



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC SPECIAL MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 27 MAY 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Kirsty Darwent, Chair (KD) (Chair)
Nick Barr (NB)
Lesley Bloomer (LBI)
Bill McQueen (BMcQ)
Primrose Stark (PS)
Mhairi Wylie (MW)

Fiona Thorburn, Deputy Chair (FT)
Brian Baverstock (BB)
Marieke Dwarshuis (MD)
Malcolm Payton (MP)
Tim Wright (TW)

IN ATTENDANCE:

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| Martin Blunden (MB) | Chief Officer |
| Ross Haggart (RH) | Deputy Chief Officer |
| Liz Barnes (LBa) | Director of People and Organisational Development |
| John Dickie (JD) | Assistant Chief Officer, Director of Training, Safety and Assurance |
| Mark McAteer (MMcA) | Director of Strategic Planning, Performance and Communications |
| John Thomson (JT) | Acting Director of Finance and Procurement |
| Stuart Stevens (SS) | Assistant Chief Officer, Director of Service Delivery |
| Paul Stewart (PSt) | Assistant Chief Officer, Director of Service Development |
| Richard Whetton (RW) | Head of Governance, Strategy and Performance |
| Alasdair Cameron (AC) | Group Commander Board Support |
| Debbie Haddow (DH) | Board Support/Minutes |

OBSERVERS:

Marion Lang, Corporate Business and Administration Manager

1 CHAIR'S WELCOME

- 1.1 The Chair opened the meeting and welcomed those present and participating via MS Teams.
- 1.2 The Board were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.
- 1.3 This meeting would be recorded and published on the public website.

2 APOLOGIES

- 2.1 Anne Buchanan, Board Member
Iain Morris, Acting Director of Asset Management

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- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 3.1 The Board agreed the SFRS Long Term Strategic Vision Update would be taken in private due to confidential matters subject to consultation (Standing Order 9F).
- 3.2 No further private items were identified.
- 4 DECLARATION OF INTERESTS**
- 4.1 None.
- 5 PERFORMANCE MANAGEMENT FRAMEWORK REVIEW**
- 5.1 MMcA presented the Board with a report seeking approval of the revised Scottish Fire and Rescue Service (SFRS) Performance Management Framework (PMF) 2021. The following key points were highlighted:
- Subject to annual review, a series of meetings/workshops held to inform the revision of the Framework.
 - Narrative streamlined to improve readability.
 - Clarity on approach to target setting within the narrative and what is meant by “monitoring” a performance indicator.
 - Attempts to balance the indicators across the 4 outcomes within the Strategic Plan to provide clarity to the contributions made towards these outcomes.
 - Specific changes noted were:
 - Amended targets relating to Accidental Dwelling Fires Fatalities
 - Fire Safety Audits (completed) had been realigned to Enforcement Delivery Plan
 - Accident Dwelling Fires Severity Categories realigned to Outcome 1
 - Removal of several People and Organisation Directorate (POD) Indicators which would continue to be monitored reported by exception to the People Committee.
 - Addition of new indicators for Training, Safety and Assurance to improve capturing of information relating to national training centre and programmes of training, COVID transmission and completion of Health and Safety Improvement Plans.
 - Streamlined the Evidence Map within the framework.
 - PMF would be subject to continuing review and future substantial review to align with the updated Fire and Rescue Framework and the next Strategic Plan.
- 5.2 The Board asked for clarification on the KPIs relating to Change. MMcA informed the Board that discussions were ongoing to identify the most appropriate indicators and these would be included in the next iteration.
- 5.3 The Board commented on the importance of conveying “wicked problems” within the framework. MMcA noted that the Service were already aware of these problems and work was ongoing on impact analysis, eg building understanding and evidence.
- 5.4 It was suggested that consideration be given to include a map of Local Senior Officer areas for informative purposes.
- 5.5 In relation to performance indicators relating to finance, MMcA noted that work was ongoing to further develop corporate performance indicators which would include finance. These would be included within the next iteration.
- 5.6 In relation to learning and development performance indicators, the Board noted some examples of indicators used by other organisations. LBa reminded the Board that some processes, eg appraisals, were still prominently paper based and, therefore, prohibitive due to the resources required. As part of the appraisal review, LBa noted that performance and quality assurance processes were being considered. This would help enable the benefits realised ahead of the People, Training, Finance and Assets system, where an automated process would be developed.

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- 5.7 In relation to Accidental Dwelling Fire Fatalities (Ref 1.6), MMcA explained that this was a specific target of zero casualties, as the Service was confident that the prevention work has a positive impact on the incidents.
- 5.8 In relation to Number of audit actions arising from Operational Assurance processes (Ref 2.12), the Board queried whether the number of completed actions would be more appropriate. MMcA to consider and alter if deemed appropriate.
- 5.9 In relation to Number of staff who suffered work-related COVID-19 transmission (Ref 3.17), JD outlined the process developed in-house which the Health and Safety Executive were satisfied with. Although there was no definitive way to identify workplace transmission, a reasonable balance of evidence is used to support the likelihood of workplace transmission.
- 5.10 In relation to Completion of Health and Safety Improvement Plans (ref 3.21), JD stated no target had been set as this was a rolling process and plans continually revised. JD assured the Board that these plans were continuously reviewed and were regularly monitored (monthly).
- 5.11 In relation to Number of near miss events (ref 3.19) and the target to reduce, JD explained that there was a direct correlation between near misses and accidents at incidents. He stated that reporting of near misses would continue to be encouraged across the Service.
- 5.12 The Board supported the development of the framework, noted the ongoing iterative process and welcomed the improvements made.
- 5.13 **The Board reviewed and approve the draft Performance Management Framework, noting its ongoing evolution, and approved release for publication.**
- 6 **DATE OF NEXT MEETING**
- 6.1 The next meeting of the Board is scheduled to take place on Thursday 24 June 2021 at 1000 hrs.
- 6.2 There being no further matters to discuss in public, the meeting closed at 1025 hours.

PRIVATE SESSION

- 7 **SFRS LONG TERM STRATEGIC VISION UPDATE**
- 7.1 MMcA presented the Board with a report seeking approval of the Scottish Fire and Rescue Service (SFRS) Board of the draft Long Term Strategic Vision and to progress to the stakeholder engagement plan in order to progress with the finalisation of the Vision document.
- 7.2 **The Board approved the final Draft Long Term Vision “SFRS Our Future: Your Service” subject to the comments made and with the expectation that these would be reflected in the document prior to wider consultation.**