



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING: SCOTTISH FIRE AND RESCUE SERVICE (SFRS) BOARD

THURSDAY 29 JUNE 2017 @ 1000 HRS

**SCOTTISH FIRE AND RESCUE SERVICE,
BRAIDWOOD SUITE, WESTBURN DRIVE, CAMBUSLANG, G72 1NA**

PRESENT:

Pat Watters CBE (Chair) (PW)
Anne Buchanan (AB)
Kirsty Darwent (KD)
Michael Foxley (MF)
Bill McQueen (BMcQ)
Primrose Stark (PS)

Bob Benson (BB)
James Campbell (JC)
Marieke Dwarshuis (MD)
Robin Iffla (RI)
Sid Patten (SP)
Fiona Thorburn (FT)

IN ATTENDANCE:

Alasdair Hay (AH)
Iain Bushell (IB)
Diane Vincent (DV)
Sarah O'Donnell (SO'D)
Lewis Ramsay (LR),
Dave McGown (DMG)
Mark McAteer (MMcA)
Robert Scott (RS)
Rab Middlemiss (RM)
Debbie Haddow (DH)

Chief Officer
Deputy Chief Officer
Director of People and Organisational Development
Director of Finance and Contractual Services
Assistant Chief Officer, Director of Response and Resilience
T/Assistant Chief Officer, Director of Prevention and Protection
Director of Strategic Planning, Performance and Communications
Assistant Chief Officer, Director of Service Redesign
Business Support Manager
Business Support/Minutes

1 CHAIR'S WELCOME

1.1 PW opened the meeting and welcomed all those present. He extended a warm welcome to Iain Bushell, who recently took up the role of Deputy Chief Officer within the Service.

2 APOLOGIES

2.1 None

3 DECLARATION OF INTERESTS

3.1 None

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4 MINUTES OF PREVIOUS MEETING: 27 APRIL 2017

4.1 The following amendments were noted:

Item 16b – Title to be amended to read “*Service Delivery Committee*”.

4.2 Item 16c.ii – Service Transformation Committee – MD requested that the word “*budget*” be removed.

ACTION: BST

4.3 Matters Arising

Item 7.1.1 – Meeting arranged on 15 August with Mr Swinney.

4.4 Item 9.3 – It was noted that the cultural audit/staff survey was discussed at the recent Staff Governance Committee and would now go forward to the Strategy Day on 27 July 2017.

4.5 **Subject to the above amendments being made, the minutes of the meeting held on 27 April 2017 were approved as a true record of the meeting.**

5 ACTION LOG

5.1 Item 8.2 – West Midlands Peer Review (27/10/16) – AH to make enquires and update the Board on the status of this report.

5.2 **Members noted the updated Action Log and approved the removal of completed actions.**

6 DECISION LOG

6.1 Item 10 SFRS OHCA (27/04/17) – Joint evaluation report to be circulated in due course. It was noted that the agreed associated costs referred to consumable costs only and discussions were ongoing regarding the contractual issues.

ACTION: LR

6.2 **Members noted the updated Decision Log.**

7 CHAIR’S REPORT

7.1 The Chair updated Members in regard to events which had occurred since the Board meeting held on 27 April 2017, highlighting the following:

7.1.1 Board member appraisal interviews have been carried out and completed forms were available for signing after the meeting prior to submission to Scottish Government.

7.1.2 Attended launch of Executive Development Centre.

7.1.3 Recent events at SFRS HQ included Fire Symposium and separate delegations from Netherlands and Sweden.

7.1.4 Meetings held with the Trade Unions to discuss Uniformed Terms and Conditions and the pay offer for Support Staff.

7.1.5 Attended NJC meeting in York on 1 June 2017, with subsequent meeting attended by AH and KD.

7.1.6 Provided evidence at the Justice Committee on 23 May 2017.

7.1.7 Meetings held with local authority Chief Executives Joyce White (West Dunbartonshire), Steve Grimmond (Fife) and Elaine McPherson (Clackmannanshire). Councils.

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7.1.8 Due to the delay in the appointment of his successor, the Chair's contract has been extended for a period of 3 months (10 December 2017).

8 CHIEF OFFICER'S REPORT

8.1 The Chief Officer updated Members in regard to events which had occurred since the Board meeting held on 27 April 2017, highlighting the following:

8.1.1 Attended NJC conference in York on 1 June 2017. The main items discussed were: continued work of Inclusive Fire Service Group including consistent data gathering; Apprenticeship Seminar and associated levy, broadening role of Firefighter and the Employee formal pay claim with subsequent workshops held to discuss the views of the Employer's response.

8.1.2 Attended Justice Committee on 23 May 2017. Responded to claims by FBU Executive Council member for Scotland, a formal response will be issued and a schedule of meetings have been arranged.

8.1.3 The Summer Ball, held at Norton House Hotel, raised £3,000 for Firefighters Charity.

8.1.4 Dundee Operations Control refurbishment has been finalised. AH recorded his appreciation to the Control staff and the CCF project team on their performance and professionalism throughout the period of transition.

8.1.5 Highlighted that the political landscape had changed following the recent General Election.

8.1.6 Thoughts and wishes were extended to those affected by the recent tragedy at Grenfell Tower. AH and KD had met Dany Cotton, Commissioner of London Fire Brigade, and expressed their admiration and acknowledgement of the professionalism of the personnel involved in the incident.

8.1.7 Letter sent to Prime Minister May to highlight the financial pressures in respect of VAT charges which are placed on the Service, unlike other UK Fire and Rescue Services, and the value added by SFRS.

8.1.8 Attended Long Service Good Conduct ceremony held at West Service Delivery Area Headquarters, Hamilton on 30 May 2017.

8.1.9 Congratulations were extended to GM Andy Watt, WM Linda Coughlan (Control), WM Kenneth Simmons (RDS) on being awarded the Queen's Fire Service Medal and Chief Officer Hay on his CBE.

8.2 MF commented on the opportunities to raise awareness of the Apprenticeship levy and requested a summary on the key issues raised by FBU Executive Council member for Scotland. AH commented that the main issues were the harmonisation of T&Cs, broaden roles of firefighters and associated salary implications.

9 RESOURCE BUDGET MONITORING REPORT – MAY 2017

9.1 SO'D presented a report advising the Board of the resource budget position for the period ending 31 May 2017. She 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 £0.360m. Appendix B provided an explanation of the current significant variances relative to the budget.

9.2 SO'D noted that the positive results in regard to utility costs and that income targets required further work to be undertaken with Service Delivery Area colleagues.

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9.3 The Board requested that overtime figures incurred by the implementation of the common duty system could be presented separately to provide a clearer overall picture as well as trend information. SO'D agreed to look at this.

ACTION: SO'D

9.4 DV informed the Board that the Staff Governance Board would oversee overtime monitoring and that monitoring of absence, vacancies, etc was overseen by the Staff Governance Committee.

9.5 AH stated that the governance arrangements within the Service have been reviewed to ensure that they are appropriate. At all levels across the Service there are common business procedures, clear terms of reference, clarity on authorising levels and performance monitoring crosses all committees to allow transparency.

9.6 SO'D informed the Board that the Service was continuing to look at the historical disparate arrangements to identify any savings.

9.7 Concerns were noted over the underspend and vacancy factor within Support Staff, in particular with regards to the future service transformation and the dependency on this group of employees. SO'D commented that there was a need for recruitment and that structural changes may need to be considered.

9.8 **The Board noted the resource budget position for the period ending 31 May 2017.**

10 CAPITAL BUDGET MONITORING REPORT – MAY 2017

10.1 SO'D presented a report advising the Board of actual and committed expenditure against the 2017/18 capital budget for the period ending 31 May 2017. A number of challenges have been identified in delivering various high value projects within the original timescale and options are being considered to address this. These options would be presented to the Board in due course. The challenges were dependent on planning and building warrants, external marketplace and the uncertainty surrounding future capital budgets.

10.2 The Board commented on the inability to carry forward monies, due to no failures within the Service, into future years. AH to raise this issue during his meeting with Paul Johnston, Director General for Education, Communities and Justice in July.

10.3 MF requested that local operational personnel are involved in the redesign process of the service facilities to ensure that they are appropriate and referenced previous examples where this had been successfully undertaken.

ACTION: SO'D

10.4 SO'D informed the Board that transferring capital receipts (£9.2m) into the revenue budget would not be appropriate, as this would affect the capital budget in future years.

SO'D to bring update on the challenges to the Board in September/October.

10.5 **ACTION: SO'D**

10.6 SO'D agreed that a number of the programmed major projects would be included in the service transformation programme and be overseen by the Service Transformation Committee.

10.7 **The Board noted the level of actual and committed expenditure for the period ending 31 May 2017.**

11 DRAFT ANNUAL OPERATING PLAN 2017/18

11.1 MMcA presented a report to the Board presenting the draft Annual Operating Plan 2017/18 noting the delay in its production was due to ongoing discussions regards service transformation. The Annual Operating Plan 2017/18 aligns to the content of the new Fire and Rescue Framework and the Strategic Plan 2016/19 and provides a clear link to the Corporate Risk Register. MMcA thanked all colleagues across the Directorates for the input and assistance with the plan.

11.2 In regards to ILO Action 2, the Board requested whether consideration would be given to extend research on Fire Safety Enforcement Risk Identification wider than the UK. DMcG indicated that due to recent events, this would be considered along with the depth of the identified milestones.

11.3 The Board commended the approach and the clear link to the Corporate Risk Register. MMcA informed the Board that quarterly updates would be taken to the Service Delivery Committee.

11.4 The Board commented on the requirement for the harmonisation of the Terms and Conditions to be shown as a higher priority with a breakdown of milestones and noted concerns over the Board's lack of oversight of this issue. DV stated that the RANSC lead on the negotiations for both Uniform and Support Staff and consideration would be given to make this clearer in the AOP.

ACTION: DV

11.5 The Board queried whether Transformation Action 1 provided enough insight into whole transformation process. MMcA stated that the detailed transformative process would be fully scrutinised by the Service Transformation Committee and the Board were provided with an oversight through the AOP.

11.6 The Board enquired into the oversight arrangements of procurement of the performance management system (ILO Action 6). MMcA indicated that this was a small procurement project and would enable processes to become more efficient.

11.7 MMcA to update Governance and Social Responsibility Action 8 with the link to the Corporate Risk Register.

ACTION: MMcA

11.8 **The Board approved the Annual Operating Plan 2017/18 noting the comments made.**

12 AUDIT & RISK ASSURANCE COMMITTEE AUDIT ANNUAL REPORT 2016/17

12.1 PS referred the Board to the attached Audit and Risk Assurance Committee (ARAC) Annual Report 2016/7 summarising the Committee's work throughout the year, and its opinion of the overall assurances received and issues considered. It was noted that only Interim Reasonable Assurance was provided, based on the completion of the agreed 2016/17 plan and additional activities undertaken. The following were highlighted:

- Internal Audit's offered an opinion of Interim Reasonable Assurance
- Internal Audit's work is appropriately focused and adequately resourced, and that SFRS controls are generally operating effectively.
- Successful handover of external auditor's scope of works from Grant Thornton to Deloitte.
- HMFSI reports would now be taken to the Service Delivery Committee and an annual report (circa June) would be submitted to the ARAC.
- Robust risk management process is in place within the SFRS.
- ARAC Terms of Reference reviewed by the new Committee members.

12.2 KD informed the Board that at the recent Integrated Governance Group (IGG) meeting it was noted that the draft HMFSI reports were issued to management for accuracy/technical input and that recommendations would be taken to Committees for their consideration. The IGG would have oversight of the reports and identify the appropriate Committee to progress, this would primarily be the Service Delivery Committee. The ARAC would maintain an oversight of this process to ensure that the follow up/tie in processes were being done.

12.3 **The Board approved the contents of the Audit and Risk Assurance Committee Annual Report 2016/17**

13 ARRANGEMENTS FOR REVIEW OF EFFECTIVENESS OF THE BOARD

13.1 RM presented a report to the Board outlining the proposed arrangements for reviewing the effectiveness of the Board. The key activities and actions undertaken to review the effectiveness of the Board were 2014 Board Review, 2015 Audit Scotland Report, Code of Corporate Governance, approval of Zero based committee structure, ongoing development of performance scorecard, formation of the Integrated Governance Group, annual appraisals, new board members induction process and Board Effectiveness Days.

13.2 The proposals for monitoring the effectiveness of the Board and future development of the Board were:

- Implementation of schedule of routine reviews of the Code of Corporate Governance by the IGG;
- Review of members survey and development of proposals for future effectiveness days;
- Review of appraisal competency matrix;
- And, light touch annual review of newly established Committee structure with full review remaining as an option to be considered by the Board.

13.3 Clarification was provided that routine reviews/oversight of the Code of Corporate Governance would be undertaken by the IGG, whereas the review of the overall performance of the Board would be undertaken by the Board.

13.4 The Board discussed the format of the previous effectiveness days and the use of external facilitators. It was agreed that consideration would be given to the format of future effectiveness days and whether external facilitators would be appropriate.

13.5 **The Board approved the proposed arrangements for reviewing the effectiveness of the Board, with clarification provided for Item 3.2.**

14 COMMODITY STRATEGY: PROVISION OF STRUCTURAL FIREFIGHTER PERSONAL PROTECTIVE EQUIPMENT (PPE)

14.1 SO'D presented a report advising the Board of the proposed route to market for the procurement of firefighter structural personal protective equipment (PPE). The Board were reminded of the bespoke procurement process undertaken, subsequent legal challenges and the instigation of an internal audit investigation. A User Intelligence Group (UIG) was convened to address the urgent requirement for securing a new contract for the supply of structural Firefighting PPE. SO'D outlined the options considered by the UIG and stated that the recommendation would be to use the Kent and Medway Fire and Rescue Fire Authority Framework.

14.2 The Board sought assurance that the proposed option would provide PPE that was adequate and suitable for the needs of the Service. AH noted that, although the PPE had not been trialled by the Service, it does meet the appropriate technical standards

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and had been evaluated satisfactorily by fellow operational colleagues throughout the UK. This evaluation process had been deemed satisfactory.

14.3

The Board approved the Commodity Strategy and that the Kent and Medway Fire and Rescue Authority Framework be used to supply Firefighter PPE.

15

GRENFELL TOWER – IMPLICATIONS FOR SFRS

15.1

DMcG provided the Board with an update on the actions of, and potential implications on, the SFRS following the fire in Grenfell Tower, London on 14 June 2017. He confirmed the very complex and demanding nature of the incident and subsequent ongoing investigations. The days and weeks following the incident have resulted in significant demands placed on the Service, particularly on staff from Prevention and Protection, Response and Resilience, Service Delivery and Corporate Communications.

15.2

DMcG detailed the Service's increased activity post Grenfell, including work on the programme of Operational Intelligence and Reassurance visits to support Local Authorities, the prioritisation of Home Fire Safety Visits to high rise residents, confirmation of the SFRS Standard Operating Procedure for fighting fires in high rise premises and the increased level of provision of advice and information to communities to provide reassurance.

15.3

DMcG also provided Board members with information on how the Service is working closely and extensively on this with many partners, both nationally and locally, including Scottish Government, Local Authorities, Housing Federations, COSLA, the National Fire Chiefs Council and the wider fire industry sector.

15.4

DMcG also explained that the Public Enquiry will be led by Sir Martin Moore-Bick, and that the Metropolitan Police are leading the multi-agency investigation on scene. The Scottish Government has initiated a Ministerial led Working Group to review Building and Fire Safety, and has agreed a work plan which would consider Scottish Building Regulations, Fire Safety Law, consultations of smoke and fire detection standards and the provision of sprinklers.

15.5

SFRS has commenced a cross Directorate working group to properly consider and action any implications on the Service, some of which are expected to be long term. Further formal updates would be provided to both the Service Delivery Committee and all Board members.

15.6

The Board requested an update on the nature of the Freedom of Information requests received. DMcG indicated that the majority of the requests have been for historical statistical data and trends.

15.7

The Board enquired how Members could assist the recently convened national group; whether fire safety standards were being met during the recent visits and the implications of cladding being removed from Napier University.

15.8

DMcG stated that he welcomed any support from Board Members to help maintain the high profile/priority momentum going with Scottish Government. He noted that the recent Operational Intelligence and Reassurance visits had raised no major concerns and that Local Authorities or Housing Associations were informed of any issues found. He stated that the Working Group had extended the series of inspections to include non-residential premises such as schools, hospital, hotels, etc. From a SFRS perspective, fire safety is a combination of planning and level of fire safety precaution measures within the premises and current Standard Operating Procedures cover both the spread of fire internally and externally.

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15.9 DMcG indicated that a small sample of the cladding at Napier University had been tested by BRE and failed. He indicated that this may not necessarily have been the case if the whole cladding system had been tested.

15.10 The Board noted the opportunity to promote the installation and effectiveness of sprinkler systems within premises. DMcG indicated that there may be an opportunity to support the installation of sprinkler systems into high risk premises.

15.11 **The Board noted the verbal report on implications on the SFRS following the recent Grenfell Tower incident.**

16 COMMITTEE UPDATES

16a Audit and Risk Assurance Committee (ARAC)

i. PS reported that the Committee held a public meeting on 15 June 2017 and provided a verbal update, highlighting the following issues:

- Internal and External Auditors Update
- Annual Governance Statement
- Strategic Risk Register
- Internal Audit report to be tabled at future Committee meetings to allow the scrutiny

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

16b Service Transformation Committee (STC)

i. MD reported that the Committee held a public meeting on 11 May 2017 and referred the Board to the attached draft minutes.

ii. MD informed the Board that the draft minutes had since been amended and therefore, this version should be disregarded.

iii. MD highlighted that 2 additional workshop meetings had been scheduled since the last Committee. Some of the issues discussed were CCF project, Operational Intelligence projects, new service transformation programme and communications.

iv. **The Board noted the update.**

16c Staff Governance Committee (SGC)

ii. BMcQ reported that the Committee held a public meeting on 14 June 2017 and provided a verbal update, highlighting the following issues:

- EPF Framework update
- HROD Policies review schedule
- Performance Report update
- Cultural Audit Action Plan
- Commencement of negotiations with Trade Unions re harmonisation of T&Cs

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

17 DATE OF NEXT MEETING

17.1 The next meeting of the Board is scheduled to take place on Thursday 31 August 2017 at 1000 hrs at SFRS Headquarters, Westburn Drive, Cambuslang.

17.2 There being no further matters to discuss in public, the meeting closed at 1210 hrs.

THE FOLLOWING ITEMS WERE CONSIDERED BY THE BOARD IN PRIVATE SESSION

18 PRIVATE MINUTES OF MEETING: 27 APRIL 2017

The Board approved the minutes of the private meeting held on 27 April 2017.

19 PROVISION OF LAUNDRY AND CARE / MAINTENANCE ARRANGEMENTS FOR FIREFIGHTER PPE

SO'D presented a report on the options for procuring the provision of laundry and care/maintenance arrangements for firefighter PPE. The Board approved the recommended course of action.

20 SECOND REPORT ON SECOND FIRE KIT CHALLENGE

SO'D presented a report on developments with the second fire kit challenge which led to the abandonment of the procurement exercise. The Board approved the recommended course of action to resolve the outstanding court actions.

21 SERVICE REDESIGN - SFRS VISION

RS presented a report outlining options for Service Redesign. The Board approved the recommended option, which requires continued discussion.