



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 29 AUGUST 2019 @ 1015 HRS

**EAST LoTHIAN COUNCIL HEADQUARTERS, JOHN MUIR HOUSE, BREWERY PARK,
HADDINGTON, EH41 3HA**

PRESENT:

Kirsty Darwent (Chair) (KD)
Brian Baverstock (BB)
Anne Buchanan (AB)
Bill McQueen (BMcQ)
Malcolm Payton (MP)
Fiona Thorburn (FT)
Mhairi Wylie (MW)

Nick Barr (NB)
Lesley Bloomer (LBI)
Marieke Dwarshuis (MD)
Sid Patten (SP)
Primrose Stark (PS)
Tim Wright (TW)

IN ATTENDANCE:

Martin Blunden (MB)	Chief Officer
David McGown (DMcG)	Deputy Chief Officer
Liz Barnes (LBa)	Director of People and Organisational Development
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Richard Whetton (RW)	Head of Corporate Governance
Heather Greig (HG)	Board Support Executive Officer
Debbie Hadow (DH)	Board Support/Minutes

OBSERVERS:

Vlad Valiente, Legal Services Manager
Tom Hardy, Scottish Government
Wendy Wilkinson, Scottish Government
Simon Routh-Jones, HMFSI
Chris McGlone, Fire Brigades Union

1 CHAIR'S WELCOME

1.1 KD apologised for the delay in opening the meeting and welcomed those present.

2 APOLOGIES

2.1 John Dickie, Assistant Chief Officer, Director of Response & Resilience
Ross Haggart, Assistant Chief Officer, Director of Prevention & Protection
Alasdair Cameron, Group Manager Board Support Manager

NOT PROTECTIVELY MARKED

3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE
3.1 The Board agreed that the report on *Strategic Plan 2019-22 and Consultation Outcome* would be taken in private due to matters relating to confidential matters (Standing Order 9G).

3.2 No further private items were identified.

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS MEETING: 27 JUNE 2019

5.1 The following amendments were noted:

Item 11.3.1 – Staff Governance Committee – The update report was provided by Primrose Stark (PS), not Anne Buchanan (AB) as recorded.

Item 12.8 Asset Management Strategy – BB requested clarification on the closing statement. It was agreed to amend the text to “...*The Board approved the Asset Management Strategy noting that their comments would be taken forward and considered with the awareness of having detailed asset management plans were of key importance...*”

5.2 Matters Arising

5.2.1 None

5.3 **Subject to the above amendment being made, the minutes of the meeting held on 27 June 2019 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 No matters arising.

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 27 June 2019, highlighting:

- Introductory meetings with Chief Executive’s Fiona Lees & Angela Leitch were cancelled due to unforeseen circumstances.
- Common themes arising from Chief Executive meetings included shared challenges such as aging population/increasing vulnerability and that information sharing and good partnership working were key to helping these groups. There was overall positive support for the widening role/contribution of the Service. High praise was given to the Local Senior Officers and their teams who are embedded and leading in community planning and actively setting an example to other agencies. As part of these meetings, Chief Executives were informed of the likely direction of travel for the Service and were given assurances that they would be provided with an early update on any changes within their areas.
- Positive constructive meeting with Cabinet Secretary Humza Yousaf who iterated his ongoing support and commitment for the Service. He gave his agreement and commitment to support budget discussions in relation to securing funding for the Service.

NOT PROTECTIVELY MARKED

- Future meetings were to be scheduled with John Swinney, Deputy First Minister and Derek MacKay, Cabinet Secretary for Finance.

8.2 The Board noted the report.

9 CHIEF OFFICER'S REPORT

9.1 The Chief Officer's presented his report noting events which had occurred since the Board meeting held on 27 June 2019, highlighting:

- Discussions with Mark Belchamber, Income for the Third Age Ltd regarding pressure on pension scheme and implications of temporary promotion. Information/seminars have been provided for staff to raise their awareness. Mr Belchamber is an expert advisor who is able to advise the Service on this UK wide issue.
- Meeting with Laura Gordon, Vistage International, to explore coaching opportunities to ensure appropriate support/mentoring for Strategic Leadership Team/Heads of Function. An update would be taken to the Staff Governance Committee, when appropriate.
- Meeting with Peter Murray, Chair of the Chairs of Integrated Health Board, highlighted the proposed slips, trips and falls agenda and the positive impact on health from this area of work. Mr Murray to raise this potential positive impact with the Cabinet Secretary for Health at their future meeting.
- Attended Kilbirnie Street memorial which was a positive and emotional event.

9.2 The Board noted the report.

10 SERVICE TRANSFORMATION UPDATE

10.1 DMcG updated Members in regard to Service Transformation which had occurred since the Board meeting held on 27 June 2019, highlighting the following:

- Area Manager (AM) Darren Riddell has taken up his role of Programme Manager.
- Programme Office Board meetings are now held monthly with increased focus and discipline on reporting, timescales, independencies and budget allocation.
- Working with live dashboards and prioritising the risk register.
- More disciplined approach to project governance.
- Highlighted progress with the Out of Hospital Cardiac Arrest project including recruiting for a Scottish Ambulance Service Officer to help deliver the roll out of this project.
- Risk profiling progress underway using data to identify current and future risk within/outwith the Service.
- Reviewed the first Gateway Review action plan to ensure progress was being made.
- Internal Audit carrying out a review of the Portfolio and Programme. When the outcome of this review was known, this would determine whether an internal P3M3 review or second gateway review would be appropriate.

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 26 June 2019 and referred the Board to the attached draft minutes. He highlighted the following issue since the last meeting:

- Temporary measures have been put in place to address the resourcing issues within Internal Audit.

11.1.2 The Board noted the draft minutes and verbal update.

NOT PROTECTIVELY MARKED

11.2 Service Delivery Committee (SDC)

11.2.1 NB reported that the Committee held a public meeting on 20 June 2019 and referred the Board to the attached draft minutes. He highlighted the following issue since the last meeting:

- Workshop held on 20 August 2019 to discuss how the Committee undertake their scrutiny, performance indicators and other key topics including the CCMS project.

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

11.3 Staff Governance Committee (SGC)

11.3.1 PS reported that the Committee held a public meeting on 6 June 2019 and referred the Board to the attached draft minutes. She highlighted the following issue since the last meeting:

- Update on RANSC meetings noting ongoing discussions and good engagement with Trade Union re RDS Terms and Conditions.

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

11.4 Transformation and Major Projects Committee (TMPC)

11.4.1 On behalf of the Board, KD thanked MD for her contribution and continued efforts during her tenure as Committee Chair over the last 6 years. It was noted that Fiona Thorburn would take over the role as Committee Chair and the new Deputy Committee Chair would be confirmed at the next meeting (November).

11.4.2 MD reported that the Committee held a public meeting on 8 August 2019 and highlighted the following issues:

- Service Transformation Projects - Overview of service delivery project model programme with individual project dossiers being submitted to the November meeting.
- Major Projects - Request for accurate information relating to McDonald Road project to be provided. Dossier received for PVG project which has now commenced.
- Legacy Projects – Accepted closure report relating to 5WDS.
- Draft Benefit Management Strategy discussed.
- Communication and Engagement principles paper discussed with an action plan to follow.
- Risk Spotlight – Training and Development capacity to deliver the training associated with service transformation.
- Discussion re discipline of reporting to allow improved focus and scrutiny.

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

11.5 Integrated Governance Committee (IGC)

11.5.1 KD reported that the Committee held a public meeting on 13 June 2019 and referred the Board to the attached draft minutes.

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

- 12 ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1 APRIL 2018 – 31 MARCH 2019**
- 12.1 SO'D presented a report to the Board seeking approval for the Annual Procurement Report for the period 1 April 2018 – 31 March 2019 noting the Service's requirement to prepare and publish under the Procurement Reform (Scotland) Act 2014. Following approval, the report would be published no later than 31 August 2019. It was highlighted that 30 regulated procurements were awarded during 2018/19 with a total estimated value of £31million.
- 12.2 The Board commented on the good progress made in the procurement team and congratulated them on the high scoring within the report.
- 12.3 SO'D stated that the Contract Management Model had been further developed over recent years and work was ongoing to develop and deliver more comprehensive training across the Service.
- 12.4 It was noted the savings highlighted within the report were advised and measured by Scottish Government, through using their framework contracts.
- 12.5 The Board asked whether the community benefits targets were appropriate and was there further opportunities in relation to employment/training opportunities. SO'D reminded the Board that the contract level for imposing community benefit requirements on procurement had been reduced from £4million to £1million, however, further work to be undertaken to drive more out of the market in this regard with lessons being learnt from the local authority sector.
- 12.6 SO'D noted that the Service was required to publish a contract register and any information on future procurement was based on previous spend, which was already in the public domain.
- 12.7 SO'D briefed the Board on the potential implications in relation to a *No Deal* or *Deal* Brexit situation.
- 12.8 SO'D to provide clarification on the differentiation between Small to Medium Enterprises (SME) engagement and spend.
- ACTION: SO'D**
- 12.9 SO'D noted that the total contract spend was detailed in Section 7 with only the Regulated Procurement Awarded being listed within the appendices. She further noted that the Service published a full contract register on the website.
- 12.10 The Board commented on the non-contract spend for this year and the very similar position reported last year. SO'D noted the ongoing challenges and provided assurances that this remained a focus of the team whilst continuing to deliver against the Capital Programme. SO'D agreed to provide an analysis report to the Audit and Risk Assurance Committee to understand the extent of the issue and the remedial plans in place to address these issues.
- ACTION: SO'D**
- 12.11 **The Board approved the Annual Procurement Report for the period 1 April 2018 – 31 March 2019.**

13 INTERNAL AUDIT SERVICE – INVITATION TO TENDER

- 13.1 SO'D presented a report to the Board seeking approval to initiate the invitation to tender for the provision of a SFRS Internal Audit Service. A User Intelligence Group had been convened to develop the invitation to tender. If approved, the procurement process would commence with a view to reporting back to the Board and awarding the contract in December 2019. This would allow an implementation period for the new supplier prior to their commencement in April 2020.
- 13.2 SO'D explained that the new suppliers would be expected to use their expertise to identify areas to review and to explain how they would carry out the audits.
- 13.3 SO'D advised that Scottish Government have declared that they would not be participating in the tendering process.
- 13.4 **The Board noted the progress made on the provision of Internal Audit Service and approved the Invitation to Tender thus enabling the procurement process to continue.**

14 STATUTORY EQUALITY REPORTING – MAINSTREAMING REPORT 2019

- 14.1 LBa presented a report to the Board seeking approval to publish the Mainstreaming Report 2019 on the SFRS website. She noted the original deadline for publication and provided the reasons why this had not been achieved. Measures would be taken to ensure compliance with the publication date going forward. The examples of good partnership working and fully embedded EIA process were highlighted.
- 14.2 A minor typographical error was noted.
- 14.3 **The Board approved the publication of the Mainstreaming Report on the SFRS website.**

15 CAPITAL BUDGET MONITORING – JULY 2019

- 15.1 SO'D presented a report advising the Board of actual and committed expenditure against the 2019/20 capital budget for the period ending 31 July 2019. It was anticipated that the full budget of £33.160million would be spent by the end of the financial year. At a recent Strategy Day, the Board were given an early indication of the potential increased expenditure and extended timescales in delivering the McDonald Road project. Due to a delay in progressing the project and subsequent underspend this financial year, the Board were asked to approve the reallocation of funds from the Property programme to Fleet (£1.56 million) and ICT (£0.09 million).
- 15.2 The proposal to reallocate funds was discussed and prioritised through the Asset Management Liaison Board.
- 15.3 The Board were assured that there was no detrimental impact to operational cover within the McDonald Road area.
- 15.4 SO'D advised that this reallocation of funds would assist the Service in achieving Cyber Essential Plus.
- 15.5 **The Board noted the actual committed expenditure for the period and approved the transfer of £1.65million from the Property programme to Fleet (£1.56million) and ICT (£0.09million).**

16 RESOURCE BUDGET MONITORING – JULY 2019

- 16.1 SO'D presented a report advising the Board of the resource budget position for the period ending 31 July 2019. 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 £0.358million. Appendix B provided an explanation of the current significant variances relative to the budget and included an update on the 2018/19 financial position showing a pre-audit underspend of £0.194million.
- 16.2 An explanation of the adjustments due to virements (ie correction of budget errors/change in position) to ensure budgets were as realistic as possible and variances (ie fundamentally wrong/newly emerged) was provided.
- 16.3 The increase in the Suppliers and Service budget was noted and SO'D provided a brief explanation of the reason.
- 16.4 In relation to overspend in Control Firefighters, SO'D explained that this was due to the anticipated retirement projection and subsequent recruitment during 2018/19 and the actual position.
- 16.5 In relation to the overspend in R/VDS, SO'D noted that work had been undertaken to analyse this budget over previous years, however, no definitive pattern had been identified. Work was ongoing to improve management of this budget and it was noted that the harmonisation of terms and conditions would assist.
- 16.6 Discussions relating to the impact of climate change on forecasting operational budget took place. It was noted that the current Risk Profiling project was considering all aspects of climate change and the Retained Model project was looking to identify how to accurately predict staffing levels in the future.
- 16.7 Following a brief discussion relating to wholetime overtime costs, it was agreed that SO'D would provide a brief note for circulation explaining changes over the last year and how this was fitting with the savings in relation to the target operating model.
ACTION: SO'D
- 16.8 It was agreed that a brief note be circulated on the delegated authority to approve the changes to virements in budgets.
ACTION: RW
- 16.9 The Board commented on the reported level of 6.3% FTE vacancies within the agreed structure and the annual turnover of 8.4%. LBa advised that recruitment for the majority of vacancies was being progressed. A request for clarification on the annual turnover percentage was made. It would be agreed off table whether this would be provided to the Staff Governance Committee or Board.
ACTION: LBa
- 16.10 **The Board noted the resource budget position for the period ending July 2019.**

The meeting broke at 1150 hrs and reconvened at 1205 hrs

17 SCOTTISH FIRE AND RESCUE SERVICE/ANTHONY NOLAN PARTNERSHIP – RENEWED PARTNERSHIP AGREEMENT

- 17.1 SO'D presented a report providing an overview of the achievements of the partnership over the past 10 years and the renewal of the partnership agreement.

NOT PROTECTIVELY MARKED

- 17.2 The Board expressed their thanks to all those involved in this life saving partnership and fully supported the continuation of same.
- 17.3 **The Board noted and supported the report.**
- 18 PROCUREMENT COMMERCIAL IMPROVEMENT PROGRAMME (PCIP) ASSESSMENT 2019**
- 18.1 SO'D presented a report to the Board advising of the outcome of the Procurement Commercial Improvement Programme (PCIP) Assessment undertaken by Scottish Government in June 2019. It was highlighted that the Service had improved their overall score and shown the greatest improvement.
- 18.2 SO'D clarified that the contracts awarded did not necessarily equate to the contracted spend, so there was no discrepancy within the previously discussed report (Agenda Item 12).
- 18.3 **The Board noted the outcome of the PCIP Assessment and the key areas of future improvement.**
- 19 AUDIT AND RISK ASSURANCE COMMITTEE ANNUAL REPORT 2018/19 TO THE ACCOUNTABLE OFFICER AND THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**
- 19.1 BB presented the Audit and Risk Assurance Committee Draft Annual Report 2018/19 to the Board for noting and highlighted the following key points:
- Committee's effective undertaking of their terms of reference.
 - Noted Internal Audit's opinion of Reasonable Assurance in respect of governance.
 - Annual Governance Statement has been drafted and was comprehensive.
 - Continued improving risk management arrangements.
- 19.2 **The Board noted the report.**
- 20 EXTENDED ANNUAL OPERATING PLAN 2018/19 Q1 PROGRESS REPORT**
- 20.1 MMcA presented a report to the Board which detailed the progress made against the actions of the Extended Annual Operating Plan 2018/29 up to the end of June 2019. He highlighted the following key points:
- 40 actions on target (green), 10 actions were noted as showing some slippage (amber) and 2 actions were showing significant risk against delivery (red).
 - Over 75% of actions were on target for completion.
 - WD13 - RAG status should be Amber and not Green as shown.
- 20.2 With reference to GSR4, MMcA informed the Board that the potential risk relating to the full implementation of InPhase was now back on track with the roll out of 365 migration scheduled and dedicated resources in place to ensure the implementation within the target timescale. It was also noted that an update on the new Performance Framework would be brought to the Board at their next meeting (October 2019).
ACTION: MMcA
- 20.3 With reference to GSR15, it was agreed that an update on the Legal Services Review would be brought to a future Board Strategy Day (November 2019).
ACTION: MMcA
- 20.4 With reference to WD4, MB stated that the full TED Review report would be submitted to the Strategic Leadership Team and a recommendations/desired end state report would be presented to the Staff Governance Committee. Performance measures will also be developed to measure the impact of the action and increased performance delivered by TED.

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20.5 With reference to MR1, it was noted that the commentary and the RAG status was not aligned.

20.6 With reference to GSR10, the development of the Carbon Management Plan was acknowledged, however, the Board requested details of other environmental works undertaken be highlighted and included in the next AOP report.

ACTION: MMcA

20.7 **The Board noted the report and progress against the Extended Annual Operating Plan 2018/19.**

21 RISK THEMES

21.1 None

22 DATE OF NEXT MEETING

22.1 The next meeting of the Board is scheduled to take place on Thursday 31 October 2019 at 1000 hrs at Lindsay Wood Room, Beacon Arts Centre, Custom House Quay, Greenock, PA15 1HJ.

22.2 There being no further matters to discuss in public, the meeting closed at 1230 hours.

PRIVATE SESSION

23 MINUTES OF PREVIOUS PRIVATE MEETING: 27 JUNE 2019

23.1 The minutes were approved as an accurate record.

24 ACTION LOG

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

25 STRATEGIC PLAN 2019-22 CONSULTATION OUTCOME

25.1 MMcA presented a report informing the Board of the outcome of the Strategic Plan 2019-22 public consultation and to provide a final draft of the Strategic Plan for approval. MMcA acknowledged and thanked the Planning and Performance Management Team for their hard work in the development of the plan.

25.2 **The Board noted the results of the consultation, and approved the finalised Strategic Plan 2019-22 for submission to the Minister for Community Safety.**

26 AOCB

26.1 Jeremy Corbyn, Leader of the Labour Party

26.1.1 MB informed the Board that Jeremy Corbyn was scheduled to visit Woodmill High School, Dunfermline following the recent fire in the premise. DMcG and LSO Keith would be attending to represent the Service.

26.2 Safety Alert – Concrete Roof Panels

26.2.1 DMcG informed the Board of the safety alert issued by the Standing Committee on Structural Safety for reinforced concrete panels, which had been found at McDonald Road. Further investigations had been undertaken and risk assessments would be carried out.

26.3 Uniformed Pay Terms and Conditions Negotiations

26.3.1 KD provided the Board with an update following the Joint NJC/FBU meeting on 6 August 2019.