completion of Portlethen Training Facility project.
- Acceleration of Powered Rescue Equipment (PRE) to mitigate risk of underspend.
- Additional funding awarded through the Green Public Decarbonisation Scheme in the amount of £2.100m. This would be allocated to environmental projects on stations.

15.2 The Board commended the team for identifying and securing additional grant funding for environmental issues.

15.3 It was confirmed that the Board were being asked to scrutinise the report rather than approve (as noted on the covering report).

15.4 **The Board scrutinised the level of actual and committed expenditure for the period ending 31 July 2021.**

**16 COMBINED RISK AND PERFORMANCE Q1 2021/22 PROGRESS REPORT**

16.1 MMcA presented a report advising the Board of the quarterly progress made against the strategic outcomes and objectives. He noted that individual Committees undertake detailed scrutiny of performance and risk and this report presented a high-level overview to the Board. The following key points were highlighted:

- Strategic Risks: Ongoing discussions on approach to risk and risk reporting through Audit and Risk Assurance Committee.
- Annual Operating Plan (AOP): Of the 27 actions, 20 actions were progressing as planned (Green) and 7 actions were experiencing some slippage (Amber).
- Update on residual AOP actions from 2019/20 and 2020/21.
- Performance Management: Of the 15 measures, 6 were on track (Green), 2 were slightly off track (Amber) and 7 measures (no targets set) were being closely monitored (Blue).
- Home Fire Safety Visits were On Target and in line with 3-year average.
- Accident Dwelling Fires were below the 3-year average with high severity fires remaining slightly off target.
- Unwanted Fire Alarm Signals (UFAS) remain below target but may increase due to opening of businesses, etc.
- Fatalities remained broadly comparable to the 3-year rolling average. Further details to be captured through the Fire Investigation reports.

16.2 In regard to Objective 1.2 (design and implement revised Fire Investigation Delivery Model), the Board requested clarification on the reason for the revised extended due date and the consequences of this slippage. SS reminded the Board that the Fire Investigation restructure which reduced the number of posts. However subsequently a broader review of fire investigation was undertaken with a view to modernise the function in order to support the strategic intentions going forward in terms of prevention and protection. This would be done through work with academia, building standards, ISO accreditation to support the criminal justice system, training frontline crews as well as informing the prevention and protection strategy. Due to Covid, there has been a delay of approximately 18 months, however, this has afforded the Service an opportunity to explore and identify alternative methods of working. The Strategic Leadership Team have approved the new fire investigation model which will be implemented at the start of the next financial year 2022/23. The financial consequence of the delay has been subsumed across the Service Delivery budget.

16.3 The Board commented on the lack of risk information within the report and were reminded that work was ongoing to develop the template output that reports directly from the risk management system. Once refined, these reports would be incorporated into the combined risk and performance report.

16.4 **The Board scrutinised the Combined Risk and Performance Quarter 1 Progress Report.**

**17 RISK THEMES**

17.1 There were no new or emerging issues identified during this meeting.

**18 FORWARD PLAN**

18.1 The Forward Plan was noted and would be kept under review.

**19 DATE OF NEXT MEETING**

19.1 As agreed earlier in the meeting, a special meeting of the Board to be convened on Thursday 30 September 2021 @ 0930 hrs.

19.2 Thereafter, the next formal meeting of the Board is scheduled to take place on Thursday 28 October 2021 at 1000 hrs.

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19.3 There being no further matters to discuss in public, the meeting closed at 1250 hours.

**PRIVATE SESSION**

**20 MINUTES OF PREVIOUS PRIVATE MEETING:**

**20.1 Thursday 24 June 2021**

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

**20.2 The minutes of the private meeting held on 24 June 2021 were approved as a true record of the meeting.**

**21 ANNUAL PERFORMANCE REVIEW REPORT 2020/21**

21.1 MMcA presented a report to the Board seeking approval to release the Annual Performance Review (APR) Report 2020/21 to the Minister. It was noted that this report would help frame discussions during the Review, reflected against the 10 priorities within the Fire Framework and specific areas identified by the Minister. The Review is currently scheduled for Tuesday 5 October 2021 which is subject to change. The backup date of Wednesday 27 October 2021 should continue to be held in the meantime.

21.2 MMcA provided a brief background on the formal performance review and interim review undertaken by Scottish Government (SG). MMcA formally thanked Lou Patrick, T/Performance and Strategic Planning Manager, for her efforts in co-ordinating and producing the report.

**21.3 The Board noted the report and agreed that a further iteration would be circulated by email for comment prior to finalising and submission to SG.**

**22 REQUEST AUTHORISATION FOR SETTLEMENT OF INSURANCE CLAIM**

22.1 JT presented a report to the Board seeking approval for the settlement of an Employers Liability claim raised against the Service. Brief details of the incident, reasons for recommendation of settlement and subsequent investigation/lessons learned were noted.

**22.2 The Board approved the recommendation to instruct Clyde & Co to settle the claim.**

There being no further matters to discuss in private, the meeting closed at 1340 hours.