



SCOTTISH

FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 24 JUNE 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Kirsty Darwent, Chair (KD)
Nick Barr (NB)
Lesley Bloomer (LBI)
Marieke Dwarshuis (MD)
Malcolm Payton (MP)
Tim Wright (TW)

Fiona Thorburn, Deputy Chair (FT)
Brian Baverstock (BB)
Anne Buchanan (AB)
Bill McQueen (BMcQ)
Primrose Stark (PS)
Mhairi Wylie (MW)

IN ATTENDANCE:

Martin Blunden (MB)	Chief Officer
Ross Haggart (RH)	Deputy Chief Officer
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Iain Morris (IM)	Acting Director of Asset Management
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
Scott Semple (SSe)	Head of People and Organisational Development
Marysia Waters (MWA)	Head of Corporate Communications (Item 14 & 25)
Roy Dunsire (RD)	Group Commander Prevention and Protection (Item 14 & 25)
Julie Harkins (JH)	Acting Head of Safety and Assurance (Item 19 & 20)
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Alasdair Cameron (AC)	Group Commander Board Support
Debbie Hadow (DH)	Board Support/Minutes

OBSERVERS:

None

1 CHAIR'S WELCOME

1.1 KD opened the meeting and welcomed those participating via MS Team.

The Board were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.

1.2

This meeting would be recorded and published on the public website.

2 APOLOGIES

2.1 Liz Barnes, Director of People and Organisational Development

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- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 3.1 The Board agreed that the *Draft UFAS Consultation Document: Proposal For Responding to Automatic Fire Alarms* and the *Draft Fire and Rescue Framework for Scotland 2021-22* would be taken in private due to confidential matters (Standing Order 9G).
- 3.2 The Board also agreed that the *Chief Officer's Report (Item 9 – verbal update)* would also be taken in private due to confidential commercial matters (Standing Order 9E).
- 4 DECLARATION OF INTERESTS**
- 4.1 None.
- 5 MINUTES OF PREVIOUS MEETING:**
- 5.1 **Thursday 29 April 2021**
- 5.1.1 The minutes were agreed as an accurate record of the meeting.
- 5.2 **Thursday 27 May 2021 (Special)**
- 5.2.1 Subject to minor typographical errors, the minutes were agreed as an accurate record of the special meeting.
- 5.3 **Subject to amendments, the minutes of the meeting held on 29 April 2021 and 27 May 2021 were approved as a true record of the meeting.**
- 6 ACTION LOG**
- 6.1 The Board considered the action log and noted the updates.
- 6.2 **Members noted the updated Action Log and approved the removal of completed actions.**
- 7 DECISION LOG**
- 7.1 The Board considered the Decision Log. It was highlighted that following an Internal Audit recommendation, individual impact assessment sections had been included from April 2021 and would be reviewed on a rolling 12 months period.
- 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 29 April 2021. The following key points were highlighting:
- Recent National Joint Council (NJC) meetings. Firefighter pay settlement (1.5%) offered from July 2021. Fire Brigade Union (FBU) currently consulting with members.
 - Informal meetings held with NJC to discuss wider industrial relation at a UK level.
- 8.2 In regard to the FBU's formal recommendation (pay offer), KD advised that no timescale had been announced yet.
- 8.3 KD advised that her meeting with Gillian Russell, Director of Health Workforce, was an opportunity to discuss and share good practice around industrial relations, challenges across the public sector with terms and conditions and how to move forward in a post Covid environment.
- 8.4 **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 29 April 2021.

9.2 **The Board noted the report.**

10 CHANGE PORTFOLIO UPDATE

10.1 RH updated Members in regard to Change Portfolio matters which had occurred since the Board meeting held on 29 April 2021, highlighting the following:

- Head of Portfolio Office has carried out an appraisal of the Portfolio Office and wider organisation, on the ability to delivery significant change. To inform his appraisal, the Head of the Portfolio Office had observed the Senior Management Board (SMB), met with key stakeholders, considered the Gateway review (February 2020) and the Strategic review. The findings of this appraisal have been presented to the SMB and Strategic Leadership Team (SLT) and would be taken to the Change Committee Workshop (20 July).
- Head of Portfolio Office to produce a Development Portfolio Function Roadmap, to be enacted in 2021/22, to determine the actions required to develop to Portfolio Office function and the wider organisation's capability/capacity to delivery change.
- Consideration to be given to the role of the SMB whilst remaining mindful of the role of the Change Committee.
- Evaluation of the 5 Watch Duty System project completed. Along with the evaluation findings from the Rural Full Time Post (RFTP) and Rapid Response Unit (RRU) projects, a combined action plan had been developed and would be submitted to the Change Committee for scrutiny.

10.2 In regard to the Portfolio Office structure, RH reminded the Board of the notional reviews previously considered by the SLT. Since his appointment, the Head of Portfolio Office had undertaken a gap analysis and identified some gaps in key roles/capability. Recruitment had already commenced to fill one of these key roles.

10.3 **The Board noted the verbal update.**

11 COMMITTEE UPDATES

11.1 Audit and Risk Assurance Committee (ARAC)

11.1.1 BB noted that the draft minutes from 24 March 2021 already been presented and reported that the next public meeting is scheduled for 8 July 2021.

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

11.4 Change Projects Committee (CC)

11.4.1 FT reported that the Committee held a public meeting on 6 May 2021 and referred the Board to the attached draft minutes. She highlighted the following:

- Head of Portfolio Office valuable addition to the function.
- Committee Workshop (20 July 2021) looking at the Portfolio Office and change management roadmap.
- Command and Control Futures project (CCF) - Future strategy day session scheduled

11.4.2 **The Board noted the draft minutes and verbal update.**

11.3 People Committee (PC)

11.3.1 PS reported that the Committee held a public meeting on 2 June 2021 and referred the Board to the attached draft minutes. She highlighted the following:

- Equality Pay and Gender Pay Gap report showing good progress and favourable comparison to UK/legacy fire and rescue services.

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- Health and Wellbeing – Challenging year has resulted in significant backlog. Business cases have been approved to address this.
- Employee Wellbeing Survey carried out Q4 and a subsequent action plan was developed.
- People, Training, Finance and Assets programme – New contract secured with existing supplier HR providers to ensure stability until a new system was in place.
- Consistently low percentage of exit interviews being carried out, review to be undertaken.
- Innovation used to allow the continued delivery of training throughout the challenging year.
- Main risks were identified as capacity of resources to deliver training and capacity within facilities (social distancing).
- Update on the response to HMFSI audit.
- Progress continued to be made with Health and Safety Improvement Plans.
- Scrutinised the Health and Safety Policy Statement and Annual Report.
- Approved the Committee's Value Added Statement.
- Acknowledged the efforts and additional work undertaken within both the Training, Safety and Assurance and People and Organisational Development Directorates, throughout this particularly challenging year.

11.3.2 **The Board noted the draft minutes and verbal update.**

11.2 **Service Delivery Committee (SDC)**

11.2.1 NB reported that the Committee held a public meeting on 26 May 2021 and referred the Board to the attached draft minutes. He highlighted the following:

- Service Delivery Update – Update on existing Operations Control equipment to be submitted to next meeting.
- Quarterly Performance Report Q4.
- Action Plan and Closing Report – Content with assurances provided and Committee commented on the importance of focusing on the original recommendations.
- Unwanted Fire Alarm Signals (UFAS) – Committee impressed by the standard and depth of work undertaken.
- Clinical governance review by Scottish Ambulance Service.
- Live demonstrations of InPhase risk reporting module.
- Risk Spotlight on Fire Safety Enforcement and the impact of Covid including changes to delivery method. Future session to be arranged so the Committee can be updated regarding the legal framework and recent developments.
- Response and Resilience Review presentation
- Future areas of focus to include Operational Strategy, Fire Safety Enforcement, Outcome of Clinical Governance Review.

11.2.2 Grenfell Tower Fire Update

SS provided the Board with an update on the work undertaken by the Service in conjunction with relevant partners, following the Grenfell Tower fire tragedy in June 2017. The following key points were highlighted:

- Update Report 7 presented to the Committee included details of some relevant personnel changes within the working group.
- Detailed stocktake of progress against the action plan had been undertaken and route to completion had been identified.
- Impact of Covid on the ability to progress some actions.
- Detailed action plan presented and included RAG status and specific position updates on individual recommendations. Highlighted that the spirit of some recommendations has already been met, however, further actions have been identified and would now be also be undertaken prior to closing.
- During the reporting period, 6 actions have been closed and timescale for 13 actions have been extended to September 2021. Reminder that the original timescale for

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completing the action plan (June 2021) was set by the Service and prior to the ongoing pandemic.

- Successfully undertook the Fire Survival Guidance exercise and the outcomes would be disseminated throughout the Service.
- Transferred one recommendation to the Command and Control Mobilising System project. This recommendation related to accessing the command and control system by other blue light partners.
- HMFSI have commenced a thematic audit of High Rise Firefighting and Response to Grenfell.
- Overall summary of the 44 actions – 26 actions completed, 17 remain outstanding, one transferred.

11.2.3 **The Board noted the draft minutes and verbal update.**

12 BOARD MEMBERS APPOINTMENTS AND REVIEW OF COMMITTEE STRUCTURE

12.1 MMcA presented a report to the Board seeking approval of the revised Committee Structure, following the appointment of new Board Members and imminent retirement of existing Board Members, to ensure the continued effectiveness of the Board.

12.2 During discussions it was noted that the formal announcement was still awaited from the Minister's office, however, the Chair of the SFRS Board had considered and identified the new Committee structures. A further review would be carried out early 2022 to identify any wider restructuring requirements.

12.3 **The Board approved the proposals in order to assist towards ensuring the continued effectiveness of the governance arrangements of the SFRS Board and its Committees.**

13 ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD

13.1 MMcA presented a report to the Board advising and seeking approval of the proposed arrangements for reviewing the effectiveness of the Board. The following key points were highlighted:

- Corporate Governance Framework currently being developed and would supersede the existing Code of Corporate Governance.
- Impact of Covid on the operations of the Board and noted the work and support provided by the Board Support Team during this challenging period.
- At the early stages of the pandemic, positive action had been taken in relation to the delegated powers of the Chief Officer, standing orders and scheme of delegation.
- Internal Audit of Corporate Governance resulted in satisfactory assurance and 2 recommendations being made. The recommendations related to impact assessments to ensure effectiveness of Board decisions and review of Committee structures.
- Board Strategy and Information days and Committee workshops were extremely beneficial and continue to strengthen our governance.
- Continuing commitment to improve and provide training/learning materials.
- Board appraisals used to identify strengths and weaknesses which help to inform future succession planning arrangements.
- Continued commitment to maintain gender representation and balance on the Board.

13.2 The Board commented on the importance placed and high level of governance arrangements within the Service.

13.3 In regard to training/development opportunities, it was suggested that a training log for Board Members be developed for reference or review purposes. The limited training/development opportunities available through Public Appointments/Scottish

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Government had previously been noted and feedback to Scottish Government. MMcA agreed to review the training materials available through NHS Education for Scotland and identify whether this could be made available to Board members.

ACTION: MMcA

- 13.4 The Board suggested that consideration be given to the future presentation (ie, tabular style). MMcA noted this comment and would consider for future reports.
- 13.5 In regard to gender diversity, the Board acknowledged the diversity within the current Board but noted that this was not reflective across the wider public sector. The Board further commented that diversity was not limited to gender equality. The Board reiterated the importance of development opportunities for Board members and also the importance of proactive engagement, etc to encourage and support future appointments from more diverse backgrounds an approach taken for the most recent round of SFRS Board Member recruitment earlier in the year.
- 13.6 The Board thanked the Board Support Team for their continuing support which allowed members to be more effective in their role and to review their contribution to the Service and communities of Scotland.
- 13.7 **The Board approved the arrangements for reviewing the effectiveness of the Board.**

(Meeting broke at 1100 hrs and reconvened at 1110 hrs)

14 UNWANTED FIRE ALARM SIGNALS (UFAS) CONSULTATION: PROPOSALS FOR RESPONDING TO AUTOMATIC FIRE ALARMS

- 14.1 SS presented a report to the Board seeking approval of the proposed plans for consulting on 3 options, commencing 19 July 2021, and also the draft Mandate for Consultation. RD highlighted the following key points:
- Detailed overview of appraisal options stages to help develop and inform the options to be consulted on.
 - Key decisions have been influenced through the staff and stakeholder workshop, UFAS Review Project Board, SLT and SDC provided scrutiny.
 - Independent facilitated workshop allowed staff and stakeholders to test, assess and score the shortlisted options and also provided a platform to express their views.
 - Outcomes of the staff and stakeholder workshops resulting in recommendations to discount 2 options.
 - Consultation and communications plan has been developed by the Communications and Engagement Team, to ensure wide awareness of the exercise and the plan would be continued reviewed during the consultation.
 - Consultation mandate sets out the scope and purpose of the consultation.
 - Consultation to commence on 19 July 2021.
- 14.2 The Board commended the quality of work undertaken by all those involved throughout the process and in the development of the options. The Board further commended the overall pacing and clarity of the process.
- 14.3 The Board were given assurances that Operational Control (OC) staff have been fully involved throughout the process and were represented on both the working group and project board. RD clarified that the potential moral dilemma for OC staff would be to not mobilise a response to confirmed false alarms.
- 14.4 In regard to benefits, the Board noted the importance of highlighting the non-cashable savings. SS noted that the cashable and non-cashable benefits were set out in the consultation document and would be discussed under Agenda Item 26.

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- 14.5 The Board welcomed the production of a British Sign Language (BSL) video, however, it was noted that this represented a smaller percentage of the population than non-English speakers. MWa noted that the BSL community were active and had previously engaged with the Service. MWa further noted that the Service has engaged with a company who would be able to translate documents at short notice, if this was necessary and Google translate was an alternative backup option.
- 14.6 In regard to call challenging and the potential need for an interpreter, SS informed the Board that, as with the current policy, should call challenging not be possible due to language difficulties, then the Service would always mobilise.
- 14.7 In regard to consulting with an adequate representative sample, MWa stated that there were definitive rules. However, the Service ensured that the number of internal and external stakeholders were appropriately balanced and included high interest/high influence stakeholders.
- 14.8 SS confirmed that activations from an alarm system designed to pose a risk to life should always be accompanied with a back-up call by occupants confirming a fire and this was not always forthcoming. The Service target these premises with fire safety enforcement activities to proactively engage and make them aware of their responsibilities.
- 14.9 The Board commented on the potential impact on response times due to call challenging and whether any adjustments would be made when collating this data. SS confirmed that he anticipated response times increasing, however, this would be outweighed by the benefits. MMcA also confirmed that the Data Team would rebaseline the indicator to take note of any changes.
- 14.10 MWa informed the Board of the extensive consultation stakeholder list which included Chambers of Commerce and the Federation of Small Businesses. The list would remain constantly under review and updated as necessary.
- 14.11 It was acknowledged that the Service would be launching two consecutive consultations, however the targeted stakeholder groups and type of consultation were different.
- 14.12 RD provided clarity on optimism bias levels and how this had been factored into the proposed options.
- 14.13 **The Board approved the proposed plans for consulting on 3 options, commencing 19 July 2021, and also the draft Mandate for Consultation.**

15 RESOURCE BUDGET MONITORING REPORT – MAY 2021

- 15.1 JT presented a report advising the Board of the resource budget position for the period ending 31 May 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 £0.060m and a forecasted year-end underspend of £0.259 million. This forecast position is on the basis that additional funding is received to support the Services investment in Conference of Parties (COP26). Trace & Protect and Emergency Service Mobile Communications Programme (ESMCP). The following key points were highlighted:
- Budget virement section added to provide more visibility to budget allocations to date and to show comparison against the approved budget. These include refinements up to 31 March 2021 and also the allocation for business cases approved by SLT in April 2021.
 - Year to date overspend of £0.060m.
 - Uniformed pay offer (1.5%) not reflected in the budget until confirmation received.

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- Wholetime Firefighters forecasted overspend (£0.128m), Control Firefighters forecasted underspend (£0.092m), Retained/Volunteer Firefighters forecasted underspend (£0.142m).
- Property costs forecasted underspend £0.153 due to the early sale of Thornton.
- Risks areas highlighted and SLT have agreed actions to address and manage them.
- Overriding financial risk is the current underspend across both the resource and capital budget.

- 15.2 In regard to Support staff vacancies, SSe noted that the Service would always endeavour to fill vacancies with substantive appointments and noted the alternative methods being explored to recruitment staff. He commented on the impact of Covid on the availability of agency staff. RH reminded the Board of the business cases, supported by SLT, to undertake focussed recruitment for both permanent and temporary staff. The working group were identifying how the recruitment process could be streamlined and a full update would be brought to a future Board Strategy Day. It was noted that it would be helpful for the financial aspects to be introduced and presented alongside the staffing levels within the PC reporting.
- 15.3 In regard to overtime costs associated with COP 26, JT confirmed that the overtime directly attributable would be captured and recovered.
- 15.4 RH briefly outlined the key areas to be supported through the business cases. These included People and Organisational Development (to support other recruitment), Prevention and Protection (both community and legislative), Health and Safety, Training and the People, Training, Finance and Assets programme (to backfill roles in order to release existing staff).
- 15.5 The Board queried and where provided with the reasons for the increased security, and associated costs, at the Newbridge site.
- 15.6 With reference to earlier discussions relating to support staff vacancies, it was noted that a greater understanding of the nature of the vacancies, whether long term and the impact of Covid would be beneficial for the PC. MB reminded the Board that a review was undertaken in 2019 to identify all vacancies within the Service, however due to Covid, this was unable to be progressed. It was felt that the increased flexibility/agile framework, resulting from Covid, may impact positively on future recruitment. It was noted that this would be discussed further at a future Board Strategy Day.
- 15.7 The Board commented on the potential for setting delegated limits for virements. Future Strategy Day session scheduled to discuss financial information and scrutiny which will include virements and potential delegated limits.
- 15.8 The Board commented on the material changes made to the budget within a relatively short period of time after Board approval and queried whether this could have been foreseen. JT stated that the budget was based on the February forecast and this was continually refined up to the end of March. The material changes relate to employee costs and apprenticeship levy income. JT noted the reallocation of budget costs which reflected the business cases, previously discussed, and this would be discussed at a future Board Strategy Day.
- 15.9 JT reiterated the requirement to provide an approved budget prior to the beginning of the financial year, accepting that changes may be required and should be made within a reasonable period. 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.

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- 15.10 The Board welcomed the additional degree of visibility of budget changes and the future strategy day discussions.
- 15.11 **The Board scrutinised the resource budget position for the period ending 31 May 2021.**
- 16 CAPITAL MONITORING REPORT 2021/22 – MAY 2021**
- 16.1 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 May 2021. It was anticipated that the revised budget of £34.778 million would be spent by the end of the financial year. The following key points were highlighted:
- Budget virement section added to highlight any changes to the budget. Changes include capital receipts from the sale of Thornton and reallocation of funds into the Portlethen Training Facility Project to accelerate the project delivery.
 - Significant risk in terms of delivering the capital programme. Focus would remain on the deliverable spend with the awareness of significant challenges ie delays in delivery or fleet and ICT which could lead to expenditure being later than planned and the uncertainty surrounding increasing construction costs.
- 16.2 In regard to the increasing construction costs, JT advised that the anticipated increase could range between 10-30%. IM advised the Board that potential increased costs were attributable to the global lockdown, restricted availability of raw materials, reduced manufacturing and reducing workforce/tradespeople following the recent exit from the EU. Covid restrictions have also impacted on capacity of construction staff allowed on sites which have been in place longer than anticipated.
- 16.3 IM informed the Board that contracts awarded through the NEC3 contract, have a facility for increasing costs due to abnormal circumstances ie worldwide pandemic, increased costs in raw materials, etc. IM further explained the increase in prelim costs due to the extended contract period.
- 16.4 A strategic overview on the impact was currently being prepared and this would be presented to the SLT and Board in due course. IM noted that the 3-year capital programme would not change, however elements may be rescheduled to ensure the budget is fully realised.
- 16.5 In regard to the programme for electric vehicles, IM advised the Board that the Service had secured funding to trial and test a prototype electric appliance. He noted that the Service were working closely with Scottish Government (SG) ambitions to meet the carbon reduction targets and with the industry technology. The Service would also continue to work closely with other emergency services to progress a blue light charging infrastructure. IM reassured that Board that due diligence would be undertaken to ensure that any electric vehicles were fit for purpose and would maintain operational capability.
- 16.6 JT noted the ongoing positive relationship with SG and the Service's involvement with previous pilot schemes and our ability to secure and utilise funding.
- 16.7 The Board welcomed the focus and explanation of risk within the presentation of this report.
- 16.8 **The Board scrutinised the level of actual and committed expenditure for the period ending 31 May 2021.**
- 17 COMBINED RISK AND PERFORMANCE QUARTER 4 PROGRESS REPORT**
- 17.1 MMcA presented a report advising the Board of the quarterly progress made against the strategic outcomes and objectives. He noted that individual Committees undertook

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detailed scrutiny of performance and risk and this report presented a high-level overview to the Board. Future intentions were to develop an annual report to help identify trends, etc and supplement quarterly reporting. The following key points were highlighted:

- Four strategic risks were currently reporting Very High (red) and 5 were reporting High (amber).
- Annual Operating Plan (AOP) streamlined to include 42 actions, of which 23 were complete (green), 16 (amber) due to slippage in timescale and 3 (red) not progressed.
- Performance measures (17 No.) noting:
 - Overall attendance at incidents reduced by 17.1% including 19% reduction in UFAS and 33% reduction in Road Traffic Collisions (RTC's).
 - Reduction in Accidental Dwelling Fires (5%)
 - Reduction in number of non-fatal casualties (30%).
 - Increase in number of fatalities in comparison to the previous year, however, this remained comparable to the 3-year rolling average.
 - Home Fire Safety Visits (HFSv's) focused remained on high risk households.
 - Due to Covid, Fire Safety Audits were below target, however these were now progressing well.
 - Availability figure remains high: Retained/Volunteer Duty System (RVDS) (88%), Wholetime (97.7%)
 - Absence figures remain consistently low for all staffing groups and compared favourably to other public and emergency services.
 - Response Times - Detailed presentation to be brought to a future Strategy Day (September).

17.2 **The Board scrutinised the Combined Risk and Performance Quarter 4 Progress Report.**

18 **CHIEF OFFICER'S REPORT TO THE BOARD 2020/21**

18.1 MB presented the Chief Officer's Report to the Board 2020/21 for information and comment. The report highlighted the volume and quality of work carried out across the Service during the previous 12 months. MB confirmed that, once finalised, the report would be published.

18.2 The Board commended the report for highlighting the depth and complexity of the positive good work undertaken throughout the extremely challenging year. The following comments and suggestions were made:

- Honest, informative and reflective report.
- Discussion regarding the purpose of the report and intended audience. Potential in its current form this may overshadow other formal annual reporting documents.
- Consideration to be given to add or extend sections for: Leadership Development Framework, areas of best practice, awards and recognitions, corporate parenting, youth volunteering, community planning/Justice agenda and future ambitions.
- CO acknowledged this report was very much a first iteration and welcomed Board feedback, highlighting further consideration would be given to the overall length of the document and its content/focus/purpose.

18.3 **The Board noted the Chief Officer's Report to the Board 2020/21.**

19 **HEALTH AND SAFETY ANNUAL REPORT 2019/20**

19.1 JD presented the Health and Safety Annual Report 2019-20 to Board for information. The report outlined the analysis of key areas of performance and risk reduction approaches, ie driver safety and musculoskeletal injuries, during the reporting year.

19.2 In relation to firefighter injuries, it was noted that injuries occurred during UFAS incident were also were captured and recorded within these figures. In comparison to the previous reporting year, there was an overall reduction of 1% in accidents/injuries.

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- 19.3 In relation to Health and Safety Improvement Plans action, JD confirmed that Covid had a direct impact on the completion of these action plans, however, this was now starting to improve. JD reminded the Board that the action plans were closely monitored and regularly reviewed.
- 19.4 The Board commented on the improvements and reprioritisation in regard to Health and Safety (H&S), particularly during the previous challenging year, and commended all those involved.
- 19.5 The Board discussed whether the scrutiny and assurances provided by the PC on H&S was appropriate and whether there was benefit from formalising the reporting this type of assurance. PS confirmed that the level of scrutiny and assurance was appropriate and noted that the SDC also scrutinised elements of H&S, if appropriate. It was noted that future Committee value added statements could be amended to include areas of scrutiny/assurance and further discussions would be held at the Integrated Governance Forum (IGF).
- 19.6 **The Board noted the content of the Health and Safety Annual report.**

20 HEALTH AND SAFETY POLICY AND POLICY STATEMENT

- 20.1 JD presented the Health and Safety Policy and Policy Statement to the Board for information noting the policy had been updated to reflect the revised structure and governance processes.
- 20.2 **The Board noted the report.**

21 RISK THEMES

- 21.1 There were no new or emerging issues identified during this meeting.
- 21.2 The Board were reminded that a new risk (FRS012 – Supply Chain Shortages) had been added to the risk register.

22 FORWARD PLAN

- 22.1 The Forward Plan was noted and would be kept under review.
- 22.2 The following items would be taken to the Integrated Governance Forum:
- Committee Level Scrutiny of Key Topics

23 DATE OF NEXT MEETING

- 23.1 The next formal meeting of the Board is scheduled to take place on Thursday 26 August 2021 at 1000 hrs.
- 23.2 On behalf of the Board, KD thanked retiring Board members, Anne Buchanan, Marieke Dwarshuis, Bill McQueen and Primrose Stark for this outstanding individual contributions, experience, professionalism and support throughout their tenure on the Board and wished them well for the future.
- 23.3 The retiring Board Members individually thanked the, Senior Leaders, Board colleagues, Board Support Team and wider staff for everyone's contribution, expressing their honour and privilege in being part of such a positive and professional organisation.
- 23.4 There being no further matters to discuss in public, the meeting closed at 1330 hours.

PRIVATE SESSION

24 MINUTES OF PREVIOUS PRIVATE MEETING:

24.1 Thursday 29 April 2021

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

24.2 Thursday 27 May 2021 (Special)

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

24.3 The minutes of the private meetings held on 29 April 2021 and 27 May 2021 were approved as a true record of the meeting.

25 DRAFT UFAS CONSULTATION DOCUMENT: PROPOSALS FOR RESPONDING TO AUTOMATIC FIRE ALARMS

25.1 SS presented a report to the Board seeking approval of the draft consultation document, which sets out proposals for responding to Automatic Fire Alarms (AFA). He noted that the consultation document sets out the business case and the compelling need for change.

25.2 **The Board approved the draft Consultation Document, subject to any final amendment as deemed appropriate.**

26 DRAFT FIRE AND RESCUE FRAMEWORK FOR SCOTLAND 2021

26.1 MMcA presented a report to the Board for information and comment on the pre-consultation draft new Fire and Rescue Framework for Scotland 2021 which had been shared by the Sponsor Unit.

26.2 **The Board noted the report and were asked to reflect on the draft framework and feedback by Monday 30 June 2021.**

9 CHIEF OFFICER'S REPORT

9.1 MB provided a verbal update to the Board and referenced the single issue which was required to be taken in private. The following key areas were highlighted:

- Potential for future reporting of resource budget and capital programme to be presented by John Thomson and Iain Morris, respectively.
- Head of Service Delivery (North of Scotland) Andy Watt to represent the Service on the National Fire Protection Association's Fire Section Board.
- Project Updates
 - McDonald Road increased costs identified and change request will be submitted to the CC in due course.
 - Portlethen Training Centre nearing handover.
 - West Asset Resource Centre - Lesson learnt from other projects would be applied. Awaiting cost certainty before committing.
 - Dignified facilities have been progressed in Inverness, Stirling and Alloa.
 - Reinforced Autoclaved Aerated Concrete (RAAC) panels not progressed due to funding. Service Delivery Model Programme/Community Risk Index Model (SDMP/CRIM) will inform the rationale.
- Fleet Strategy
 - Final procurement stage for the medium sized rescue pump (14 tonnes). Awarded by the end of June 2021.
 - Launch of new boats for water rescue and new electric vehicles for Rural Full Time Posts (RFTP).
- Citizen Firefighter 20-year university event.

9.2 Key areas of risk:

- Financial risk (previously discussed) and the additional new strategic risk.

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- Timeline and funding of ESCMP project. SG to consider funding in the spring budget review.
- COP26 (funding/overtime).

9.3

MB updated the Board on the current position with the Command and Control Futures Project and the proposals going forward

9.4

The Board noted the verbal report.