



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 31 OCTOBER 2019 @ 1000 HRS

**LINDSAY WOOD ROOM, BEACON ARTS CENTRE,
CUSTOM HOUSE QUAY, GREENOCK, PA15 1HJ**

PRESENT:

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

Nick Barr (NB)
Lesley Bloomer (LBI)
Marieke Dwarshuis (MD)
Sid Patten (SP)
Primrose Stark (PS)
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
Richard Whetton (RW)	Head of Corporate Governance
Alasdair Cameron (HG)	Group Commander Board Support
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS:

Tom Hardy, Scottish Government
Simon Routh-Jones, HMFSI
Vlad Valiente, Legal Services Manager

1 CHAIR'S WELCOME

1.1 KD opened the meeting and welcomed those present.

2 APOLOGIES

2.1 Tim Wright, Board Member

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- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 3.1 The Board agreed that the reports on *Draft Annual Report and Accounts 2018/19, Provision of Internal Audit Services and Uniformed Pay Terms and Conditions Negotiations Update* would be taken in private due to matters involving confidential commercial or financial information not already in the public domain (Standing Order 9E) and confidential matters relating to ongoing negotiations (Standing Order 9F).
- 3.2 No further private items were identified.
- 4 DECLARATION OF INTERESTS**
- 4.1 None
- 5 MINUTES OF PREVIOUS MEETING: 29 AUGUST 2019**
- 5.1 The minutes were approved as an accurate record.
- 5.2 **Matters Arising**
- 5.2.1 None
- 5.3 **The minutes of the meeting held on 29 August 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.
- Item 13.3 SFRS Family Support Trust (FST) Guarantor Request (27 June 2019)** – It was suggested that the closing statement be adjusted to reflect that the FST have taken legal advice, the current scheme is closed and, if required, this would be brought back to the Board for further consideration. *(SO'D to confirm changes)*
- Item 16.8 Clarification of annual turnover percentage (29 August 2019)** – Typographical error in the closing statement was highlighted and subsequently amended to read *"8.4% represents 12 month rolling average so still including Soft FM. Actual quarterly figure is 2%, Q1 2019/20 = 2%."*
- 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.
- Item 20 Balmoral Bar Closing Report (25 October 2018)** – JD confirmed that there were a few items still being progressed and that a full review of the implementation of the recommendation was scheduled to be undertaken.
- 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 29 August 2019, highlighting:
- 'Deep Perseverance for Collective Leadership' seminar organised by Workforce Scotland.
- 8.2 **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 29 August 2019, highlighting:

- Thank you correspondence received following letter of condolences sent on the death of 2 German Firefighters, support provided to the family of retired former Tayside Fire and Rescue Divisional Officer Doug Tennant who sadly passed away and for attendance at the Edinburgh Military Tattoo.
- Funerals have taken place for serving personnel who sadly passed away, Firefighter Raymond Cheng, Volunteer Firefighter Neil McCorquodale and Watch Manager (Control) Michele Fisher.
- Publication of Grenfell Inquiry Stage 1 Report – Following the Grenfell Tower fire the SFRS created an action plan, which was split into two main parts: general themes that emerged for the Service to scrutinise, and specific actions to support the Ministerial Working Group (MWG) on Building and Fire Safety. The plan also contains actions and timelines for work co-ordinated by the MWG, particularly the review of the fire safety regime in Scotland. Consideration will now be given on the findings and implications of the 42 recommendations contained within this report, as well as those contained within London Fire Brigade's report together with an independent review of their training that has recently taken place. If relevant, recommendations within the inquiry report will be factored into the Service's action plan. Where further changes are assessed as necessary to high rise fire safety advice or operational response to incidents within such properties, the Service would closely work with communities, partners, staff and Scottish Government to ensure that they are introduced safely and effectively.
- Reinforced Autoclaved Aerated Concrete (RAAC) Panels – Following a desktop review of the whole estate (448 buildings), further investigation was required on 143 buildings and inspections were carried out which resulted in 21 buildings (14 sites) with RAAC panels being identified. Thermographic surveys, asbestos surveys and intrusive investigations have been scheduled and any temporary work proposals agreed by mid-December. Access to the identified roofs have been restricted, with specific method statements for access to be agreed for any emergency repairs. Temporary propping has been installed at 2 stations and 2 canopies have been closed where defects of particular concern were noted during initial inspections. In the longer term, guidance from Standing Committee On Structural Safety (SCOSS) is clear that RAAC panels have reached the end of their design life, so roof replacement or provision of replacement fire stations would be required. Condition surveys are being undertaken to determine their suitability and this information will assist with developing options appraisals for each site. Thanks were extended to those involved in undertaking this significant amount of unexpected work. Report to be submitted to the Board (January 2020) once the inspections and surveys have been completed and would detail the financial implications for the Service together with options for consideration.
- Recruitment of Deputy Chief Officer and Assistant Chief Officer – DCO McGown has submitted his intention to retire in April 2020 and thanks were noted for his hard work during his long career. As a result, the advert for the position of Deputy Chief Officer, alongside the position for Assistant Chief Officer would be published on Thursday 7 November 2019.
- EU Exit Preparation – Thanks were extended to all those involved in preparing the Service for the proposed exit from the European Union. Acknowledgement of the development of a ground breaking way of how to accurately and effectively assess the risk and impact of concurrent events e.g. BREXIT, Bonfire Night & pandemic flu, to ensure that the most appropriate control measures have been identified.
- National operational event plan for Bonfire night will be in effect from midday on 1 November to 6 November 2019 with DCO McGown, as Gold Commander for this duration. The 3 OCs would be supported by DCO McGown, T/ACO Stewart and ACO Dickie, who would also be hosting a visit from the Minister. Intervention

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activities undertaken leading up to Bonfire night supporting Police Scotland and local Councils were noted.

9.2 MB confirmed that external scrutiny from HMFSI would be requested in relation to the Service's action plan (Grenfell) following internal processes. There was no knowledge whether a similar process will be followed in England.

9.3 MB advised the Board that the Service would take careful consideration in their response to the published report and noted that the Service was in a good position. He noted ACO Haggart's recent interview with Radio Scotland and the receipt of a UK wide Freedom of Information request.

9.4 It was confirmed that costs associated with EU Exit preparation were being captured and had been previously submitted to Scottish Government.

9.5 **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 29 August 2019, highlighting the following:

- Final Legacy Reform Project (Operational Intelligence Phase 3) closing report to be submitted to the next meeting of the Transformation and Major Projects Committee (7 November 2019).
- All projects progressing as anticipated with the exception of Out of Hospital Cardiac Arrests (delay in time), Safe & Well (delay in time) and Command & Control Mobilising System (delay in time).
- Programme Office and Project Managers working together to improve project dossiers to align to the Strategic Plan 2019-22, improved control on the allocation of individual project's resource budget, improved reporting and scrutiny of projects progress, lessons learnt to be captured, development of Benefits Tracker and increased focus on Risk Register.
- Internal audit of the programme has been suspended pending the commissioning of a Gateway Review (February 2020). New Gateway Review to consider the previous Gateway Review action plan.

10.2 The Board requested clarification on how the Service allocates resources and takes consideration of the impact on others. DMcG stated that Corporate Initiatives business cases had been reviewed and would be submitted to the Programme Office Board for scoring and prioritisation. Recommendations would then be submitted to the Strategic Leadership Team to inform resource allocation.

10.3 It was noted that the Gateway Review would be discussed at the next Transformation and Major Projects Committee (7 November 2019). The potential input from the Audit and Risk Assurance Committee in relation to the proposed terms of reference may be discussed at this meeting.

10.4 **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 highlighted the following areas:

- Recommended Annual Report and Accounts for approval by the Board (Agenda Item 24).

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- Internal Audit's Water Planning Arrangements final report, which highlighted the inconsistent application of policies at a local level and the wider issue of successfully communicating central policies and their implementation.
- Audit Scotland's report on Scottish Public Pensions Agency – Public Sector Pensions Project failure and the Service's consideration of any lessons to be learnt.
- Internal Audit resourcing issues and contingency measures were discussed and assurances given that the internal audit programme would be delivered.

11.1.2 The Board noted the verbal update.

11.2 Service Delivery Committee (SDC)

11.2.1 NB reported that the Committee held a public meeting on 19 September 2019 and referred the Board to the attached draft minutes. He highlighted the following areas:

- Operational Learning focus on Rural Full Time Support Watch Manager.
- Spotlight Risk CR1.10 (Failure to ensure sufficient staff with appropriate skills are available to maintain an effective level of operational cover).
- HMFSI Fleet Management Report – Action plan to be brought to the next meeting (10 December 2019).
- Compliments and complaints report and discussions relating to recording of informal approach to stations.

11.2.2 The Board commented on the number of risk registers within the Service. NB noted the Committee reviewed service delivery related risks in a new format and where appropriate individual risks would be flagged. DMcG confirmed that there was an appropriate number of risk registers within the Service and a review of the format was ongoing in conjunction with the Risk Manager.

11.2.3 The Board noted the draft minutes and verbal update.

11.3 Staff Governance Committee (SGC)

11.3.1 PS reported that the Committee held a public meeting on 5 September 2019 and referred the Board to the attached draft minutes. She highlighted the following areas:

- Good progress on reporting despite issues with legacy issues in producing reports. This has highlighted critical interdependencies, therefore POD Directorate to report back on critical interdependence and how these are being managed. It was noted that the Digital Strategy is focusing on this as well.
- Good progress on staff survey action plans and the potential benefits to defer the next staff survey.
- TED review – further information on the recommendations to include key themes, deliverables, outcomes and monitoring of appropriate governance.
- Clarification to minutes – HMFSI and FBU would be invited (to be in attendance) to the Project Board.
- Reformat of agenda to group key themes to tie back into strategic outcomes.

11.3.2 It was noted that the Committee's recommendation to postpone the next staff survey would be presented to the Board in due course.

11.3.3 LBa informed the Board that the Staff Survey Action Plan and progress is available on the iHub. In addition, wider issues ie review of recruitment process, etc, were being progressed through the normal governance routes.

11.3.4 The Board noted the draft minutes and verbal update.

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11.4 Transformation and Major Projects Committee (TMPC)

11.4.1 FT reported that the Committee held a public meeting on 8 August 2019 and referred the Board to the attached draft minutes. She highlighted the following areas:

- Improvement in the quality and discipline for reporting, from both the individual Project Managers and Programme Office.
- Benefit Management Tracker to be presented at the next meeting (7 November 2019).
- Standing agenda items for benefits, risk and communication.

11.4.2 DMcG reminded the Board that the Climate Change project, which was identified as a potential project at the inception of service redesign, had not commenced. It was not considered an individual project, as there was significant work being carried out through other executive arrangements. The Climate Change closing report had been amended to capture the ongoing work within the Service. The High Level Plan would be updated and submitted through the normal governance route. SO'D stated that the Climate Change Response Plan 2045 would be submitted to the November Board day.

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

11.5 Integrated Governance Committee (IGC)

11.5.1 KD reported that the Committee held a public meeting on 3 October 2019 and referred the Board to the attached draft minutes. She highlighted the following areas:

- Key themes discussed included training and ICT.
- Consideration of HMFSI's Thematic report and appropriate governance.
- A review of the SFRS code of corporate governance commencing 2020.
- Risk flagged for Command and Control Futures.

11.5.2 The Board noted the discussion relating to the creation of another Committee which would be responsible for corporate services i.e. finance and the inference that Audit & Risk Assurance would have an oversight of this which was deemed inappropriate. KD stated that these were initial discussions and would form part of the full annual review of the Board and Committee related governance.

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

12 BOARD FORWARD PLAN SCHEDULE 2020-21

12.1 MMcA presented a report to the Board proposing the schedule of Board and Committee related meeting dates and Board Forward Plan covering the period April 2020 to March 2021.

12.2 MMcA noted the approval of the 3-year Annual Operating Plan, some minor scheduling adjustments may be required. The importance of scheduling Strategic Leadership Team/Executive Board meetings in advance of Committee meetings and being able to access data timely was noted.

12.3 It was agreed that the Board Forward Plan would be fully populated and submitted at all future Board meetings.

ACTION: BST

12.4 **The Board approved the proposed schedule of meetings for SFRS Board and its Committees and Board Forward Plan 2020-21 along with the arrangements for reviewing these.**

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- 13 3 YEAR PROGRAMME OF WORK 2019-22 DEVELOPMENT UPDATE AND DRAFT ANNUAL OPERATING PROGRAMME 2019-20 (OCTOBER 2019 TO MARCH 2020)**
- 13.1 MMcA presented a report to the Board seeking approval of the draft Interim Annual Operating Plan and to provide an update on the development of the Strategic Plan 3 Year Programme of Work.
- 13.2 MMcA informed the Board that due to the complexities involved producing the 3 Year Programme of work, a review of the Extended Annual Operating Plan had been undertaken proposing that the Plan be extended further, to cover the period up to 31 March 2020.
- 13.3 The Board commented on the number of actions scheduled to be delivered in Quarter 4. MMcA explained that the 3 year plan would allow for better sequencing of planning over the appropriate timescale of the project.
- 13.4 MMcA confirmed that the 3 year Strategic Plan was a static plan and would not be updated on an annual rolling basis unlike to the Annual Operating Plan.
- 13.5 MMcA noted that the Service Delivery Model project was contained within the Service Transformation Plan and would be transferred to the Annual Operating Plan at the stage of implementation. The Board commented on the various transformation projects which were ongoing and asked for consideration to be given to accelerate the process of integration in to the AOP.
- 13.6 MMcA assured the Board the work undertaken to date to collate the 3-year work plan has collectively identified cross directorate interdependencies, improved planning processes and will be beneficial for the Service.
- 13.7 In relation to the future 2020/21 Annual Operating Plan, the Board requested that consideration be given to reducing the number of and appropriate level of actions i.e. keeping them as high level and strategic as possible.
- 13.8 The Board acknowledged and welcomed the comprehensive Equality Impact Assessment presented alongside this report.
- 13.9 **The Board approved the realignment and commencement of the 3 Year programme of work to April 2020 and approved the draft Annual Operating Plan 2019/20 which will run from October 2019 to March 2020.**

The meeting broke at 1130 hrs and reconvened at 1145 hrs.

- 14 RESOURCE BUDGET MONITORING – SEPTEMBER 2019**
- 14.1 SO'D presented a report advising the Board of the resource budget position for the period ending 30 September 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 £0.071million and a current overspend of £0.278million. Appendix B provided an explanation of the current significant variances relative to the budget.
- 14.2 SO'D noted the deterioration within the Wholetime Overtime position and assured the Board that this was being closely monitored.
- 14.3 SO'D updated the Board on the various reasons for virements within the budget. These were attributed to the timing for forecasting the budgets, the delay in harmonisation of Terms and Conditions, savings in relation to Soft FM and rates, together with the

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movement of contingency budget which is held in the Supplies and Service budget. It was agreed that reasons for virements would be captured within future reports.

ACTION: SO'D

- 14.4 Consideration to be given at the next Review of the Scheme of Delegations, to include authorisation for virements (value to be determined).

ACTION: BST

- 14.5 SO'D clarified that the over recovery for income was due to income exceeding forecasted expectations which were based on previous years.

- 14.6 SO'D noted that the forecasted underspend on Support Staff was attributable to ongoing recruitment and continual review of structures. The Board stated that further information was required to fully understand whether this level of vacancies/underspend was acceptable. LBa informed the Board that there were approximately 60 vacancies within the Service, all of which were in the process of recruitment or being assessed to consider whether the post was required, whether it was appropriate for modern apprenticeship or short-term vacancy. Information to be presented differently to better inform the Board.

ACTION: SO'D

- 14.7 The Board were informed that delay in the delivery of the CCMS project would continue to impact on Control Firefighters budget and would be budgeted appropriately.

- 14.8 **The Board noted the resource budget position for the period ending September 2019.**

15 CAPITAL BUDGET MONITORING – SEPTEMBER 2019

- 15.1 SO'D presented a report advising the Board of actual and committed expenditure against the 2019/20 capital budget for the period ending 30 September 2019. It was anticipated that the full budget of £33.160million would be spent by the end of the financial year. It was anticipated that proposed adjustments to the capital budget would be presented at the next meeting (December 2019).

- 15.2 The Board requested clarification on the prioritisation of capital spend to date in relation to replacement roofs and the subsequent implications of reprioritisation. SO'D stated that the majority of the spend was within the resource budget due to being short term temporary measures. The Service would continue to review all capital and resource monies spend in relation to roofs, however, nothing substantial had been carried out to date.

- 15.3 SO'D advised that the £100,000 anticipated capital receipts would be from the sale of non-operational vehicles ie cars, vans, etc at public auctions. She assured the Board that the Disposal Policy for the sale of surplus assets was rigorously followed by the Service.

- 15.4 SO'D noted that necessary adjustments had been made to utilise the surplus capital budget from the slippage in the McDonald Road project. Similarly, in relation to the slippage in the CCMS project, options were being identified to utilise the surplus capital budget. One option involved the promotion of Year 2 spend into this year rather than identify new areas of spend. It was noted that the total spend for McDonald Road Project was still to be confirmed and any change from the Architect's estimate would be brought back to the Board. The Project Change Request for the CCMS project would be submitted to the Transformation and Major Project Committee to highlight revised timelines and financial implications.

- 15.5 In relation to acquiring planning permission prior to selling of legacy sites, SO'D stated that advice was sought to determine whether this would increase the anticipated capital receipts.
- 15.6 **The Board noted the actual and committed expenditure for the period ending 30 September 2019.**
- 16 RESOURCE BUDGET OUTTURN REPORT 2018/19**
- 16.1 SO'D presented a report advising the Board of the resource budget outturn position for the financial year 2018/19 noting an underspend of £0.194million.
- 16.2 The Board commented on the timescales presented in this report and SO'D advised that the anticipated outturn position was reported in the previous monitoring report presented in August 2019 and confirmed that the position had not changed. She outlined the timelines involved in preparing and presenting this information. The option to escalate the preparation of the Annual Report and Accounts was noted, however this would be dependent on the External Auditors. Further discussions to be taken off table.
- 16.3 **The Board noted the resource budget outturn report 2018/19.**
- 17 CAPITAL BUDGET OUTTURN REPORT 2018/19**
- 17.1 SO'D presented a report advising the Board of the capital budget outturn position for the financial year 2018/19 and outlined the areas which have benefited from investment.
- 17.2 **The Board noted the capital budget outturn report 2018/19.**
- 18 PERFORMANCE MANAGEMENT FRAMEWORK REVIEW – UPDATE**
- 18.1 MMcA presented a report to the Board providing an update on the process to review the Performance Management Framework (PMF) and referred to discussions at the Board Strategy Day (26 September 2019). The following key areas were highlighted:
- Strategic Plan had triggered review of the PMF.
 - Process to review outcomes and priorities from the Strategic Plan to identify fundamental measures of success to improve key performance indicators.
 - Timeline for review including Board formal approval (March 2020).
 - Links with 3-year Annual Operating Plan and implementation of the new InPhase performance system.
 - Update on InPhase - Additional staffing resource due in post week commencing 2019. Discussions have taken place to request additional software development time to accelerate implementation.
- 18.2 MMcA confirmed that regular meetings have been scheduled with the Sponsorship Unit to keep them informed of progress.
- 18.3 Due to her background, LBI offered her assistance and knowledge in this area.
- 18.4 **The Board noted the report and the update on the InPhase performance system.**
- 19 SUMMARY PERFORMANCE REPORT**
- 19.1 MMcA apologised for the late submission of these high level summary reports to the Board noting that these had been omitted from the Forward Plan.

19.2 *Quarter 4 2018-19*

19.2.1 MMcA presented a report to the Board detailing the Summary Performance report for quarter 4 2018/19. The following key areas were highlighted:

- Direction of Travel Summary shows 42% of indicators were still to be confirmed, this is due to trend data being collected.
- Accidental Dwelling Fires Fatalities (ILO1.1) and Casualties (ILO1.3) shows an improvement from previous year.
- Improvement in RDS Availability (NCR1.1).
- Slippage in Operational Core competence (WD3.1).
- Increase in Effect Entry/Exit incidents at the request of partner emergency services.

19.2.2 The Board asked for clarification on how the Service respond to Effect Entry/Exit incidents. JD stated that all calls are challenged by Operations Control, however, they are classed as a humanitarian service. JD noted the previous inconsistency in recording these types of incident which had now been rectified. It was stated that call challenging would help identify any potential special services (chargeable service) incidents.

19.2.3 In relation to Operational Core Competence (WD3.1), PSt commented on the ongoing actions to address the challenges in this area. This included the decentralisation of the e-Development Team to support individual service delivery, improved ICT to allow recording of incident command competence and data cleansing. The high number of trainees within the Service also impacted on the core competence levels and work was required to extrapolate the information from the competent firefighters to provide a true reflection of the situation. Continual liaison with SDA DACO's to ensure the focus on mandatory elements of training were being adhered to. The potential to assess firefighters (incident command) through knowledge, skills and experience to measure competence was noted.

19.2.4 The Board commented positively on the halt in the rise of call handling times and stabilisation in response times (ref Q1 2019/20).

19.2.5 In relation to fire and fire casualties, RH stated that community fire safety remains the main underpinning strategic objective for the Service. He noted that there was no straight comparison with other UK Fire and Rescue Services due to a number of societal differences, however, further work was required on benchmarking. Historically, Scotland has a higher incident rate per million population, however the gap was decreasing. He outlined the new Home Fire Safety Visit approach to target high risk households, introduction of an evaluation framework and online hub to evaluate initiatives, sharing good practice across the Service.

19.2.6 In relation to the number of blue light journeys responding to UFAS incidents, DMcG advised that the collation of this data was currently a manual process and following the introduction of the new CCMS this information could be automatically processed. However, in advance of this, the possibility for this information to be introduced into the performance reporting was being discussed.

Quarter 1 2019-20

19.3 MMcA presented a report to the Board detailing the Summary Performance report for quarter 1 2019/20. The following key areas were highlighted:

19.3.1

- Review of processes for handling Freedom of Information (FOI) requests to improve performance.
- Review of Publication Scheme and increased routine publishing of data.
- Weekly FOI performance report to be generated to monitor performance.

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- 19.3.2 It was noted that an annual report providing a breakdown of FOI requests was presented at the Service Delivery Committee. Consideration to be given to identify the appropriate forum for presenting to the Board.

ACTION: M Waters

- 19.3.3 **The Board noted the Summary Performance Report for Quarter 4 2018/19 and Quarter 1 2019/20.**

20 RISK THEMES

- 20.1 The Board raised and discussed the following risk themes:
- Inconsistent local implementation of central policy.
 - Accumulation of risk associated with delays in key project delivery.

21 DATE OF NEXT MEETING

- 21.1 The next meeting of the Board is scheduled to take place on Thursday 12 December 2019 at 1000 hrs at SFRS HQ, Westburn Drive, Cambuslang, G72 7NA.
- 21.2 There being no further matters to discuss in public, the meeting closed at 1305 hours.

PRIVATE SESSION

22 MINUTES OF PREVIOUS PRIVATE MEETING: 29 AUGUST 2019

- 22.1 The minutes were approved as an accurate record.

23 MINUTES OF SPECIAL PRIVATE MEETING: 3 OCTOBER 2019

- 23.1 It was agreed that these minutes would be considered further by the Board due to timings of the meetings and would be resubmitted for approval at the next meeting (December 2019).

24 DRAFT ANNUAL REPORT AND ACCOUNTS 2018/19

- 24.1 SO'D presented the Draft Annual Report and Accounts for the year ended March 2019 to the Board for approval. SO'D extended her thanks to staff and External Auditors involved in preparation of these documents. SO'D confirmed that the accounts had been presented at the Audit and Risk Assurance Committee (ARAC) meeting on 10 October 2019 and were recommended for approval.
- 24.2 **The Board approved and authorised the Chief Officer, as Accountable Officer, to sign and submit these accounts along with the Letter of Representation.**

25 PROVISION OF INTERNAL AUDIT SERVICES

- 25.1 SO'D presented a report to the Board seeking approval to proceed with the award of contract for the provision of Internal Audit Services.
- 25.2 **The Board approved the recommendation to award the contract for Provision of Internal Audit Services.**

26 UNIFORMED PAY TERMS AND CONDITIONS NEGOTIATIONS UPDATE

- 26.1 KD provided the Board with an update on the Uniformed Pay Terms and Conditions Negotiations since the last meeting on 29 August 2019.
- 26.2 **The Board noted the verbal update.**