



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 28 MARCH 2019 @ 1330 HRS

**BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE,
WESTBURN DRIVE, CAMBUSLANG, G72 7NA**

PRESENT:

Kirsty Darwent (Chair) (KD)
Brian Baverstock (BB)
Anne Buchanan (AB)
Bill McQueen (BMcQ)
Malcolm Payton (MP)
Primrose Stark (PS)
Tim Wright (TW)

Nick Barr (NB)
Lesley Bloomer (LBI)
Marieke Dwarshuis (MD)
Sid Patten (SP)
Fiona Thorburn (FT)
Mhairi Wylie (MW)

IN ATTENDANCE:

Martin Blunden (MB)	Chief Officer
David McGown (DMCG)	Deputy Chief Officer
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Liz Barnes (LBa)	Director of People and Organisational Development
Alasdair Cameron (AC)	Group Manager Board Support Manager
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS:

Tom Hardy, Scottish Government
Simon Routh-Jones, HMFSI

1 CHAIR'S WELCOME

1.1 KD opened the meeting and welcomed those present. She paid recognition to the Cheapside Street Memorial event earlier that day where members of the Service including the Board and Strategic Leadership Team attended to pay their respects.

2 APOLOGIES

2.1 Lewis Ramsay (LR), Assistant Chief Officer, Director of Response & Resilience

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

3.1 The Board agreed that the report on *Additional Uniformed Principal Officer Post* would be taken in private due to matters relating to individuals.

3.2 No further private items were identified.

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS MEETING: 13 DECEMBER 2018

5.1 The minutes were approved as an accurate record.

5.2 MINUTES OF PREVIOUS SPECIAL MEETING: 31 JANUARY 2019

5.2.1 The minutes were approved as an accurate record.

5.3 MINUTES OF PREVIOUS SPECIAL MEETING: 28 FEBRUARY 2019

5.3.1 The minutes were approved as an accurate record.

5.4 Matters Arising

5.4.1 None

5.5 **The minutes of the meetings held on 13 December 2019, 31 January 2019 (Special) and 28 February (Special) were approved as a true record of these meetings.**

6 ACTION LOG

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

Item 15.1 – National Emergency Services Collaboration Strategy (26/04/2018) – Following a brief discussion, it was agreed to close this action on the proviso that future Reform Collaboration Group papers would be circulated to the Board and if appropriate, the Chair/Chief would provide an update during their respective reports.

Item 8.1 - Chair's Report (13/12/19) - Following a brief discussion, it was agreed to close this action as current practices were deemed adequate.

Item 11.7 - Resource Budget Monitoring Report – October 2018 - Action to be closed as agreed to progress outwith the meeting.

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 to the Board noting the events which had occurred since the Board meeting held on 13 December 2018. She highlighted the following:

- The background and current status of the NJC negotiations and Employers' Offer (UK wide), the offer is currently out to ballot and due to close on 8 April 2019. Correspondence issued to all employees in February 2019 to explain the historical background and the wider Scottish context relating to the ongoing National Joint Council (NJC) negotiations.
- Review of Police and Fire Reform 2012 – Although the report was primarily positive, there were a small number of recommendations for the Service to consider. These included recommendations relating to RDS challenges and for consideration to be given to operational implications when making Board decisions. An action plan will be developed and scrutinised by the Board.
- Parliamentary Reception held on 26 March 2019 for retiring Chief Officer Alasdair Hay to recognise his significant contributions throughout his career.

8.2 A brief update was given on the informal discussion between the Service and the Scottish FBU officials. It was noted that it would be at the discretion of the Fire Brigade Union whether they share a regional breakdown of the ballot results. Any additional information would be communicated to the Board in due course.

8.3 **The Board noted the report.**

9 CHIEF OFFICER'S REPORT

9.1 The Chief Officer updated Members in regard to events which had occurred since the Board meeting held on 13 December 2018, highlighting the following:

- Numerous visits to stations across Scotland to gain a greater understanding of the Service and localised issues.
- Introductory meetings held with Chief Constable Iain Livingston, Chief Executive Pauline Howie (Scottish Ambulance Service (SAS) and HMFSI Inspector Simon Routh-Jones to build stronger working relationships.
- Following the recent Assistant Chief Officer Selection Centre, DACO John Dickie and Ross Haggart have been appointed to the roles of Assistant Chief Officer Response & Resilience and Prevention & Protection, respectively. ACO Ramsay will provide Gold Command support and training during his final 3 months in the Service.
- Introductory meetings held with Ash Denham (Minister of Community Safety), Gillian Russell (Director for Safer Communities), Wendy Wilkinson (Deputy Director Safer Communities and the Sponsorship Unit to discuss the importance of working well together.
- Honoured with his first attendance to the Cheapside Street Memorial event as Chief Officer and noted the importance of continuing to maintain the fire service heritage and history in Scotland.

9.2 **The Board noted the report.**

10 SERVICE TRANSFORMATION UPDATE

10.1 MMcA updated Members in regard to Service Transformation which had occurred since the Board meeting held on 13 December 2018, highlighting the following:

- High Level Transformation Plan approved and bi-annual updates being brought back to the Board.
- Delivery Plan to be developed and tabled at the Transformation and Major Projects Committee on 9 May 2019 and, thereafter, presented to the Board for information.
- Interdependencies workshop has highlighted 4 key areas - staff, communications, resources and data analysis. Further work will be conducted to identify benefits realisation outcomes within each project and also across other projects as well as critical pathways. Good progress at the appropriate pace has been made by the Programme Office Board and Project Managers.
- Five individual projects have been identified as being highly interdependent and would therefore be taken forward as one combined project/programme of works.
- SFRS Youth Volunteers (previously Cadet Scheme) would be progressed into the delivery phase.
- OHCA project was developing at an appropriate pace. SAS have been contacted to request a secondee into the Service to deliver this joint project. Report to be taken to the Reform Collaboration Group (5 April 2019) to confirm that this is a joint project being driven by SFRS.
- Strategic Leadership Team (SLT) to discuss the potential of linking/combining the Annual Operating Plan and Service Transformation Plan.

10.2 DMcG informed the Board that the Service was entering into the second phase of communications. A formal communication plan would be developed once the new Head of Communications & Engagement took up their post (end April 2019). He assured the

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Board that the refreshed message would be delivered consistently and targeted appropriately.

10.3 The Board noted the importance of identifying a suitable replacement for DACO Ross Haggart due to his recent promotion and were informed that this had been discussed by the Strategic Leadership Team.

10.4

The Board noted the verbal update.

11 RESOURCE BUDGET MONITORING REPORT – FEBRUARY 2019

11.1 SO'D presented a report advising the Board of the resource budget position for the period ending 28 February 2018. 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 £0.470million. Appendix B provided an explanation of the current significant variances relative to the budget.

11.2 SO'D highlighted the significant work undertaken to reduce overtime costs and the adjustments to firefighter employee costs due to pay awards, overtime holiday pay and TOIL payments. Discussions regarding the significance of the accruals being released which allowed flexibility within the budget and the potential implications for future budgets took place.

11.3 SO'D confirmed that the underspend would be returned to Scottish Government and that all possible measures had been taken to reduce the amount. She reminded the Board of the significant work undertaken to harmonise legacy issues and produce a national set of terms and conditions whilst not overspending the budget. SO'D reminded the Board that the underspend represented 0.2% of the overall budget. SO'D stated that there were designated periods during the year which allowed monies to be transferred from Resource to Capital budgets, unfortunately this was not possible at this time. It was suggested that this could be discussed further with Scottish Government.

11.4 The Board noted the high underspend on Support Staff due to vacancies. SO'D confirmed that the Service were working diligently to fill these vacancies, however, there was a regular turnover of staff. It was also noted that Managers were also taking the opportunity to restructure their Directorate or redefine vacant posts. MMcA acknowledged the high turnover in lower grade Admin posts, therefore a review of business support function would be undertaken to try to provide security and continuity within the Service.

11.5 SO'D confirmed that all posts within the Procurement team had been filled. These included a variety of junior and trainee roles and the feedback was generally positive.

11.6 The Board asked for the term Support Staff to be reviewed. MB stated that this terminology has already been discussed by SLT and would be discussed further during the programme of Manager's engagement events as well as other culture aspects.

11.7 The Board asked whether the RDS budget could be forecasted more accurately using any identified patterns/trends. SO'D stated that work was ongoing to refine and improve forecasting for this budget.

11.8 The Board noted the potential financial impact of the proposed national pay increase and the offset against the overtime budget for the Service and individual employees.

11.9 The Board queried the Early Retirement charges and SO'D advised that following a review by SPPA a number of adjustments were required. Going forward SPPA would carry out reviews more regularly.

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11.10 The Board noted the underspend in hydrant maintenance and sought assurance that this did not pose any safety concerns. SO'D reminded the Board of ongoing issues with Scottish Water and that work was being done to rectify these.

11.11 The Board queried the underspend in training and SO'D indicated that earlier procurement issues had impacted on this underspend.

11.12 **The Board noted the report.**

12 CAPITAL BUDGET MONITORING REPORT – FEBRUARY 2019

12.1 SO'D presented a report advising the Board of actual and committed expenditure against the 2018/19 capital budget for the period ending 28 February 2019. It was anticipated that the full revised budget of £33.013 million would be spent by the end of the financial year.

12.2 **The Board noted the report.**

13 2019/20 RESOURCE BUDGET

13.1 SO'D presented a report to the Board seeking approval for the proposed Resource Budget for 2019/20, which was in line with the resource budget funding from Scottish Government.

13.2 The Board asked for clarification on the budget for Crewing Model Resilience and SO'D explained that this was to allow the Service to recruit above the Target Operating Model to offset the training period of new recruits.

13.3 With reference to risk SR4 (Failure to Ensure Financial Sustainability), the Board queried whether the Control Measures were still relevant. SO'D assured the Board that due diligence had been undertaken during the review of the risks and stated that the control measures were forward looking.

13.4 The Board asked for clarification on the budget for Average Rates of Pay. SO'D explained the 3 rates of pay (trainee, development and competent) and the ability to refine the budgets to provide more accurate costs.

13.5 The Board noted the increased property costs from the previous year. SO'D explained that these were attributable to the dual running of Newbridge and Thornton Training Centres and increased utility charges.

13.6 **The Board approved the proposed Resource Budget for 2019/20.**

14 CAPITAL PROGRAMME 2019-2022

14.1 SO'D presented a report advising the Board of the proposed Capital Programme for 2019-2022. The total proposed expenditure is £98.160 over the next 3 financial years funded by Capital DEL budget of £97.500million (£32.500 million per year), plus estimated capital receipts from Strategic Intent of £0.660million.

14.2 With reference to Audit Scotland's recommendations, it was noted that the Capital Programme was effectively the Service's Asset Management Plan.

14.3 The Board noted and welcomed the Equality Impact Assessment in support of this report.

14.4 Future capital requirements have been discussed with Scottish Government in relation to informing the budget for 2021 onwards.

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- 14.5 The Board were assured that capital receipts would be retained by the Service, however, there was limited certainty on when these would be realised.
- 14.6 **The Board approved the proposed Capital Programme for 2019-2022.**
- 15 STRATEGIC PLAN 2016-19 REVIEW OUTCOME**
- 15.1 MMcA presented a report to the Board seeking approval of the Strategic Plan 2016-19 Review Report.
- 15.2 The Board asked whether stakeholders would be offered the opportunity for face to face meetings during the consultation period. MMcA confirmed this stating that there was a full engagement plan in place offering both national and local engagement opportunities.
- 15.3 The Board commented on the lack of ethnic minority data (pg. 3) within the workforce profile section of the report. The Board were reminded that this information was voluntary, however, this could be included, if available.
- 15.4 The Board noted that the 6 Internal Audit reports were recorded as having reasonable assurance within the report, however this was inaccurate as 2 of the audit reports received limited assurance. MMcA agreed to update the report.
- ACTION: MMcA**
- 15.5 MMcA informed the Board that the opportunity to hold an engagement event with Chairs of all local Scrutiny Committees was being arranged towards the end of May 2019. Board representation would be requested.
- 15.6 **The Board noted and approved the Strategic Plan 2016-19 Review Report.**
- 16 BOARD SUMMARY PERFORMANCE REPORT FOR Q3 2018/19**
- 16.1 MMcA presented a report to the Board providing the Quarter 3 Summary Performance Report for 2018/19. He stated that the 'InPhase' Performance Management System had been procured and user training had commenced. It was proposed that an update be provided to the Board at their Strategy Day on 25 July 2019. The new system would run in parallel for the remainder of 2019/20 and would officially launch in April 2020.
- 16.2 MMcA highlighted the following:
- Confirmed Fraud activities related to historical incidents in 2017/18.
 - Information requests on time was below target due to high volume of requests relating to Brexit, pay awards, etc.
 - Increase in Accidental Dwelling Fires - High Severity. Data Team to review and identify any trends. This would be reported to the Service Delivery Committee.
- 16.3 The advantages and disadvantages of 3 year rolling average figures were noted.
- 16.4 PS assured the Board that the Staff Governance Committee were focussing on Operational Competence to ensure strategic and legal compliance.
- 16.5 The Board noted the number of Home Fire Safety Visits (HFSV) and asked how the Service were reaching vulnerable individuals. DMcG stated that the number of high risk visits were increasing, there was a focus on increasing the referral pathways and the Safe and Well programme would focus on high risk visits. KD commented on the detailed discussion and focus on HFSV at a recent West SD Management team meeting.
- 16.6 The Board noted the increase in Unwanted Fire Alarm Signals and sought assurance that this remained a focus of the Service. DMcG indicated that the time/risk based strategy had reduced the number of blue light journeys by over 2,500, however, further

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work had to be done locally to engage with local authorities, health board, etc. The successful outcome of the time/risk based strategy would be reported to the Board in future performance reports.

16.7 The Board noted the contents of the Board Summary Performance Report for Quarter 3.

17 ANNUAL OPERATING PLAN 2018-19 QUARTER 3 PROGRESS REPORT

17.1 MMcA presented a report to the Board providing the quarterly progress report of the Annual Operating Plan 2018/19 covering the period to the end of December 2018. He highlighted that 25 actions were progressing as planned, 18 actions had slipped and 4 actions have been highlighted as having a significant risk against delivery.

17.2 MMcA stated that Action MR3 (Operational Intelligence) relating to the agreed actions for this financial year and the wider reporting on this project went to the Transformation and Major Projects Committee.

17.3 In relation to GSR9 (Cyber Security) SO'D stated that there was a delay in gaining accreditation and this would be achieved by the end of June 2019.

17.4 The Board sought assurance that the Service were appropriately focused to address the health and safety aspects within this report. MMcA stated that the Senior Management Team were focusing on the core safety issues at a national level. PS assured the Board that the Staff Governance Committee were also focused on this issue and the Health & Safety Implementation Plan was recently spotlighted by the Committee. It was also noted that the development of the implementation plans was the responsibility of line managers and POD were the facilitators.

17.5 It was noted that the report covered the period up to 31 December 2018 and the new performance system would allow more up to date information to be presented to the Board as soon as is practicably possible.

17.6 The Board noted the quarterly report and progress made against the Annual Operating Plan 2018/19.

17.7 *The meeting broke at 1530 hrs and reconvened at 1545 hrs.*

18 HEALTH, SAFETY AND WELLBEING ANNUAL REPORT 2017/18

18.1 LBa presented a report to the Board relating to the Health, Safety and Wellbeing Annual Report for 2017/18 and highlighted the following key areas:

- 5% reduction in musculoskeletal injuries attributed to numerous campaigns, 4% decrease in reportable injuries to the Health and Safety Executive, overall reduction in absence figures
- Benchmarking exercise against 15 UK FRS, resulted in the Service achieving a very positive second place.
- Accident/Injuries to firefighters continued to show a positive reducing trend.
- Acts of Violence have reduced, aspect of this was attributed to positive partnership working and media campaigns.
- 14% reduction in vehicular accidents, however, work would continue to look behaviour aspects.
- Compliance with medical assessments was continuing to improve.
- Management referrals were primarily due to musculoskeletal injuries or mental health/stress. New counselling services were being promoted along with campaigns focusing on mental health/wellbeing.
- Process for booking HSW appointments was being reviewed.

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18.2 It was noted that this report had been discussed at the recent Staff Governance Committee and assurance was provided that this data was continually monitored by this Committee.

18.3 The Board commented on the difference in the number of Firefighter injuries across the 3 Service Delivery Areas. It was noted that there were no identifiable reason for the differences and that the figures in relation to heads of population/attendance at incidents were very low. It was agreed that the data would benefit from a contextual information and that a short briefing note be circulated to the Board to provide assurance.

ACTION: LBa

18.4 **The Board noted the contents of the Health, Safety and Wellbeing Annual Report 2017/18.**

19 STAFF SURVEY SFRS NATIONAL ACTION PLAN

19.1 LBa presented a report to the Board relating to the Staff Survey SFRS National Action Plan noting that this had been published on the intranet.

19.2 It was agreed that update reports would regularly be submitted to the Staff Governance Committee and the Employee Partnership Forum meetings.

19.3 Future communications would be based on the "You Said, We Did" format and would include any updates from the local focus groups.

19.4 The Board raised concerns that one of the actions (*manage the flow and volume of information into SDAs*) was allocated to All Heads of Function & DACOs. Following a brief discussion, LBa agreed to amend the Action Owner to DACO Perry.

ACTION: LBa

19.5 The Board commented on the practicalities of addressing centralised and localised issues. LBa noted that there were initiatives which were organisational wide, however, there was awareness that there would be some localised issues as well. These localised issues could potential by addressed quickly with any actions being feedback to ensure that these could be rolled out to other areas if relevant.

19.6 **The Board noted the Staff Survey SFRS National Action Plan.**

20 GENDER PAY GAP 2019

20.1 LBa presented a report to the Board providing the results of the Gender Pay Gap Report 2019 noting that this fulfils the Service's statutory obligations under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. She noted that the mean gender pay gap was 4.42% and was mainly attributable to occupational segregation rather than a direct gender pay gap.

20.2 The Board were informed that targeted leadership programmes were being discussed and the success of the 'Break the Mould' campaign has resulted in 24% of applications from females to date with still some time to go.

20.3 The Board asked the Service to consider engaging Scottish Government to try to influence child care regulations as this predominately remains the responsibility of females.

20.4 **The Board noted the results of the Gender Pay Gap Report 2019.**

21

COMMITTEE UPDATES

21a

Audit and Risk Assurance Committee (ARAC)

- i. BB reported that the Committee held a public meeting on 17 January 2019 and referred the Board to the attached draft minutes. He commented on the Action Plan in response to Audit Scotland's report and the exemplar risk spotlight on GDPR.
 - ii. BB reported that a further public meeting of the Committee was held on 27 March 2019 and provided a verbal update, highlighting the following issues:
 - Internal Audit Report 2018/19 would be completed as scheduled.
 - Internal Audit Reports received for Procurement Cards and GDPR Implementation.
 - Risk spotlight on cyber security.
 - Draft proposal plan for 2019/20 Audit Plan.
- ii. The Board noted the draft minutes and verbal update.**

21b

Service Delivery Committee (SDC)

- i. NB reported that the Committee held a public meeting on 4 December 2018 and referred the Board to the attached draft minutes.
 - ii. NB reported that a further public meeting of the Committee was held on 14 March 2019 and provided a verbal update, highlighting the following issues:
 - Review/refocus of Committee business with a prioritised rotational approach.
 - Revised terms of reference.
 - Statement of Assurance to be refined.
 - Forward Plan to be developed further.
 - QPR Q3 report – additional information was requested on Accidental Dwelling Fires High Severity.
 - Updates were provided on the MWG Grenfell, HMFSI Operational Intelligence and Value Added Statement.
 - Risk spotlight on Preparedness for EU Exit.
 - Post meeting an informal debrief allowed the Committee to evaluate their performance. Potential for other Committees to adopt this practice.
- i. NB noted the benefits of raising the Committee reports higher on the Board's agenda. KD confirmed that the structure of the agenda was currently being reviewed.
- ii. The Board noted the draft minutes and verbal update.**

21c

Staff Governance Committee (SGC)

- i. PS reported that the Committee held a public meeting on 6 December 2018 and referred the Board to the attached draft minutes.
- ii. PS reported that a further public meeting of the Committee was held on 7 March 2019 and provided a verbal update, highlighting the following issues:
 - Review of Health, Safety and Wellbeing Annual Report.
 - Refocus on Committee business resulted in Performance Report being tabled higher on the agenda.
 - Good level of scrutiny by the Committee and recognised good work to reduce absences.
 - Increases in violent acts and vehicle accidents.
 - Further update request on core competencies.
 - Targeted R/VDS recruitment.
 - Further and Higher Education Policy.
 - Risk spotlight on Failure to develop and maintain a positive and transparent working culture aligned to Service values.
 - Review of terms of reference.
 - Future risk spotlight on Failure to ensure health, safety and welfare legislation.

ii. The Committees participation in appeal processes would be reviewed.

iii. The Board noted the draft minutes and verbal update.

21d Transformation and Major Project Committee (TMPC)

- i. MD reported that the Committee held a public meeting on 8 November 2018 and referred the Board to the attached draft minutes.
- ii. MD reported that a further public meeting of the Committee was held on 7 February 2019 and referred the Board to the attached draft minutes, highlighting the following issues:
 - Programme delivery on RRU, Newbridge Training Centre, CCF Project with 6 monthly update to be provided.
 - New project dossier for R/VD Strategy projects.
 - Risk update focused on CCF project. Consideration was also given on spotlighting risk similar to other Committees.
 - Review of terms of reference.
 - Update on Gateway Review.
 - Private consideration of proposed dossiers for OCHA and Safe and Well projects, both dependant on agreement of terms and conditions.

iii. The Board noted the draft minutes and verbal update.

21e Integrated Governance Committee (IGC)

- i. KD reported that the Committee held a public meeting on 17 January 2019 and referred the Board to the attached draft minutes.
- ii. KD reported that a further public meeting of the Committee was held on 27 March 2019 and provided a verbal update, highlighting the following issues:
 - Consideration was given to the management of HMSFI Report's on Operational Intelligence and EU Exit. Service Delivery and Transformation & Major Projects Committees to oversee Operational Intelligence as appropriate with Chairs of each Committee to discuss the best approach and the Board would oversee the EU Exit.

iii. The Board noted the draft minutes and verbal update.

22 RISK THEMES

22.1 No new risks were identified.

23 DATE OF NEXT MEETING

23.1 The next meeting of the Board is scheduled to take place on Thursday 25 April 2019 at 1000 hrs at Satinwood Suite, Glasgow City Chambers, 82 George Street, Glasgow G2 1DU.

23.2 There being no further matters to discuss in public, the meeting closed at 1635 hours.

PRIVATE SESSION

24 MINUTES OF PREVIOUS MEETING: 13 DECEMBER 2018

24.1 The minutes were approved as an accurate record.

25 ADDITIONAL UNIFORMED PRINCIPAL OFFICER POST

25.1 MB presented a report to the Board for noting and comment on the proposal to introduce an additional uniformed Principal Officer (Assistant Chief Officer) in to the structure of the Service.

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25.2 **The Board noted and welcomed the proposals within the report.**

26 AOCB – CHANGE TO COMMITTEE STRUCTURES

26.1 The proposals for Deputy Committee Chairs were noted along with changes to the membership of the Service Delivery and Audit & Risk Assurance Committees.