

## SFRS Board Meeting - Decision Log 2013/14



Minute Ref	Paper	Issue	Decision	Review Date
<b>Meeting Date: 27 June 2013</b>				
<b>Item 10</b>	<b>Board Support: Board Governance and Corporate Administration Arrangements-</b>	This report was considered at the May Board Meeting, and had been developed further following input from Board Members.	Members approved the recommendations within the report with item 4.1 - Quality Assurance of Governance and Administrative Arrangements contained within the report to be included as a recommendation.	<b>26 December 2013</b>
<b>Item 11</b>	<b>Committees Terms of Reference - Service Transformation Committee And Local And Stakeholder Engagement Committee</b>	Following the agreement of a number of standing Committees and their initial operating arrangements, Terms of Reference for the Service Transformation Committee and Local and Stakeholder Engagement have been developed for approval by the Board.	Members approved the Terms of Reference for the Service Transformation Committee and the Local and Stakeholder Engagement Committee, subject to minor amendments.	<b>26 December 2013</b>
<b>Item 12</b>	<b>Change Management Policies</b>	Change Management Policies have been developed to enable the Transformation of the SFRS and achieve the benefits of reform.	Members approved the Redeployment Due to Organisational Change, Relocation and Voluntary Severance/Early Retirement policies, with the caveat that the Relocation and Voluntary Severance/Early Retirement policy must be approved by Scottish Government.  VSER policy agreed with the Scottish Govt re amendment and also reached agreement to extend the current VSER policy to 31 March 2016.	<b>26 December 2013</b>  <b>Revised review Date</b>  <b>31 March 2016</b>
<b>Item 13</b>	<b>Draft Operating Plan</b>	A draft plan was endorsed by the Board at its meeting on 28 March 2013 subject to some	Members approved the plan, subject to additional referencing to local fire and rescue	<b>26 December</b>

		changes. The attached revised plan incorporates those changes.	plans.	<b>2013</b>
<b>Item 14</b>	<b>Strategic Plan</b>	The draft Strategic Plan has been subject to amendments following feedback from Board Members at a recent Board Development Day and the Scottish Government.	Members approved the final amendments to the Strategic Plan and approved the consultation plan, subject to the business community, parliamentarians (Westminster and Scottish) and the Justice Committee being included in the consultation process.	<b>26 December 2013</b>
<b>Item 15</b>	<b>Role Of The Deputy Chair</b>	Key responsibilities for the role of the Deputy Chair have been developed to ensure that this role can support the Chair and the SFRS in the most effective way possible.	Members approved the Role Description of the Deputy Chair.	<b>26 December 2013</b>
<b>Item 16</b>	<b>Transitional Funding 2013/14</b>	The Transitional funding available to the SFRS in 2013/14 is £8million.	Members approved the allocation of Transitional Funding for 2013/14.	<b>26 December 2013</b>
<b>Item 17</b>	<b>Property Estate – Strategic Intent</b>	In seeking to successfully deliver the aims of reform in an environment of reducing budgets members are asked to consider asset rationalisation.	Members approved a review of property requirements be undertaken; the phased approach outlined within the report be adopted; the principles identified be adopted and approved the planned timescales. Members agreed that the approach to shared services would be subject to on-going future discussions.	<b>26 December 2013</b>

<b>Minute Ref</b>	<b>Paper</b>	<b>Issue</b>	<b>Decision</b>	<b>Review Date</b>
<b>Meeting Date: 26 September 2013</b>				
<b>Item 9</b>	<b>Strategic Plan 2013-2016 and Consultation Analysis Report</b>	The plan has been through an extensive consultation phase and amendments have now been made to reflect feedback during the consultation. An Equality Impact Assessment has been completed for approval.	Members approved the suggested amendments and Equality Impact Assessment, subject to minor changes on page 29/30 under 'Resource Budget', which should reflect FIRELINK funding for merging Dumfries fire control with Johnstone fire	<b>27 March 2014</b>

			control.	
<b>Item 10</b>	<b>Property Estate - Strategic Intent</b>	The Board at its meeting in June 2013, agreed that a review of property requirements would be undertaken and then report back at the September Board Meeting on the services strategic intent in relation to property estate requirements.	Members approved the Strategic Intent, subject to an amendment, which was reached by a vote of 6 to 5 that SFRS should move towards a three control room structure – one of which will be at Johnstone - instead of the recommended two controls rooms. A decision will be made regarding the location of the second and third control rooms although it was agreed that the control rooms in Thornton, Maddiston, and Dumfries will close.	<b>27 March 2014</b>
<b>Item 11</b>	<b>SFRS Quarter One Review.</b>	The first quarterly report of the SFRS was presented for scrutiny and approval. The report complies with the requirements set out in the Fire and Rescue Framework	Members approved the Quarterly report, with a recommendation to look at ways of developing the format further, so that progress to date is reported rather than by each quarter.	<b>27 March 2014</b>
<b>Item 13</b>	<b>Draft Annual Report and Statement Of Accounts 2012/13</b>	The Governance and Accountability Framework requires the SFRS to produce a Statement of Accounts for 2012/13.	Members approved the Draft Annual Report and Statement Of Accounts 2012/13.	<b>27 March 2014</b>
<b>Item 14</b>	<b>Home Fire Safety Visit Policy and Procedures</b>	A Home Fire Safety Visit Policy and Procedures has been developed for implementation throughout the SFRS.	Members approved the HFSV policy and procedures.	<b>27 March 2014</b>
<b>Item 15</b>	<b>HR/Payroll Business Case</b>	With the introduction of the Scottish Fire and Rescue Service, the implementation of a new single HR and Payroll solution is being proposed.	Members approved the HR/Payroll Business Case; commencement of the project in consultation with the Scottish Government and employee representative bodies, and that the Scottish Government be approached to seek approval for the contractor element of the project costs.	<b>27 March 2014</b>

			The HR payroll project is on schedule and the first of the legacy FRS (Grampian) is due to be moved onto the system in March 2015. The remainder of the legacy FRS will come on line between March and Dec 2015.	
<b>Item 16</b>	<b>Standing Orders For The Regulation Of Contracts- Proposed Amendments To Financial Thresholds</b>	Following a review of financial thresholds as stated in the Standing Orders for the Regulations of Contracts, an increase in financial thresholds is being proposed.	Members approved the recommendations in the report for increasing financial thresholds, and requested that an end of year procurement report be brought to the Board.	<b>27 March 2014</b>
<b>Item 17</b>	<b>Provided Car Scheme Policy</b>	The proposed Car Scheme Policy is aimed at the Strategic Leadership Team for whom the provision of a car is part of their terms and conditions of employment.	Members approved the Provided Car Scheme Policy.	<b>September 2016</b>

<b>Minute Ref</b>	<b>Paper</b>	<b>Issue</b>	<b>Decision</b>	<b>Review Date</b>
<b>Meeting Date: 28 November 2013</b>				
<b>Item 9</b>	<b>Risk Management Policy</b>	The policy outlined the key principles of the services approach to Risk Management, including proposals for recording risk, communicating risk and developing a risk aware culture.	Members approved the Risk Management Policy, subject to a review of the services risk appetite being carried out at future date.	<b>15 May 2014</b>
<b>Item 10</b>	<b>Annual Operating Plan 2013 Progress Report</b>	The second quarterly report on the performance of the SFRS against the priorities within the Annual Operating Plan was presented to the Board.	Members approved the Annual Operating Plan Progress Report and its onward submission to Scottish Government.	<b>15 May 2014</b>
<b>Item 11</b>	<b>Budget Strategy 2014-2016</b>	The paper outlined the services strategy for developing the SFRS budget for 2014/2016 and recommended that a meeting of the Board be held on 27 February 2014 to approve budgets for 2014/15.	Members approved the proposed budget strategy for 2014/2016 and agreed for an additional Board meeting to be held on 27 February 2014 to agree budgets for 2014/15.	<b>15 May 2014</b>

<b>Item 12</b>	<b>Working Together Framework</b>	The framework document outlines key principles and agreements for working with the trade unions to address the challenges ahead.	Members approved the final draft of the Working Together Framework, commending staff and trade union representatives for their co-operation in developing this ground-breaking document.	<b>15 May 2014</b>
			Working Together Framework remains in place and an action plan has been established to work to raise awareness of it at all levels of the SFRS.	<b>31 March 2016</b>

<b>Minute Ref</b>	<b>Paper</b>	<b>Issue</b>	<b>Decision</b>	<b>Review Date</b>
<b>Meeting Date: 30 January 2014</b>				
<b>Item 9</b>	<b>Control Room Business Case</b>	At the Board Meeting of September 2013, it was agreed that the service should move towards a three control room structure – one of which will be at Johnstone - instead of the recommended two controls rooms. A decision was therefore to be made regarding the location of the second and third control rooms out of Aberdeen, Dundee, Edinburgh and Inverness at the January 2014 Board Meeting.	By a vote of 9 to 3, Members approved the recommendation of the second and third control rooms being located at Dundee and Edinburgh respectively.	<b>24 July 2014</b>
<b>Item 10</b>	<b>Prevention and Protection Strategy 2013/16</b>	The Strategy outlines how the Prevention and Protection Directorate will contribute towards the aims of reform and the strategic aims of the SFRS.	Members approved the publication of the Prevention and Protection Strategy 2013/16.	<b>24 July 2014</b>
<b>Item 11</b>	<b>Response and Resilience Strategy 2013/16</b>	The Strategy outlines the work that will be undertaken to ensure that the SFRS provides the best possible operational response for the communities.	Members approved the publication of the Response and Resilience Strategy 2013/16.	<b>24 July 2014</b>
<b>Item 12</b>	<b>Charging Policy</b>	The charging policy sets out information regarding SFRS's chargeable service's	Members approved the charging policy, subject to the policy being approved by the Scottish	<b>24 July 2014</b>

			Government.	
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Minute Ref	Paper	Issue	Decision	Review Date
<b>Meeting Date: 27 February 2014</b>				
<b>Item 9</b>	<b>Capital Budget 2014 - 2017</b>	At the Board meeting on 28 November 2013 Members approved the Budget Strategy for 2014-2016 and agreed to have a additional Board meeting on 27th February to agree 2014/15 budgets.	Members approved the Capital Budget for 2014-2017, recognising that figures for years 2 and 3 are indicative and will be refined in future years.	<b>August 2014</b>
<b>Item 10</b>	<b>Resource Budget 2014 – 2016</b>	As above.  The Board agreed an additional recommendation to the report in relation to reducing the underspend.	Member approved the Resource Budget for 2014-2015 and approved the indicative budget plans for 2015-16, with a view to these being refined into detailed budget proposals in February 2015.  The Board formally agreed the strategy in relation to seeking options to utilise the underspend on the basis that these measures would deliver future savings.	<b>August 2014</b>

Minute Ref	Paper	Issue	Decision	Review Date
<b>Meeting Date: 27 March 2014</b>				
<b>Item 9</b>	<b>Draft Annual Operating Plan 2014/15</b>	The draft Annual Operating Plan 2014/15 supports the SFRS Strategic Plan and the four strategic aims of the service.	Members approved the Annual Operating Plan 2014/15.	<b>September 2014</b>
<b>Item 10</b>	<b>Draft Planning and Performance Framework</b>	The planning and performance framework aligns with the Governance and Accountability Framework and meets the continuous improvement and scrutiny priorities of the Fire and Rescue Framework.	Members approved the Annual Operating Plan 2014/15.	<b>September 2014</b>

<b>Item 11</b>	<b>Annual Operating Plan 2013/14 Quarter 3 Progress Report</b>	The third quarterly report on the performance of the SFRS against the priorities within the Annual Operating Plan was presented to the Board.	Members approved the Annual Operating Plan Progress Report and its onward submission to Scottish Government.	<b>September 2014</b>
<b>Item 12</b>	<b>Transitional Funding Report 2014/15</b>	The Scottish Government has set aside £7 million for 2014/15 which can be accessed for spending on projects that will facilitate transition to a unified single service.	Members approved the proposed application and its onward submission to Scottish Government.	<b>September 2014</b>
<b>Item 13</b>	<b>Commodity Strategy: Self Contained Breathing Apparatus and Associated Services</b>	Within the Standing Orders for the regulation of contracts, it states that Board should approve the procurement process for key strategic goods/services/works prior to the placement of any contract.	Members approved the proposed commodity strategy.	<b>September 2014</b>
<b>Minute Ref</b>	<b>Paper</b>	<b>Issue</b>	<b>Decision</b>	<b>Review Date</b>
<b>Meeting Date: 29 May 2014</b>				
<b>Item 9</b>	<b>Revised Code of Conduct for Board Members</b>	The revised Model Code of Conduct has been prepared by the Commissioner for Ethical Standards in Public Life and reviewed by the Service.	The Board approved the revised Model Code of Conduct for Board Members; noted the revisions that have been made to the Model Code of Conduct, and considered arrangements for ensuring that they have appropriate levels of awareness of the SFRS policies/areas highlighted at Section 4.1 of the report.	<b>November 2014</b>
<b>Item 10</b>	<b>Board Forward Plan of Business 2014/15</b>	The Forward Plan is a fluid document which will be monitored and refreshed as appropriate should the Board wish to consider other issues/items.	The Board approved the Forward Plan of Business for 2014/15; approved the addition of a February Board meeting to approve the 2015/16 Capital and Resource Budgets, and agreed that the Forward Plan of Business is reviewed at future meetings of the Board.	<b>November 2014</b>

Minute Ref	Paper	Issue	Decision	Review Date
<b>Meeting Date: 26 June 2014</b>				
<b>Item 9</b>	<b>Commodity Strategy – Replacement Command &amp; Control Platform</b>	Within the Standing Orders for the regulation of contracts, it states that Board should approve the procurement process for key strategic goods/services/works prior to the placement of any contract.	The Board approved the proposed Commodity Strategy for a replacement Command and Control Platform.	<b>December 2014</b>
<b>Item 10</b>	<b>Internal Audit Plan 2014/15</b>	The Internal Audit Plan 2014/15 has been developed in accordance with the Scottish Government Internal Audit Division Charter and Strategy and takes into account a variety of sources by concentrating resources on key activities which link to the business's purpose, objectives and risk.	The Board approved the Internal Audit Plan 2014/15 with the proviso that the review of Communications would be looked at in a broader sense.	<b>December 2014</b>

Minute Ref	Paper	Issue	Decision	Review Date
<b>Meeting Date: 31 July 2014</b>				
<b>Item 8.1 (b)</b>	<b>Evolving Local Scrutiny and Engagement Arrangements</b>	The Service has responsibilities within the Fire Framework to set out a clear vision for partnership working with Local Authorities, provide a clear route of access for Local Authorities to engage with the Service at a national level and to support and empower LSOs to fulfill their role and build productive relationships with Local Authorities and others.	The Board agreed the recommendations set out within the report.	<b>January 2015</b>
<b>Item 9</b>	<b>Development of Engagement Framework</b>	The Framework has been developed to improve public, partner and other stakeholder interactions with the Service.	The Board agreed the development of an Engagement Framework, noted the progress to date and agreed further development of the detail through the Local and Stakeholder Engagement Committee with a view to a draft Framework being submitted to the Board in September.	<b>January 2015</b>



<b>Item 10</b>	<b>Communications Strategy</b>	The Strategy has been developed to set out the principles and approach the Service will follow to reflect the Service's corporate vision, aims and values and embed and improve both its internal and external communications.	The Board approved the Communications Strategy 2013-16.	<b>January 2015</b>
<b>Item 11</b>	<b>Health, Safety &amp; Wellbeing Corporate Standards &amp; Policy</b>	The Board has corporate responsibility for ensuring that effective arrangements are in place to provide assurance on the management of risks to health, safety and wellbeing within the Service.	Subject to some minor amendments, the Board approved the proposed Health, Safety and Wellbeing Corporate Standards and Policy. Corporate Standards and Policy amended and 'live' since October 2014	<b>January 2015</b> <b>Revised Review Date October 2015</b>
<b>Item 13</b>	<b>Firefighter Safety Programme: Scoping Paper</b>	This national project will consider every aspect of the SFRS in a bid to ensure, and where appropriate, improve, the safety of frontline firefighters.	The Board agreed for regular update reports on the progress of this project to be submitted to the Board on a quarterly basis unless by exception.	<b>January 2015</b>

<b>Minute Ref</b>	<b>Paper</b>	<b>Issue</b>	<b>Decision</b>	<b>Review Date</b>
<b>Meeting Date: 25 September 2014</b>				
<b>Item 8.4</b>	<b>Finance &amp; Performance Working Group Update</b>	The FPWG were established to consider and recommend improvements in relation to Finance and Performance matters and will submit recommendations on the way in which Finance and Performance information is analysed and presented for Board scrutiny.	The Board approved the revised format and content of the quarterly update performance report and agreed to accommodate performance scrutiny within the Committee structure in the future.	<b>March 2015</b>
<b>Item 9</b>	<b>Digital Strategy 2014-2017</b>	The Strategy outlines the future vision of the SFRS and how the use of digital technology will contribute to the aims of reform and the strategic objectives of the SFRS.	The Board approved the Digital Strategy 2014-2017.	<b>March 2015</b>
<b>Item 10</b>	<b>2014/15 Corporate Risk Register</b>	The Corporate Risk Register provides a profile and record of the significant risks facing the Service, identifies the controls in place and priorities the mitigating actions.	The Board approved the 2014/15 Corporate Risk Register, but requested how risks are presented as they currently stand, proposed mitigating actions and new expected risk rating is developed further.	<b>March 2015</b>

<b>Item 11</b>	<b>Draft Annual Report and Accounts 2013/14</b>	The Governance and Accountability Framework requires the SFRS to produce a Statement of Accounts for 2013/14.	The Board approved the draft Annual Report and Accounts for 2013/14 and finalised as per paragraph 6.3 and agreed the Accountable Officer be authorised to sign and submit this on behalf of the Service.	<b>March 2015</b>
<b>Item 12</b>	<b>People and Organisational Development Strategy 2014-16</b>	The Strategy outlines how the People and Organisational Directorate will support the delivery of the Strategic Plan and work in partnerships with Communities and others to improve safety and wellbeing of people throughout Scotland.	Subject to some minor amendments, the Board approved the People and Organisational Development Strategy 2014-2016. POD Strategy approved in Dec 2014. Launch planned for March 2015.	<b>March 2015</b> <b>Revised Review Date 31 March 2016</b>
<b>Item 13</b>	<b>Addendum to Voluntary Early Retirement/Severance Policy and Procedure</b>	The Voluntary Early Retirement/Severance Policy and Procedure does not have a clause stipulating a timescale for the potential re-engagement of a former employee who let SFRS with a severance package.	The Board approved the proposed addendum to the Voluntary Early Retirement/Severance Policy and agreed the inclusion of a caveat to the addendum, any deviation must come back to the full Board for review and approval.  Policy and caveat remain extant. No further update to offer at this stage.	<b>March 2015</b> <b>Revised Review Date 31 March 2016</b>
<b>Item 14</b>	<b>Strategic Approach to National Risk Reduction</b>	The purpose of the project is to reduce the risk to our communities from fire and other emergencies.	The Board approved the core principles set out in section 5 of the report and approved the decision making pathway set out in section 6.	<b>March 2015</b>
<b>Item 15</b>	<b>Annual Operating Plan 2014/15: Quarter One Progress Report</b>	The first quarterly report on the performance of the SFRS against the priorities within the Annual Operating Plan was presented to the Board.	The Board approved the Annual Operating Plan Progress Report and its onward submission to Scottish Government.	<b>March 2015</b>

<b>Minute Ref</b>	<b>Paper</b>	<b>Issue</b>	<b>Decision</b>	<b>Review Date</b>
<b>Meeting Date: 27 November 2014</b>				
<b>Item 9</b>	<b>Environmental Policy and Strategy</b>	The Strategy outlines the future vision of the SFRS and how the Environmental Policy will contribute to the aims of reform and the strategic objectives of the SFRS.	The Board approved the Environmental Strategy and Policy but agreed for these to be integrated, with the Strategy containing the Policy.	<b>May 2015</b>
<b>Item 10</b>	<b>Budget Strategy 2015/16</b>	Budget strategy, including principles to be	The Board approved the budget strategy for	<b>May 2015</b>

		adopted in developing the SFRS budget for 2015-16	2015-16 be adopted and that the Board would meet on 26 February 2015 with a view to agreeing 2015/16 budgets.	
<b>Item 11</b>	<b>Code of Conduct</b>	SFRS Code of Conduct, for employees of the service.	The Board approved the SFRS Code of Conduct. The SFRS code of conduct policy and handbook approved and implemented Feb 2015.	<b>May 2015</b>  <b>Revised Review Date December 2016</b>
<b>Item 12</b>	<b>Strategic Assessment of Risk</b>	Paper containing recommendations arising from the Board's consideration of the draft strategic assessment of risk.	The Board noted the role of the strategic assessment of risk in the broader approach to managing risk and approved the following recommendations: <ul style="list-style-type: none"> <li>• That the considerations set out in Section 5 of the report are adopted for the prioritisation of risks identified in the strategic assessment;</li> <li>• That the approach to developing evaluation criteria to support the Boards appraisal of strategic options as set out in Section 5 is adopted.</li> </ul>	<b>May 2015</b>
<b>Item 13</b>	<b>SFRS Headquarters</b>	Alex Clark presented a report supporting the decision making process around the establishment of SFRS Headquarters building	The Board considered the report and the conclusions reached and approved the options identified for progression to full appraisal in line with HMT Green Book guidance with a view to the findings of this appraisal being considered at the Board meeting early 2015.	<b>May 2015</b>

<b>Minute Ref</b>	<b>Paper</b>	<b>Issue</b>	<b>Decision</b>	<b>Review Date</b>
<b>Meeting Date: 29 January 2015</b>				
<b>Item 6</b>	<b>Appointment of vacant Deputy Chair</b>	Jimmy Campbell stood down as the Deputy Chair of SFRS Board.	Kirsty Darwent, with a unanimous vote will replace Jimmy Campbell as the new Deputy Chair with immediate effect.	<b>July 2015</b>

<b>Item 9</b>	<b>Whistleblowing Policy</b>	SFRS Whistleblowing Policy, for all employees of the service.	The Board approved the SFRS Whistleblowing Policy subject to consideration to whether the Fire Service Inspectorate should be referenced and what their role might be within this area. HMFSI confirmed they would not have a formal role as this may present a conflict of interest in the event of involvement in any associated investigation/ inspection.	<b>July 2015</b>
<b>Item 10</b>	<b>Report on Delegated Authority for Pay and Reward for Support Staff</b>	Report on Delegated Authority for Pay and Reward for Support Staff Collective Bargaining Process.	The Board approved the Report and agreed the Staffing Group be authorised to develop recommendations within prescribed limits on elements of the pay and reward framework during the collective bargaining process, these recommendations will be present to the Board for approval	<b>July 2015</b>
<b>Item 11</b>	<b>Recruitment and Selection Policy</b>	SFRS Recruitment and Selection Policy, for all potential employees and for those pursuing career development and promotion within the service.	The Board approved the SFRS Recruitment and Selection Policy	<b>July 2015</b>
<b>Item 12</b>	<b>Committee Arrangements</b>	The Chair presented a report with details of proposed Committee arrangements for 2015/16 for the Boards approval.	The Board approved the <ul style="list-style-type: none"> <li>• Appointment of the Committees and their operating arrangements outlined in Section 5.</li> <li>• Adoption of the zero-based Committee approach for supporting the annual review of the effectiveness of the Board and its Committees;</li> <li>• Committee Membership of five</li> <li>• The Chief Officer would meet with the Committee Chairs to discuss support</li> </ul>	<b>July 2015</b>
<b>Item 13</b>	<b>Special Resources Review</b>	SFRS Special resources review looking at distribution and location of specialist resources.	The Board approved the report on Special Resources review and agreed that a programme of implementation be developed and communicated in conjunction with the Service	<b>July 2015</b>

			Transformation Committee, with the caveat that we will continue to engage with those Local Authorities.	
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