



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING – SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 12 DECEMBER 2019 @ 1000 HRS

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

PRESENT:

Kirsty Darwent (Chair) (KD)
Brian Baverstock (BB)
Marieke Dwarshuis (MD)
Sid Patten (SP)
Primrose Stark (PS)
Tim Wright (TW)

Nick Barr (NB)
Lesley Bloomer (LBI)
Bill McQueen (BMcQ)
Malcolm Payton (MP)
Fiona Thorburn (FT)
Mhairi Wylie (MW)

IN ATTENDANCE:

Martin Blunden (MB)	Chief Officer
David McGown (DMcG)	Deputy Chief Officer
Liz Barnes (LBa)	Director of People and Organisational Development
John Dickie (JD)	Assistant Chief Officer, Director of Response and Resilience
Ross Haggart (RH)	Assistant Chief Officer, Director of Prevention and Protection
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Paul Stewart (PSt)	T/Assistant Chief Officer, Director of Training
Julie Harkins (JH)	Health and Safety Manager (Item 12 only)
Dorileen Forbes (DF)	Health and Wellbeing Manager (Item 12 only)
Hilary Sangster (HS)	Group Command Business Support
Alasdair Cameron (AC)	Group Commander Board Support
Debbie Hadow (DH)	Board Support/Minutes

OBSERVERS:

Tom Hardy, Scottish Government
Simon Routh-Jones, HMFSI
Denise Christie, FBU

1 CHAIR'S WELCOME

1.1 KD opened the meeting and welcomed those present. Due to the full agenda, it was agreed that reports would be taken as read and questions should be prioritised to ensure effective and efficient scrutiny

2 APOLOGIES

2.1 Anne Buchanan (AB)

NOT PROTECTIVELY MARKED

- 3** **CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 3.1 The Board agreed that the reports on *Request Authorisation for Settlement of Insurance Claim* and *Command and Control Future Projects* be taken in private due to matters involving individuals where there is no consent for disclosure (Standing Order 9A), matters subject to legal proceedings/legal advice (Standing Order 9D) and confidential commercial or financial information not already in the public domain (Standing Order 9E).
- 3.2 No further private items were identified.
- 4** **DECLARATION OF INTERESTS**
- 4.1 None
- 5** **MINUTES OF PREVIOUS MEETING: 31 OCTOBER 2019**
- 5.1 Several minor typographical errors were noted and would be amended accordingly.
- 5.2 The review of the Scheme of Delegations would be undertaken as part of the annual review and would be recorded on the action log accordingly.
- 5.3 **Matters Arising**
- 5.3.1 None
- 5.4 **Subject to the above amendments, the minutes of the meeting held on 31 October 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 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 31 October 2019, highlighting:
- Negotiations update – Offer submitted to FBU in October 2019. Response to be provided following the General Election (12 December 2019). No definitive date has been provided.
 - Attended Mid Year Review (11 December 2019) – Positive and constructive meeting with the Minister, who was happy with the performance and progress of the Service.
- 8.2 Consideration to be given to share the Minister's written feedback from Mid Year Review with staff.
- ACTION: KD**
- 8.3 **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 31 October 2019, highlighting:

- The Scottish Fire and Rescue Service/Anthony Nolan Partnership was awarded the Charity Partnership of the Year Award.
- Shirley Nolan Award for special recognition was presented to Ally Boyle and Area Commanders Andy Watt and Paul Devlin.
- Scottish Fire and Rescue Service was nominated for Emergency Service of the Year in the Excellence in Fire and Rescue Awards alongside Finance and Contractual Services Director Sarah O'Donnell for Most Influential Woman in Fire. Scottish Fire and Rescue Service was also nominated for Emergency Services Collaboration of the Year.
- Red Watch, Maryhill Fire Station were nominated and grand finalists in the Glasgow Times Community Champion Awards.
- A "2019 Round Up" of notable events, awards, recognitions and commemorations would be collated and circulated to all staff early 2020.

9.2 It was suggested that an update on Reform Collaboration Group (RCG) could be provided at a future Strategy Day. In the meantime, information provided at the Mid Year Review would be shared with the Board. KD noted that progress was being made and that Police Scotland's Interim Chair David Crichton, would be taking over the role of RCG Chair in early 2020.

ACTION: MMcA

9.3 Regarding the ICT Review, MB informed the Board of discussions held to identify potential future ideas in relation to continuous improvement and to help inform the tendering process to support the Digital Strategy. Update report would be brought back to the Board (circa April 2020).

ACTION: MB

9.4 **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 31 October 2019, highlighting the following:

- Significant progress had been made within the Programme.
- Rapid Response Unit Project and Rural Full Time Post Project were closed by the Programme Office and Transformation & Major Projects Committee (TMPC). These projects were still subject to evaluating the effectiveness of their implementation.
- Safe and Well Project's end date (full implementation) had been extended to September 2021.
- Service Delivery Model (SDM) projects were now running concurrently to ensure focus on risk profiling noting that there would be no delay in the other work associated with the revised SDM projects.
- Numerous business cases were considered at Senior Management Team (SMT) on 27 November 2019 and would inform financial profiling in future years.
- In relation to governance, the risk register had been revised and updated. Project risks have been refreshed with updated control measures and clear indication of mitigating actions. New template was submitted and welcomed by the TMPC.
- Dashboard revised to allow status of projects to be reported more timeously.
- Benefit Management Tracker was presented to TMPC and work would now be undertaken to complete the baseline data to allow benefits to be measured.
- Confirmed dates for Gateway Review were 17-19 February 2020.

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 10 October 2019 and referred the Board to the attached draft minutes noting that a verbal update was provided at the previous meeting.

11.1.2 The Board asked whether an update could be provided on the Museum of Fire and associated funding. RH stated that an Affiliated Organisations Board (AOB) had been convened and would have oversight on relationships with such organisations/trusts. A standard Memorandum of Understanding template was currently being developed. RH confirmed that the Service had a strong relationship with the Educational, Culture and Commemorative Trust and were progressing the development of the Museum. The AOB would report into ARAC to update progress and to ensure Committee oversight.

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

11.2 Service Delivery Committee (SDC)

11.2.1 NB reported that the Committee held a public meeting on 10 December 2019 and highlighted the following areas:

- Service Delivery update
- Quarterly Performance Report Quarter 2
- Performance Improvement Forum update and report on the Response to HMFSI Fleet Report.
- Operational learning reports on Flexi Duty Officer Command Seminar and Grenfell Tower Fire Update and implications for Scotland.
- Risk Spotlight *CR1.7 (Failure to take all reasonable measures for ensuring an adequate supply of water for firefighting and other emergencies)* highlighted complexity of the issue with hydrants and ownership, ongoing work to develop the Service Level Agreement and the ongoing issues relating to ownership and payments.

11.2.2 JD commented the ongoing development of the Service Level Agreement was being progressed as timely as possible with Scottish Water and would remain a priority for his Directorate. JD assured the Board that the risk to communities, due to hydrants not working, was minimal as hoses could be run and connected to the next working hydrant. He commented on the issues with inadequate water pressure, which were beyond the Service's control.

11.2.3 **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 5 December 2019 and highlighted the following areas:

- Health, Safety and Wellbeing Annual Report and Positive Action Strategy were tabled.
- 39 Staff Action Plans have been completed and are available on iHub.
- Leadership and Development Programme update.
- NJC pay increase effective from 1 July and has reduced the pay protection as a result of harmonisation.
- PVG projects has commenced.
- Significant progress has been made on Health and Safety Implementation Plans.
- Full TED review submitted and discussed with a dedicated change programme and finance/resource planning being developed.
- Discussed acquisition, maintenance, currency and assessment of skills, knowledge and experience and the potential delivery methods including decentralised delivery.

NOT PROTECTIVELY MARKED

- Focus on Mental Health and Wellbeing and welcomed the appointment of the Rivers Centre as external provider for post incident support services.

11.3.2 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 7 November 2019 and referred the Board to the attached draft minutes. She highlighted the following areas:

- Continuous improvement with the revised Dashboard.
- Embedding risk, benefits and communication and engagement at project level ensured ownership and action.
- Robust and constructive discussion regarding the Command and Control Futures Project (private session).

11.4.2 The Board noted the draft minutes and verbal update.

(J Harkins and D Forbes joined the meeting at 1035 hrs)

12 HEALTH, SAFETY AND WELLBEING ANNUAL REPORT 2018-19

12.1 JH and DF presented the report to the Board providing an overview of the Health, Safety and Wellbeing (HSW) Annual Report 2018-19 and highlighted key areas of performance. It was noted that this report had previously been submitted and scrutinised by the Staff Governance Committee on 5 December 2019.

12.2 The Board was informed that there were no obvious underlying factors for the difference in injuries rates between the Service Delivery Areas (SDA), however, meetings have taken place with the East SDA Deputy Assistant Chief Officer to increase management focus and health and safety awareness.

12.3 The Board referred to the increased acts of violence against personnel and were informed that information/evidence was passed to Police Scotland to progress. The Board noted that it would be helpful to be kept abreast of the outcomes of any criminal proceedings and it was agreed that legal services would action as necessary.

ACTION: MMcA

12.4 The Board noted the 2018-19 Annual Report for publication.

13 CORPORATE PARENTING PLAN 2020-2023

13.1 LBa presented a report to the Board seeking approval of the SFRS Corporate Parenting Plan 2020-2023 which detailed the proposed initiatives that the SFRS commits to achieve in order to seek to improve the life chances of care experienced individuals. The report also provided the Corporate Parenting Plan Evaluation Report which highlighted initiatives and good practice examples that were adopted during the implementation phase of the 2016-2019 Plan.

13.2 The Board commented on the language used within the Plan, in particular Mental Health rather than Mental Ill Health. It was suggested that the Service take cognisance of the Carers (Scotland) Act 2016 and to recognise that existing staff may already be unpaid carers. LBa stated that the Service had recently been awarded the Carer Positive Employer award and policies were being reviewed to consider carers within the Service.

13.3 LBa noted that the Service did not currently capture data on whether staff were care experienced and advised that this could be captured on the new system.

13.4 The Board commented on using pro-active terminology within the action plan ie commit rather than consider. LBa noted this comment and stated that there were working plans behind the action plan to deliver/implement.

NOT PROTECTIVELY MARKED

- 13.5 A brief discussion on the merits of allocating targets and further discussion/consideration would be given by the Staff Governance Committee. It was noted that a Corporate Parenting session was scheduled for the next Strategy Day (January 2020).
- 13.6 The Board discussed the positive and negative aspects of individuals self-identifying as being care experienced.
- 13.7 **The Board approved the Evaluation Report 2016-2019 including the case studies which reflect the work undertaken across the functions/areas. The Board approved the Corporate Parenting Plan 2020-2023, the actions within this and associated timescales.**

14 CLIMATE CHANGE RESPONSE PLAN 2045

- 14.1 SO'D presented a report to the Board seeking approval of the draft Climate Change Response Plan 2045 noting the Service's commitment to support and contribute to the achievement of Scottish Government's long-term commitment to deliver net zero emissions by 2045. This Plan would be supported by detailed 5-year Carbon Management Plans and would be closely monitored to identify whether the Service was achieving an average annual reduction and, therefore, remain on course for achieving Scottish Government's interim and long-term targets. A proactive communications and engagement campaign targeting all employees would be developed.
- 14.2 The Board commented on the lack of information on achievements in this area since the inception of the Service. SO'D referred the Board to the covering report which detailed the reduction (15%) achieved at the end of the financial year 2018/19.
- 14.3 SO'D advised the Board that the scrutiny of progress against the Plan would be through the Environmental and Carbon Management Board, Strategic Leadership Team and thereafter the Board.
- 14.4 SO'D stated that there were certain projects ready to be implemented this year should funds be available.
- 14.5 The Board commented on the increased risk from wildfires due to climate change and the need to educate/focus on prevention to reduce risks. The Board were reminded that Area Commander Bruce Farquharson was the Service's representative on the Wildfire Group, which works closely with local landowners. The update provided to the Service Delivery Committee on wildfires to be circulated (extract from minutes) to the Board for information.

ACTION: BST

- 14.6 **The Board noted and approved the Climate Change Response Plan 2045.**

15 RDS MODIFIED PENSION SCHEME TAX ISSUE

- 15.1 SO'D presented a report advising the Board of an issue relating to income tax and National Insurance Contributions that has arisen following payments made to retired members of the Modified Pensions Scheme introduced in 2015 for RDS firefighters. The Board were asked to approve the write off of the debt which would be covered by Scottish Government.
- 15.2 The Board commented on the precedence being set for other UK wide services. SO'D stated that HMRC would be applying the recovery of monies, however, she was unaware of the governance arrangements for other UK Services.
- 15.3 **The Board noted the contents of this briefing paper in anticipation of HMRC issuing a Letter of Offer to the SFRS. The Board approved the write off of the debt as Scottish Government will cover the cost involved.**

NOT PROTECTIVELY MARKED

16 RESOURCE BUDGET MONITORING – OCTOBER 2019

- 16.1 SO'D presented a report advising the Board of the resource budget position for the period ending 31 October 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 £0.222million. Appendix B provided an explanation of the current significant variances relative to the budget. This forecast position is on the basis that there is no additional cost forecast for consequences of exiting the European Union.
- 16.2 The Board sought clarification on the impact of the delay in the Driver Training Initiative. PSt stated that gaps had been identified within driver training and a recent procurement exercise had been unsuccessful in appointing an external supplier. The Service has since advertised for temporary vacancies for driver instructors. Long term projections have been made for drivers within the Service and current provision of training delivery assessed resulting in the delivery ratio being adjusted accordingly. Following the completion of the TED review, the number of driver instructors has been revised and a business case has been developed.
- 16.3 In relation to the temporary vacancies, PSt anticipated that the Service would be able to attract candidates and noted the ongoing Crew Commander's campaign which may help provide a blended approach.
- 16.4 The Board were informed that the Service was aware of potential retirements profile and their skills set.
- 16.5 The Board commented on the projected overspend on hydrants. SO'D reminded the Board of the historical issues relating to hydrants budget and noted that this was a positive position to reducing the backlog. JD provided further background on historical issues including disputed invoices and Scottish Water's new financial system.
- 16.6 **The Board noted the resource budget position for the period ending October 2019.**

17 CAPITAL BUDGET MONITORING REPORT – OCTOBER 2019

- 17.1 SO'D presented a report advising the Board of actual and committed expenditure against the 2019/20 capital budget for the period ending 31 October 2019. It was anticipated that the full budget of £33.160million would be spent by the end of the financial year. An Addendum to the Capital Monitoring Report for October 2019 (Appendix B) detailed budget adjustments to accommodate slippage in planned projects.
- 17.2 In relation to the West Asset Resource Centre, the Board were reminded of the issues identified with the proposed site and work ongoing to identify an alternative site.
- 17.3 SO'D confirmed that the funding slippage within the Command and Control Project was reallocated to ICT to undertake routine replacement of equipment and to fund the Cyber Security Project, for which a business case was prepared.
- 17.4 The Board sought assurance that there was capacity to spend the underspend in the ICT budget. SO'D advised the Board that procurement processes had been undertaken or were almost complete and the delivery of equipment, software, etc was achievable. The Digital Steering Group was responsible for planning the programme of delivery/implementation of the projects.
- 17.5 **The Board noted the level of actual and committed expenditure for the period ending October 2019.**

The meeting broke at 1145 hrs and reconvened at 1155 hrs.

18 EXTENDED ANNUAL OPERATING PLAN 2019/20 QUARTER 2 PROGRESS REPORT

18.1 MMcA presented a report to the Board providing a quarterly progress report of the Extended Annual Operating Plan 2018/19 and noted the following progress up to the end of September 2019:

- 8 actions were noted as complete.
- 27 actions were noted as progressing as planned.
- 12 actions were noted as experiencing some slippage but are still expected to be completed in this reporting year following the introduction of InPhase.
- 5 actions have been highlighted as still having a significant risk against delivery.

18.2 MMcA advised the Board of the acceleration of the implementation of the InPhase project over the new year period.

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

19 BOARD SUMMARY PERFORMANCE REPORT Q2 2019/20

19.1 MMcA presented a report to the Board detailing the Summary Performance report for quarter 2 for fiscal year 2019/20. The following key areas were highlighted:

- Call Handling Times (MR1.5) slight increase primarily due to additional time required to identify wildfire locations.
- RDS Availability % (NCR1.1) on trend with the same period for previous years.
- Accidental Dwelling Fires Fatalities (ILO2.0) shows a reduction from previous year.
- Increase in Effect Entry/Exit incidents (MR2.3) at the request of partner emergency services.

19.2 The Board asked for and was provided with clarification on the Direction of Travel Summary Table, which mirrors the National Performance Report to Scottish Government. MMcA noted that some trend baseline data was still being collated and was therefore recorded as *To be Confirmed*.

19.3 **The Board noted the Summary Performance Report for Quarter 2 2019/20.**

20 DEVELOPMENT OF LOCAL PLANS

20.1 MMcA presented a report to the Board advising of the progress being made to review and revise Local Fire and Rescue Plans including reconvening of Local Plan Working Group, considering progress made against priorities set in current plans, engagement with local stakeholders on local service provision and identify appropriate timing to deliver the refreshed local plan.

20.2 A report on the conclusion of the review would be submitted to the Board and an overview of local plans highlighting progress, etc would be brought back to the Board in due course.

20.3 The Board commented on the benefits of Local Senior Officers providing a brief on their Local Plan prior to the Board meeting/Engagement Event. The Board were advised that consideration was being given to internal engagement as well as external engagement opportunities at future Board meetings.

20.4 MMcA noted that a review of Local Scrutiny Engagement was currently being carried out and a report would be brought back to the Board in due course.

20.5 **The Board noted the work that would be undertaken to carry out a review of Local Fire and Rescue Plans.**

NOT PROTECTIVELY MARKED

21 POSITIVE ACTION STRATEGY

- 21.1 LBa presented a report to the Board outlining the Positive Action Strategy, which has been developed to address all areas of underrepresentation within the Service's workforce in support of broadening the workforce profile.
- 21.2 In relation to capturing protective characteristics on iTrent, development was required on the system and once complete, a request would be made for individuals to update their data. In addition to this, the Stonewall characteristics have been revised and would be taken into account.
- 21.3 LBa advised the Board that the Service had been, and would continue to focus on attracting females into the Service and the future focus would be on racial diversity. The use of Service Champions was currently being considered.
- 21.4 The Board commented on the potential negative connotations of attaching skills and talents to the aims of the strategy and referred to the previous campaign.
- 21.5 The Board commented on the benefits for establishing an Equalities Standard Group to advise on these issues and the links with the capital programme.
- 21.6 LBa agreed to amend paragraph 5.11 (Risk) within the covering report.

ACTION: LBa

- 21.7 **The Board noted the content of this report and approve the Positive Action Strategy.**

22 GRENFELL TOWER FIRE – UPDATE REPORT

- 22.1 RH presented a report to the Board providing an update on the work that was being undertaken by the Service, in conjunction with relevant partners, following the Grenfell Tower fire tragedy in June 2017. He highlighted the following key areas:
- Publication of Inquiry Report and London Fire Brigade Fire Investigation Reports.
 - All 46 recommendations would be reviewed and considered by the Service.
 - Internal working group convened to develop and co-ordinate a detailed action plan to focus on relevant recommendations.
 - Scrutiny of the action plan would be undertaken on a quarterly basis by Service Delivery Board and Service Delivery Committee. Quarterly update reports would be provided to the Strategic Leadership Team and Board as appropriate.
- 22.2 RH advised that the Stay Put policy was still in use and this policy was based on the principles of how high-rise buildings were designed/maintained. However, it was noted that during an active operational incident this advice could change and would be co-ordinated appropriately.
- 22.3 RH noted there were regulatory differences between Scotland and England. He further noted that the only regulatory role in terms of the Fire Scotland Act allows the Service to enforce maintenance of facilities within buildings for the use of and protection of firefighters only. Regular visits are undertaken to high-rise buildings to ensure the maintenance of such facilities and also for familiarisation purposes
- 22.4 RH assured the Board that operational crews had access to up to date information, including defects, in relation to all premises and were aware of the very small number of premises with cladding and the appropriate specific arrangements in place.
- 22.5 **The Board noted the work on-going to ensure the SFRS fully learns all lessons from the Grenfell Tower fire.**

NOT PROTECTIVELY MARKED

23 RAAC FIRE STATION ROOF PANELS

23.1 SO'D presented an update report to the Board outlining the progress in relation to reviewing the property estate following notification of risks surrounding the continued use of Reinforced Autoclaved Aerated Concrete (RAAC) within building roof construction. She highlighted the following key areas:

- Full review revealed 23 buildings affected and additional asbestos surveys were being undertaken.
- Several mitigation actions have been put in place.
- Financial implications to date were £300,000 to undertake short term actions. Consideration to be given to ongoing/future costs of mitigation actions.
- Continuing to communicate with Scottish Government and other emergency partners to keep them up to date with the situation.

23.2 SO'D stated that the Service was investigating the possibility of purchasing a temporary (mobile) fire station which could be more cost effective than leasing alternative premises.

23.3 It was noted that Scottish Government had been kept informed of the situation and recognised that this was a national issue, as well as the impact on capital budget. The Service would take the opportunity to review and identify appropriate resources and facilities across Scotland.

23.4 **The Board noted the contents of this report.**

24 RISK THEMES

24.1 None.

25 FORWARD PLAN

25.1 AC presented the Forward Plan noting that a Grenfell Fire update would be submitted in due course. A brief discussion took place on the duplication of reports being submitted to the Service Delivery Committee and the Board. It was agreed that this would be discussed further at the Integrated Governance Committee.

ACTION: BST

26 DATE OF NEXT MEETING

26.1 The next meeting of the Board is scheduled to take place on Thursday 26 March 2020 at 1000 hrs at Bo'ness Town Hall, Glebe Park, Stewart Avenue, Bo'ness EH51 9NJ

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

PRIVATE SESSION

27 MINUTES OF PREVIOUS PRIVATE MEETING: 31 OCTOBER 2019

27.1 The minutes were approved as an accurate record.

28 MINUTES OF SPECIAL PRIVATE MEETING: 3 OCTOBER 2019

28.1 The minutes were approved as an accurate record.

29 REQUEST AUTHORISATION FOR SETTLEMENT OF INSURANCE CLAIM

29.1 SO'D presented the report to the Board seeking approval to negotiate settlement of an Employers Liability Claim raised against the Service.

29.2 **The Board approved and authorised the settlement of the claim in relation to damages.**

NOT PROTECTIVELY MARKED

30 COMMAND AND CONTROL FUTURES UPDATE

30.1 FT and NB presented a report to the Board providing an overview of the CCMS project timeline (now approved), updated milestone payment schedule (proposed) and the progress in relation to the Digital Assurance Office (DAO) action plan. An update was also provided on discussions at the recent joint TMPC and SDC workshop.

30.2 **The Board noted the key areas of risk, progress and mitigation.**