



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 29 APRIL 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

| | |
|---|----------------------|
| Bill McQueen, Deputy Chair (Chair) (BMcQ) | Nick Barr (NB) |
| Brian Baverstock (BB) | Lesley Bloomer (LBI) |
| Marieke Dwarshuis (MD) | Malcolm Payton (MP) |
| Primrose Stark (PS) | Fiona Thorburn (FT) |
| Tim Wright (TW) | Mhairi Wylie (MW) |

IN ATTENDANCE:

| | |
|----------------------|---|
| 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 |
| Iain Morris (IM) | Acting Director of Asset Management |
| Stuart Stevens (SS) | Assistant Chief Officer, Director of Service Delivery |
| John Thomson (JT) | Acting Director of Finance and Procurement |
| Richard Whetton (RW) | Head of Governance, Strategy and Performance |
| Heather Greig (HG) | Board Support Executive Officer |
| Debbie Haddow (DH) | Board Support/Minutes |

OBSERVERS:

None

1 CHAIR'S WELCOME

- 1.1 In the absence of K Darwent (who was conducting scheduled interviews of candidates for future Board membership), Deputy Chair B McQueen opened the meeting and welcomed those participating via MS Teams, in particular, John Thomson and Iain Morris following their recent appointments as Acting Directors of Finance and Procurement and Asset Management.
- 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 SFRS website.

2 APOLOGIES

- 2.1 Kirsty Darwent, Chair of SFRS Board
Anne Buchanan, Board Member
Paul Stewart, Assistant Chief Officer, Director of Service Development
Alasdair Cameron, Group Commander Board Support

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

- 3.1 The Board agreed that the Preparation for Mass Casualty Events would be taken in private due to matters relating to national security and confidential labour relations, (Standing Order 9C and 9F).
- 3.2 No further private items were identified.

4 DECLARATION OF INTERESTS

- 4.1 None.

5 MINUTES OF PREVIOUS MEETING:

5.1 Thursday 25 March 2021

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

5.2 Matters Arising

- 5.2.1 None

- 5.3 **The minutes of the meeting held on 25 March 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.

Action 18.6 (Draft Annual Operating Plan 2021/22) - It was agreed that this open action would be revisited after the Annual Operating Plan 2021/22 was presented later in the meeting. It was subsequently agreed that this action would now be closed.

- 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.

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

8 CHAIR'S REPORT

- 8.1 In the Chair's absence, the Deputy Chair presented the report for noting.

- 8.2 **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 25 March 2021. MB further noted that he would provide a strategic overview on finance and assets throughout the period of Sarah O'Donnell's secondment to Scottish Government. The following key areas were highlighted:

- Positive meeting with the new HM Chief Inspector, Robert Scott. New inspection framework for 2021-22 would be published in the near future.
- Fire service representative at 999 Cenotaph meetings, seeking to erect a cenotaph dedicated to all emergency services in Westminster.
- Several meetings held with the new Chair of the National Fire Chiefs Council (NFCC), Mark Hardingham, recognising the challenging environment and the

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significant benefits to the sector from SFRS involvement and a UK wide FRS focus. Mr Hardingham has committed to continue with the spirit of the derogation currently in place and a review of the Operating Principles to be undertaken to take full account of the devolved administrations. MB has been appointed to the lead role for Health and Safety for the NFCC.

9.2 Strategic overview – Finance and Assets

- Year end 2020/21 progressing as planned with an anticipated underspend of £2.943 million (resource – overwhelmingly due to Covid impact) and work would continue to minimise this underspend.
- Following annual 2021/22 budget approval by the Board, some revisions have been made resulting in £4.5 million requiring to be reallocated. Strategic Leadership Team have approved several business cases, further details will be provided at a future strategy day. Further discussions were required to identify the appropriate scrutiny and governance routes by the Board.
- Grant funding of £500,000 from Scottish Enterprise to support the low carbon appliance project. This was in addition to the £2.719 million net zero transition grant for electric cars and infrastructure from Transport Scotland and Energy Savings Trust. Further discussions held with Transport Scotland seeking to secure additional funding for electric infrastructure within this financial year.
- Capital receipts received following the recent sale of Thornton site.
- Fleet: Work continues with medium sized appliances, ongoing trial of low carbon fuel cars for Flexi Duty Officers, in receipt of 2 new high reach appliances which will be deployed in due course.
- Equipment: Work continues with the unmanned aircraft system project, digital fireground radio replacement and new battery power rescue equipment to be deployed.
- Structural PPE In-life Evaluation: undergoing evaluation and analysing processes.
- Deployment of UHPL (Ultra High-Pressure Lance) into an urban environment (Glasgow & Edinburgh) as a result of issues highlighted through fire investigations.
- New Young Volunteer Scheme launched in Alloa, which was the first in the East Service Delivery Area.
- Completion of decommissioned 54 fuel sites across Scotland last year.

9.3 Key areas of risk:

- Health and wellbeing of staff.
- Recovery from COVID
- Marauding Terrorist Attacks
- COP 26

9.4 **The Board noted the report.**

10 **SERVICE TRANSFORMATION UPDATE**

10.1 RH updated Members in regard to Change Portfolio matters which had occurred since the Board meeting held on 25 March 2021, highlighting the following:

- New Head of Portfolio Office, Andy Main, took up his post on 26 April 2021.
- Senior Management Board (SMB) held their meeting on 22 April 2021.
- The next Transformation and Major Projects Committee (TMPC) meeting was scheduled on 6 May 2021 and key areas of business would include:
 - Protection of Vulnerable Groups (PVG) Change Request and Updated Dossier
 - Refurbishment of McDonald Road Change Request
 - Out of Hospital Cardiac Arrest (OCHA) Closing Report
 - Post Project Evaluation Combined action plan for Rapid Response Unit (RRU) and Rural Full Time Posts (RFTP)
 - New Watch Duty System (NWDS) Evaluation Scope

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- Spotlight on Resourcing
- Termination Report for the Terms and Conditions project
- Command and Control Future (CCF) Change Request and Updated Dossier

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

11 COMMITTEE UPDATES

11.1 Audit and Risk Assurance Committee (ARAC)

11.1.1 BB reported that the Committee held a public meeting on 24 March 2021 and referred the Board to the attached draft minutes noting that a verbal update was provided at the previous Board meeting.

11.1.2 **The Board noted the draft minutes.**

11.2 Service Delivery Committee (SDC)

11.2.1 NB reported that the Committee held a public meeting on 11 March 2021 and referred the Board to the attached draft minutes noting that a verbal update was provided at the previous Board meeting.

11.2.2 **The Board noted the draft minutes.**

11.3 Staff Governance Committee (SGC)

11.3.1 PS reported that the Committee held a public meeting on 4 March 2021 and referred the Board to the attached draft minutes noting that a verbal update was provided at the previous Board meeting.

11.3.2 **The Board noted the draft minutes.**

11.4 Transformation and Major Projects Committee (TMPC)

11.4.1 FT reported that the Committee held a public meeting on 4 February 2021, noting that the draft minutes were presented at the previous meeting and the next meeting was scheduled to be held on 6 May 2021. She highlighted the following:

- Value and benefits of undertaking post project evaluations.
- Spotlight on Resourcing would afford the Committee a better understanding of the true cost of change within the organisation.
- Initial meeting arranged with Andy Main, new Head of Portfolio Office.

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

12 ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS

12.1 RW presented a report to the Board seeking approval of the reviewed and amended governance related items of the Board and its Committees, subject to any further final amendments, as well as the appointment of a new Deputy Chair of the Board. The following key points were highlighted:

- Summary of key amendments included within the report for ease of reference.
- Two standing Committees to be renamed.
- Additions made to matters reserved for the Board and delegation changes due to the restructure within the Strategic Leadership Team.
- No amendment to the Members Code of Conduct at this time. Upon publication of the Standards Commission's revised Model Code of Conduct, a review of our Members Code of Conduct would be undertaken.
- Late addendum to the proposed Committee Structure - Fiona Thorburn to remain on the Service Delivery Committee and would join the Remuneration, Appointments and Nominations Sub Committee.
- Revised Corporate Level Report Template.
- Late addendum to the list of changes made to the Terms of Reference for Change Committee to remove bulletpoint "4.1 also added value over £50k or reputational

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risk or impact to people.” No change was required to be made in the actual Terms of Reference document.

- Seeking approval to appoint Fiona Thorburn as Deputy Chair of the Board from 1 May 2021.

12.2 The Board supported and approved Fiona Thorburn’s appointment as Deputy Chair of the Board.

12.3 In regard to the *Financial and Performance Monitoring arrangements including virements* addition within Matters Reserved for the Board, RW clarified that this would only apply to virements of a certain level. RW to amend the Scheme of Delegation to reflect this and bring back to a future strategy day for information.

ACTION: RW

12.4 The Board requested clarification on where the key areas of focus identified for a potential Finance Committee would be scrutinised. The Board commented on the detailed discussions and consideration given to the formation of a Finance Committee, noting that it was decided not to convene this Committee at this time. It was noted that these key areas could be sufficiently scrutinised by the full Board or other appropriate Committee and this would continue to be monitored. It was noted that further consideration, as appropriate, would be given to the Committee structure to ensure sufficient scrutiny of all identified key areas at a future Integrated Governance Forum, Strategy Day or Board meeting. If deemed necessary, a report would be brought back to the Board to provide further clarification and assurance, particularly for new Board members.

12.5 RW confirmed that the Equality Impact Assessment applied to all staff, external parties and the general public.

12.6 **The Board approved the reviewed and amended governance related items of the Board and its Committees, subject to final amendments and the appointment of a new Deputy Chair.**

*(The meeting broke at 1100 hrs and recommenced at 1115 hrs)
(M McAteer joined the meeting at 1115 hrs)*

13 INTERNAL AUDIT PLAN 2021/22

13.1 BB presented a report to the Board advising and seeking approval of the proposed Internal Audit Plan 2021/22. The following key points were highlighted:

- Presented to the Audit and Risk Assurance Committee on 24 March 2021. Committee were provided with evidence that the plan was risk based and the robust process in place for its development.
- Importance of recognising Internal Audit’s ability to provide independent assurance to the Service.
- Plan covers areas such as leadership training, control around change processes, effectiveness of environmental sustainability, adopting extended remote working practices and ICT and data security (follow up).
- The Committee and the Accountable Officer supported and recommended the Plan for approval.

13.2 Due to the impact of COVID, BB confirmed that the 4 outstanding audits from the 2020/21 Plan would be carried over into 2021/22 and completed in due course.

13.3 In regard to Audit C2 Risk Management Review, the Board asked how Internal Audit would be able to measure and ensure overall understanding of risk management. BB outlined the variety of ways this could be done, which included staff interviews, policy development, etc.

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13.4 In regard to Audit C4 Programme Office, BB noted that the capacity of the Programme Office would be a key area of this review and the Board commented on the importance of the capacity within the whole Service to deliver the projects. BB noted that no timescale had been identified for this audit and agreed to provide an update outwith the meeting.

ACTION: BB

13.5 Due to the level of interest in the Remote Working audit, BB informed the Board that the finalised terms of reference, once agreed by the Executive and Internal Audit, would be shared with the Audit and Risk Assurance Committee.

13.6 In regard to Audit B1 Learning and Development, the Board queried the purpose and desired outcomes from this audit. LBa noted the merits in auditing the progress made to date, particularly the Strategic Leadership Team development which was now well embedded. She noted the potential limited merits of auditing the recently launched middle management programme.

13.7 **The Board approved the Internal Audit Plan 2021/22.**

14 ANNUAL OPERATING PLAN 2021/22

14.1 MMcA presented a report to the Board seeking approval of the proposed Annual Operating Plan (AOP) 2021/22, and the following key points were highlighted:

- Following a request at the previous Board meeting, details on the scope of projects within the Portfolio Office has been included. Future reporting would be included within the quarterly performance and risk report.
- Consideration had been given to include an additional action relating to the Service's response to the Grenfell Tower Inquiry: Phase One Report. However, as the closing report was scheduled to be presented to the Board in June 2021, it was deemed unnecessary.

14.2 The Board noted the additional details relating to the Portfolio Office projects and the proposed approach to Grenfell.

14.3 MMcA reminded the Board that the impact of COVID on the previous AOP and noted that the Service had to be mindful of the potential, yet unknown, consequences, recovery and impact on the coming year. MMcA commented that, in a sense, the AOP would remain a live plan over the coming year and take cognisance of anything that arises. MMcA noted that any positive elements would be captured through the recovery and review process. This would be reported back through the Senior Management Board, Strategic Leadership Team and SFRS Board.

14.4 MMcA confirmed that the Equality Impact Assessment was still in development and would be shared with the Board in due course.

ACTION: MMcA

14.5 Any references to the Transformation and Major Projects or Staff Governance Committees within the AOP to be updated to reflect the revision in names to the Change or People Committees, respectively.

ACTION: MMcA

14.6 In relation to Grenfell, the Board were reminded that the Service Delivery Committee continued to review and scrutinise the Service's response at their quarterly meetings. SS reminded the Board that the HMFSI would be undertaking an audit on the Service's Response to Grenfell and Firefighting in High Rise Premises.

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- 14.7 MMcA confirmed that a report outlining the impact of COVID and recovery process would be presented at a future Board meeting.
- 14.8 The Board agreed that the outstanding action, as discussed under Agenda Item 6, should now be marked as complete and closed off.
- 14.9 **The Board approved the Annual Operating Plan 2021/22.**
- 15 PROCUREMENT STRATEGY 2021-2024**
- 15.1 JT presented a report to the Board seeking approval of the proposed Procurement Strategy 2021-24, previously scrutinised by the Audit and Risk Assurance Committee, the following key points were highlighted:
- Legislative requirement under the Procurement Reform (Scotland) Act 2014.
 - Since the previous strategy, there has been significant changes within the operating environment, renewed focus on climate change and potential future political changes.
 - Third iteration of the strategy which reflects the growing maturity of the procurement process with an increased outward looking focus, collaboration and incorporates the voice of the customer and supplier.
 - Five key themes: Sustainability; Value for Money; Enhancing Capability; Transparency; Governance and Risk.
 - Sustainability would represent at least 25% of the evaluation criteria in any regulated procurement, as well as supporting other SFRS and Scottish Government's outcomes.
 - To increase transparency and improve accountability on public spending, procurement activities including work plans, contracts information, etc would be published.
 - Strategy was supported by an action plan and performance indicators, including a specific KPI relating to the reduction of CO2 emissions. These were reported to the Board in the Annual Procurement Report.
- 15.2 The Board commented on the low target for the number of supported business contracts awarded. JT reminded the Board of the Service's existing contracts with supported businesses and commented on the difficulties in engagement with supported businesses due the specific requirements of the Service. In his role as champion of supported business, JT assured the Board that he continues to challenge and seek opportunities for these businesses. JT considered the target was fair and every effort would be made to exceed this, if possible.
- 15.3 The Board commented on the wording within the Strategic Outcome for People relating to the procurement of a new People, Training, Finance and Assets solution system and noting the importance of producing an accurate specification of requirements. JT accepted the comments and noted the development of the specification was included in the overall procurement process.
- 15.4 The Board commented on the Service's continuing positive work with Small and Medium-Sized Enterprises (SME's), social enterprises and being a living wage employer.
- 15.5 In relation to community benefits, JT informed the Board that Cenefits was a tool which would enable benefits to be tracked, highlighted and reported. He was unaware of NHS Scotland's Community benefit portal.
- 15.6 In relation to the EU Exit, JT noted that it was too early to identify any long term impact on procurement, only superficial procedural changes to date, however, beyond the May election there would potentially be changes to procurement legislation.

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15.7 The Board requested that a future Strategy Day session on corporate social responsibility aspects of procurement ie social enterprise, supported business, community wealth building, etc be developed. JT agreed to facilitate this request.

15.8 **The Board approved the Procurement Strategy 2021-2024.**

16 COMBINED RISK AND PERFORMANCE QUARTER 3 PROGRESS REPORT

16.1 MMcA presented a report advising the Board of the quarterly progress made against the strategic outcomes and objectives, and the following key points were highlighted:

- Progress update on period up to the end of December 2020, noting the reason for the delay in presentation.
- Three risks were reporting Very High (Red) and 6 risks reporting High (Amber).
- New reporting processes and scorecards were being developed. Live demonstration of the system would be provided in due course.
- Of the 42 AOP actions: 26 actions were reporting Green, 13 actions were Amber and 3 actions Red.
- Of the 17 Corporate Performance Indicators: 6 measures were on target, one was slightly off target, one was behind target and the remaining 9 measures had no targets attached.
- Comparisons provided on the previous year/quarter figures for number of overall incidents, road traffic collisions, unwanted fire alarm systems, casualties, fire fatalities, home fire safety visits etc.
- Future Strategy Day session on response times was scheduled for July 2021.

16.2 The Board requested clarification on how target dates and RAG status were identified. MMcA noted that smart criteria had been used in the development of the AOP actions and milestones would capture any progress. He noted that there was no definitive method applied and work would continue to refine processes going forward.

16.3 The Board commented on the potential for the Service Delivery Committee to look at areas where lessons/benefits from COVID have been learned.

16.4 In relation to the reduction in UFAS incidents in hospitals, SS commented on the continuing good partnership arrangements with NHS, their involvement in the UFAS stakeholder engagement and noted that further work was still required.

16.5 In relation to the impact on reduced HFSV's to low/medium risk premises, SS noted the difficulties in quantifying the impact. Further analysis was required on the reset and renew package and the potential future changes in delivery. The Board were reminded on the recent Make The Call campaign and the future analysis required to identify the impact/reach.

16.6 The Board were reminded that the Service Delivery Committee had previously and would continue to scrutinise the reset and renew process. It was noted that the Committee has also made a request for statistical information which highlighted and isolated the impact from COVID.

16.7 MMcA reiterated the reason for the delay in presenting the data and outlined the processes for data collection, quality assurance and governance. He intimated that discussions have commenced to identify a new automated system.

16.8 The Board welcomed the report but observed on the lack of integration on the risk elements within it. MMcA confirmed that, due to the development in the risk reporting, there was still work required in this area for future reports. Further discussions on how this could be progressed to be held outwith the meeting.

ACTION: MMcA/BB

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16.9 In relation to Objective 3.3 (Facilitate the implement of SFRS Management of Risk at Operational Incidents Framework), the Board requested clarification of any implications due to the progress being delayed as a result of COVID JD informed the Board that this was being progressed and included the identification of seven principles of risk management on incident grounds and links to operational discretion. JD reminded the Board of the recent Operational Assurance workshop facilitated for the Board. JD indicated that this was part of a larger programme of work and due to competing priorities throughout the previous challenging year, progress had been limited. To provide the Board with assurance, JD highlighted a wide range of additional sources including the health and safety performance report, reduction in accidents and injuries stats on incident grounds, refreshed training packages and the continuous delivery of incident command training. He reminded the Board that the Framework would supplement all the processes currently in place within the Service. The Board noted the triangulation of assurance and the ongoing scrutiny by the Service Delivery Committee.

16.10 **The Board scrutinised the Combined Risk and Performance Quarter 3 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.

18.2 The following Strategy Day items were noted:

- Annual Governance Review of Board and Committee Related Items (May 2021)
- Corporate Social Responsibility aspects of procurement, ie social enterprise, community wealth building, etc, including challenges and benefits (July 2021)

19 DATE OF NEXT MEETING

19.1 A special meeting of the Board is scheduled to take place on Thursday 27 May 2021 at 1000 hrs.

19.2 The next formal meeting of the Board is scheduled to take place on Thursday 24 June 2021 at 1000 hrs.

19.3 There being no further matters to discuss in public, the meeting closed at 1240 hours.

PRIVATE SESSION

20 PREPARATION FOR MASS CASUALTY EVENTS

20.1 SS presented a report to the Board providing an update on the progress to implement a Scottish Fire and Rescue Service (SFRS) specialist response capability for mass casualty events and terrorist activity, commonly known as Marauding Terrorist Attack (MTA) response.

20.2 **The Board scrutinised the report and noted the update.**