



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 17 DECEMBER 2020 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Kirsty Darwent (Chair) (KD)
Bill McQueen (Deputy Chair) (BMcQ)
Anne Buchanan (AB)
Fiona Thorburn (FT)
Malcolm Payton (MP)
Tim Wright (TW)

Nick Barr (NB)
Lesley Bloomer (LBI)
Marieke Dwarshuis (MD)
Brian Baverstock (BB)
Primrose Stark (PS)
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
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
Paul Stewart (PSt)	Assistant Chief Officer, Director of Service Development
Kenneth Blake (KB)	Sustainability Manager (Item 13 only)
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Alasdair Cameron (AC)	Group Commander Board Support
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS:

Heather Greig	Board Support Executive Officer
Vlad Valiente	Legal Services Manager

1 CHAIR'S WELCOME

1.1 KD opened the meeting and welcomed those present and participating via Skype.

2 APOLOGIES

2.1 Stuart Stevens, Assistant Chief Officer, Director of Service Delivery

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

3.1 The Board agreed that sections of the Chief Officer's report and the Long Term Vision; Service Portfolio Office Change Proposals and Community Engagement in Decision Making: Update would be taken in private due to confidential issues (Standing Order 9G) and matters subject of legal proceedings/legal advice (Standing Order 9D), respectively.

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3.2 No further private items were identified.

4 DECLARATION OF INTERESTS

4.1 None.

5 MINUTES OF PREVIOUS MEETING: THURSDAY 29 OCTOBER 2020

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

5.2 **The minutes of the meeting held on 29 October 2020 were approved as a true record of the meeting.**

6 ACTION LOG

6.1 The Board considered the action log and noted the updates.

Item 12.3 Review of Suspension of Public Access to SFRS Board Public Meeting

– When the Service moves to Microsoft Teams in January 2021, the enhanced options available to host publicly accessible meetings on this platform would be considered. The intention being to trial Microsoft Teams by hosting and recording workshops/meetings in January/February 2021 with a view to making formal Board and Committee meetings following this trial publicly available. The longer term options to purchase alternative systems would continue to be explored in order to accommodate future public access should this be viable.

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 The Chair presented her report noting events which had occurred since the Board meeting held on 29 October 2020, highlighting:

- Meetings with Scottish Government and Joe Griffin, Director of Safer Communities.
- Constructive meeting with Justice Committee included discussions on facilities time.
- Several National Joint Council (NJC) meetings to discuss the tripartite agreement.
- Updates on COVID and vaccinations.

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 29 October 2020, highlighting:

- Meeting with Joe Griffin, Director of Safer Communities to discuss the budgets and business case.
- Update on the tripartite agreement.
- Update on vaccination of personnel.

9.2 **The Board noted the report.**

**The Board moved into private session at 1015 hrs to discuss confidential issues.
The Board moved back into public session at 1110 hrs.**

10 SERVICE TRANSFORMATION UPDATE

10.1 RH updated Members in regard to Service Transformation matters which had occurred since the Board meeting held on 29 October 2020, highlighting the following:

- Fundamental changes to the architecture of Change Portfolio to review the current 4 programmes of work.
- Three Service Transformation projects were expected to close early 2021 and would be submitted to the Transformation and Major Projects Committee (TMPC) in due course.
- Service Delivery Model Programme (SDMP) would be increased in prominence, potential timeline issues to be discussed in the private session.
- Retained and Volunteer Duty System (RVDS) Strategy moved into Service Delivery to improve synergy between the RVDS Leadership Forum and change work within the project.
- Early stages of People, Training, Finance and Assets (PTFA) project. Programme of work and underpinning projects would be further developed following the Programme Manager taking up post in early 2021.
- Ongoing Major Projects include Command and Control Futures (CCF) Phase 2, McDonald Road/Museum of Fire, West Asset Resource Centre and Protection for Vulnerable Groups project.
- Formally commenced the Emergency Service Network (ESN) Implementation project, dossier approved by Senior Management Board and would be submitted to the TMPC in February 2021.
- Change Portfolio review to focus on SDMP programme of work, PTFA programme of work and underpinning projects and identifying appropriately structured programme of works for other projects/key areas.

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 8 October 2020 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 private workshop on 10 November 2020 and a public meeting on 10 December 2020, highlighting the following:

- Private workshop covered an overview of Bonfire night, Firefighter competencies and currencies (including training programme, current PIs for operational core competencies, flexi duty training for operational competence, leadership and development framework and incident command development pathways), UFAS terms and regulations, statutory responsibilities and stocktake review and an overview of concurrent events ie severe weather, CCF, UEFA Championship, COP26, etc.
- During the public meeting, the Committee were provided with a Service Delivery update which included the bi-annual update from the Operational Assurance Board, performance reporting, HMFSI Action Plan update including percentage of completed actions for individual action plans, UFAS project and review update, Clinical governance arrangements, Grenfell Tower fire update, current risk register and draft InPhase risk register and a private session on COVID reset and renew.
- Future meeting to focus on operational assurance. Invitations were extended to Board Members to attend and observe these meetings.

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11.2.2 Grenfell Tower Fire Update

RH 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:

- Full action plan presented at the Service Delivery Committee. Eleven actions have been completed with significant progress being made on the remaining 20. COVID had impacted on 8 recommendations. SFRS continue to engage with partners through the Ministerial Working Group and Sub Groups which included providing support to Scottish Government in their response to the Grenfell Tower Inquiry Phase 1 Recommendation report.
- Despite delays due to COVID, it was still anticipated that the completion date of June 2021, which was set by the Service, was still achievable.

11.2.3 RH reminded the Board of the High-Rise Inventory which was published on the Scottish Government's website, noting the small number of premises with similar cladding to Grenfell within Scotland. Specific operational response plans in place for these premises and remedial actions were being undertaken by their owners. The Service were also involved with the National Fire Chief's Council National Operational Guidance in response to High Rise Buildings procedures which was still being finalised. In the meantime, interim changes had been made to our Standard Operating Procedures in relation to high risk buildings.

11.2.4 It was noted that the Committee had a constructive hot debrief directly on conclusion of the meeting. Other Committees were encouraged to consider holding similar hot debriefs to help develop the work of their committees.

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

11.3 **Staff Governance Committee (SGC)**

11.3.1 PS reported that the Committee held a public meeting on 3 December 2020 and provided a verbal update, highlighting the following:

- Main theme arising was around people issues and processes for ensuring resilience.
- Retained Duty System terms and conditions - Resolution Advisory Panel met on 10 December 2020 with the outcomes expected within 5 days.
- Impact of COVID on recruitment, training, health and wellbeing and the mitigation actions in place.
- Protection of Vulnerable Groups projects delayed due to COVID, however new digital arrangements were in place.
- People, Training, Finance and Assets project was progressing well and the programme manager would take up post in January 2021.
- Good assurance on the evaluation of the Detached Duties arrangements, which were proving to be effective, working well and beneficial to the Service.
- All training centres/locations had been declared COVID secure.
- Overall improving competencies trends however the Committee queried the levels for RDS (below the set targets).
- Assurance was provided on the focus of core skills, mitigations to address reduced core/training capacity and the robust recovery plans in place.
- Five-year Training Strategy discussed and it was suggested that this be submitted to a future Strategy Day for further discussion/information.
- Building the Future Together was discussed and a future workshop session to be scheduled.
- Staff Survey delayed due to COVID, however, it was noted that several other staff engagement opportunities, ie workshops, Chief Officer Broadcasts, skills banks and COVID Employee Recognition Scheme, had taken place throughout the year.

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- 11.3.2 In relation to the PVG project, the Board were informed that Disclosure Scotland's capacity to process applications were attributing to the delay.
- 11.3.3 LBa confirmed that the outcomes of Panel's decisions on the COVID Employee Recognition Scheme would be shared with the Board.

ACTION: LBa

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

11.4 **Transformation and Major Projects Committee (TMPC)**

11.4.1 FT reported that the Committee held a public meeting on 5 November 2020 and referred the Board to the attached draft minutes noting that a verbal update was provided at the previous Board meeting.

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

12 COMMODITY STRATEGY: HARD FACILITIES MANAGEMENT

12.1 SO'D presented a report to the Board seeking approval of the Commodity Strategy to procure Hard Facilities Management (Hard FM) services from December 2021. The following key points were highlighted:

- Existing provider appointed through a joint procurement exercise with the Scottish Police Authority. Consideration had been given for this collaboration to continue, however, it was deemed more effective for individually tailored contracts to be pursued at this time.
- Establishment of Hard Facilities Management project, Project Board, User Intelligence Group, and engagement of specialist advisors, Pick Everard.
- Pre-market engagement had been undertaken with several notices of interest received.
- Existing frameworks were not suitable for the Service's needs, due to the atypical nature of the estate ie appliance bays.
- Sufficient time to deliver a full OJEU procurement, however, due to the timescale a collaborative procurement exercise was not achievable at this time.
- Summary of the proposed strategy.

12.2 SO'D noted that there would be legal changes due to Brexit, however, the actual process would broadly remain the same.

12.3 SO'D confirmed the current arrangements for facilities management within existing shared premises.

12.4 In relation to the evaluation criteria (30% costs/70% quality), the Board asked how the Service would be able to evaluate the quality of the service provision. SO'D stated that quality was an important element and the questions would be framed to focus on processes and procedures to manage quality/deliver against the contract and be sufficiently objective to allow fair evaluation. SO'D clarified the weighing of the evaluation criteria and the focus on geographical diversity/pricing. SO'D noted the reasons for a single national contract with the aim that the national contractor would have oversight of any sub-contractors.

12.5 In relation to environmental benefits, SO'D explained that the successful contractor would be expected to adhere to any legal requirements and this would form part of the tender specification. This would also include the opportunity to deliver some carbon improvement projects.

12.6 SO'D advised the Board that the project value was based on the current contractor with the addition of annual cost inflation.

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- 12.7 SO'D noted that the inclusion of capital spend within the contract would allow minor works, linked to building maintenance, to be carried out by the successful contractor.
- 12.8 As part of the evaluation of the tender, SO'D noted that the daily rates would be reviewed to assess value for money. In relation to the pricing structure and regional variation, SO'D indicated that the rules for regional variations would be adhered to.
- 12.9 In relation to sustainability and targeted recruitment, the Board asked if the Service would be explicit in the rehabilitation of offenders and how could they be assured that any identified targets were accurate.
- 12.10 SO'D stated that sustainability was important and would be maximised as much as practicable. The positive results in the Soft Facilities Management contract around fair work were noted. In relation to targets, tenderers would be required to provide their proposals and these would be discussed and evaluated, however, the Service could highlight certain areas ie rehabilitation of offenders. These targets would be presented to the Board through the Annual Procurement report.
- 12.11 SO'D confirmed that there would be a mobilisation period at the start of the contract similar to the arrangements put in place for Soft Facilities Management.

12.12 **The Board approved the Commodity Strategy: Hard Facilities Management.**

(K Blake joined at 1205 hrs)

13 **CARBON MANAGEMENT PLAN 2020-2025**

- 13.1 SO'D presented a report to the Board seeking approval of the Carbon Management Plan (CMP) 2020-2025 and highlighted the following key points:
- SFRS Climate Change Response Plan (CCRP) 2045 outlined commitment to the Scottish Government's 2045 target by reducing carbon omission by 6% per annum.
 - Carbon Management Plan comprises specific measurable and detailed projects.
 - Energy and Carbon Strategy 2020-2030 previously agreed and recognised the primary source of carbon emissions.
 - Grant funding of £3.2 million had been awarded to the Service. Applications have been submitted for a further £43.3 million grant funding.
 - Estimated savings of £7.1 million could be achievable over the 5-year period of the CMP.
 - By 2025, it was anticipated that the Service would achieve a 50% reduction in carbon emissions.
- 13.2 The Board requested clarification on the increase in fleet fuel emissions since 2016. SO'D reminded the Board of the changes in vehicle provision for Flexible Duty Officers and the recording of diesel fuel provision with all fleet vehicles
- 13.3 The Board queried the potential financial incentive for staff when claiming travel expenses. LBa indicated that the Expenses Policy states that the most cost and time effective travel options should be considered by individuals.
- 13.4 In relation to achieving the reduction in gas consumption, KB stated that gas is primarily used for space heating and measures through improved building controls were being taken to reduce the wastage.
- 13.5 The Board acknowledged the significant investment required over the next 5-years and the assumption that funding would be sourced outwith the Service ie grants. SO'D confirmed that most of the funding would require to be sourced outwith the Service as it would not be realistic to repurpose the current capital budget to exclusively deliver environmental projects. Pre-COVID, Scottish Government had set aside funds for

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investments in carbon reduction projects and had set the legislation for becoming carbon neutral. The Service have undertaken work to prepare the projects to achieve this and had a good reputation with Scottish Government for spending/delivering projects.

- 13.6 SO'D to review the estimated capital cost of financing the Carbon Management Plan (section 5.1) and amend as necessary.

ACTION: SO'D

- 13.7 **The Board approved the Carbon Management Plan 2020-2025 and share their commendation to the team for an inspirational plan.**

(K Blake left at 1235 hrs)

(Meeting broke at 1235 hrs and reconvened at 1240 hrs)

14 RESOURCE BUDGET MONITORING REPORT – OCTOBER 2020

- 14.1 SO'D presented a report advising the Board of the resource budget position for the period ending 31 October 2020. SO'D outlined the analysis of the financial position and referred Members to Appendix A of the report, which identified the current resource position showing a forecast year-end underspend of £2.378 million. This forecast position is on the basis that there are no additional costs for consequences of exiting the European Union and that additional funding is not received to support the Service's investment in COP26.

- 14.2 SO'D reminded the Board of discussions relating to the forecasted underspend and monies being returned to Scottish Government earlier in the meeting.

- 14.3 **The Board scrutinised the resource budget position for the period ending 31 October 2020.**

15 CAPITAL MONITORING REPORT 2020/21 – OCTOBER 2020

- 15.1 SO'D presented a report advising the Board of actual and committed expenditure against the 2020/21 capital budget for the period ending 31 October 2020. It was anticipated that the revised budget of £37.524 million would be spent by the end of the financial year.

- 15.2 SO'D highlighted that the Service had received an additional grant (£2.1 million) from Transport Scotland for electrical vehicles and infrastructure.

- 15.3 **The Board scrutinised the level of actual and committed expenditure for the period ending 31 October 2020.**

16 COMBINED RISK AND PERFORMANCE REPORT QUARTER 2 PROGRESS REPORT

- 16.1 MMcA presented a report to the Board with the quarterly progress update on progress against the strategic outcomes and objectives. The following key points were highlighted:

- Progress against the Annual Operating Plan (AOP) 42 actions - 32 green, 10 amber. This continued to be a live part of the process and may be revised if impacted by COVID.
- Performance Management Framework – Two indicators showing red related to Home Fire Safety Visits (HFSV) due to changes in delivery and Accidental Dwelling Fires (ADF) High Severity due to the increased fatalities earlier in the year.
- Increase in Response Times. This could be broken down into 3 elements - call handling/mobilising, mobilising time and attendance time. Report was being prepared for the Strategic Leadership Team early in 2021 and the option for an update at a future Board Strategy Day would be considered.

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- 16.2 MMcA advised the Board that there was a technical issue within InPhase relating to the weighting of milestones which impacts on the RAG status. This would be reviewed and resolved by the Software Developer in early 2021. The Board commented on the importance of capturing the accurate update position within the narrative.
- 16.3 The Board requested an update on the Substance Screening Programme/Substance Misuse Policy. LBa advised the Board that the introduction of this programme had been delayed due to the consultation required to be undertaken. LBa confirmed the current procedures and policies in place.
- 16.4 MMcA advised that a full update on the development of the risk element within InPhase would be provided at the next Audit and Risk Assurance Committee (21 January 2021).
- 16.5 **The Board scrutinised the Combined Risk and Performance Report Quarter 2 Progress report.**
- 17 **AGILE WORKING FRAMEWORK**
- 17.1 LBa presented a report to the Board providing an overview of the SFRS Agile Working Framework following formal consultation with management and Trade Union representatives. The following key points were highlighted:
- Creation of framework expedited due to COVID and supported by the Homeworking and Flexible Working policies.
 - Supports strategic objective 3 making the SFRS a great place to work and an attractive employer.
 - Key enabler for the reset and renew routemap.
 - The framework combines needs of the Service and needs/wishes of employees.
 - Guiding principles were Workforce and Cultures, Workplace and Workspaces and Digital.
 - Scrutinised by Senior Management Board and Rep Bodies with the overarching view on the high focus of employee wellbeing and preferences, significant change in workplace cultures and environmental benefits.
 - Launching in Spring 2021, following due diligence. Next steps include the development of toolkits and training packages for managers, dedicated iHub advice/information section, communication plan and establishment of a Forum to promote and monitor the development of agile working within the Service.
- 17.2 The Board were informed that the Homeworking Policy has been amended to include a package of automatically generated processes to ensure that appropriate equipment, safety assessments, etc are reviewed. This had been undertaken in conjunction with ICT/Finance.
- 17.3 LBa intimated that the Service needed to be more creative and open to alternative work locations to maximise the benefits for the Service and its employees.
- 17.4 The option for the Board to continue to hold regular virtual meetings and show best practice would be considered in the future.
- 17.5 LBa informed the Board that working arrangements would be tailored to the individual employee needs, whilst taking consideration of the wider team needs and other specific attendance obligations.
- 17.6 The Board queried whether there were any known risks. LBa noted that there were potentially risks relating to ICT security, breaching trust/abusing the system and loss of working relationships.

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17.7 The Board commented on the potential for individuals to work beyond their contracted hours which could negatively impact on their health and wellbeing and the cultural adjustment for managers. LBa highlighted several initiatives including informal coffee chats, exercise sessions, etc within the POD Directorate to instil a healthy work life balance. LBa acknowledged the cultural adjustment for managers and noted that support and guidance would be provided as necessary.

17.8 **The Board noted and endorsed the Agile Working Framework report.**

18 REVIEW OF EXTERNAL LOCAL SCRUTINY ARRANGEMENTS

18.1 The Board noted and welcomed the report which provided an overview following a recent review of External Local Scrutiny arrangements of SFRS. They thanked the Executive for a good report that generally appears the Service is doing well.

18.2 **The Board noted the Review of External Local Scrutiny Arrangements.**

19 SFRS/ANTHONY NOLAN PARTNERSHIP – ANNUAL REPORT – ACADEMIC YEAR 2019/20

19.1 The Board noted the report which provided an overview of the achievements of the SFRS/Anthony Nolan Partnership during the 2019/20 Academic Year and gave praise to the report and efforts of everyone involved.

19.2 **The Board noted the SFRS/Anthony Nolan Partnership Annual Report 2019/20.**

20 RISK THEMES

20.1 None.

21 FORWARD PLAN

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

22 DATE OF NEXT MEETING

22.1 The next meeting of the Board is scheduled to take place on Thursday 25 March 2021 at 1000 hrs.

22.2 On behalf of the Board, the Chair gave special thanks to Vlad Valiente (SFRS Legal Services Manager) for his hard work and efforts during his time with the Service and wished him every success for the future in his new role within Dumfries and Galloway Local Authority.

22.2 There being no further matters to discuss in public, the meeting closed at 1330 hours.

PRIVATE SESSION

23 MINUTES OF PREVIOUS PRIVATE MEETING: THURSDAY 29 OCTOBER 2020

23.1 The minutes were approved as an accurate record.

24 PRIVATE ACTION LOG

24.1 The Board considered the action log and noted the updates.

24.2 The Board agreed to close action Item 26.8 (Strategic Review Development Option) due to the change in position.

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- 25 LONG TERM VISION; SERVICE PORTFOLIO OFFICE CHANGE PROPOSALS AND COMMUNITY ENGAGEMENT IN DECISION MAKING: UPDATE**
- 25.1 MMcA presented an update to the Board on the long-term vision, plans to build the capacity and capability of the Portfolio Office and to set out developments for engaging the public in the development of Service change proposals.
- 25.2 **The Board scrutinised the Long Term Vision report.**

There being no further matters to discuss in public, the meeting closed at 1330 hours.