



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 27 JUNE 2019 @ 1000 HRS

**HIGHLAND COUNCIL HEADQUARTERS, CHARLES KENNEDY BUILDING,
ACHINTORE ROAD, FORT WILLIAM PH33 6TZ**

PRESENT:

Kirsty Darwent (Chair) (KD)
Brian Baverstock (BB)
Anne Buchanan (AB)
Fiona Thorburn (FT)
Primrose Stark (PS)
Tim Wright (TW)

Nick Barr (NB)
Lesley Bloomer (LBI)
Marieke Dwarshuis (MD)
Malcolm Payton (MP)
Mhairi Wylie (MW)

IN ATTENDANCE:

Martin Blunden (MB)	Chief Officer
John Dickie (JD)	Assistant Chief Officer, Director of Response & Resilience
Ross Haggart (RH)	Assistant Chief Officer, Director of Prevention & Protection
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Alasdair Cameron (AC)	Group Manager Board Support Manager
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS:

Richard Whetton, Head of Corporate Governance
Vlad Valiente, Legal Services Manager
Tom Hardy, Scottish Government
Simon Routh-Jones, HMFSI

1 CHAIR'S WELCOME

1.1 KD opened the meeting and welcomed those present.

2 APOLOGIES

2.1 Bill McQueen (BMcQ), Board Member
Sid Patten (SP), Board Member
David McGown (DMcG), Deputy Chief Officer
Lewis Ramsay (LR), Assistant Chief Officer
Liz Barnes (LBa), Director of People and Organisational Development

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3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE
3.1 The Board agreed that a verbal update would be provided on the ongoing Pay Terms and Conditions negotiations within the private session of the meeting.

3.2 No further private items were identified.

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS MEETING: 25 APRIL 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 meetings held on 25 April 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 16.2 Service Improvement Strategy (26/04/19) – MMcA informed the Board that the Plan been submitted to the Corporate Assurance Board (CAB) and was now progressing into the implementation phase. It was agreed that this action would be closed off and an annual update would be brought back to the Board.

Item 8.3 Chair's Report (25/04/19) – Typographical error was noted in reference to the date of the Reform Collaboration Group Meeting.

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

7 DECISION LOG

7.1 No matters arising.

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

8 CHAIR'S REPORT

8.1 The Chair presented her report to the Board noting the events which had occurred since the Board meeting held on 25 April 2019. She highlighted the following:

- Positive engagement/meetings with several Local Authorities.
- Attended Health & Wellbeing Committee to present the Strategic Plan 2019-22.
- Attended the opening of the Family Support Trust's new facility in Port Patrick.
- Update on meetings relating to Pay Terms and Conditions with the Fire Brigade Union (FBU). A SFRS offer was presented to the Executive Council (EC) and Scottish Executive Council (SEC) for consideration. At the NJC meeting, Joint Secretaries, Simon Pannell and Matt Wrack, acknowledged the constructive discussions and that there was a recognition of the devolved nature of Scotland and the possible alternative set of arrangements for Scotland. As it stands both the EC and SEC have chosen however to reject the offer and were consulting with their members.
- Along with the Chief, held a series of staff engagement events across Scotland which have been robust, challenging and constructive. Communications brief to be compiled with any emerging themes from these events. These themes included concerns of level of FBU's engagement/involvement in development of the new areas of practice, additional details of out of hospital emergency response, removal

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of the Additional Responsibility Allowance (ARAs) and the Continual Professional Development (CPD) payment being sought.

8.2 **The Board noted the report.**

9 CHIEF OFFICER'S REPORT

9.1 The Chief Officer's report updated Members in regard to events which had occurred since the Board meeting held on 25 April 2019.

9.2 **The Board noted the report.**

10 SERVICE TRANSFORMATION UPDATE

10.1 MMcA updated Members in regard to Service Transformation which had occurred since the Board meeting held on 25 April 2019, highlighting the following:

- Area Manager (AM) Darren Riddell to take over the role of Programme Manager on 1 July 2019 from AM Ian McMeekin. Thanks for his hard work and efforts were extended to AM McMeekin.
- Restructured governance arrangements - Portfolio Board (previously SMT/POB) to hold monthly meetings.
- Deputy Assistant Chief Officer John MacDonald was appointed as Executive Lead for the programme of projects and would be supported by AM Andy Girrity and Group Managers Mark Loynd and Mark Bryce.
- Newly appointed analyst Damien Griffiths to take risk profiling at community level and help shape future projects.
- Out of Hospital Cardiac Arrest planning phase has continued to enable timely implementation, if appropriate.
- Visit from London Fire Brigade and London Ambulance Service to share their experience, information and procedures.
- Arrangements for secondment from Scottish Ambulance Service to help develop clinical governance and training packages for OHCA was nearing completion.
- Command and Control Mobilising System (CMMS) demonstration scheduled for Transformation and Major Projects Committee (TMPC) workshop in July 2019.
- Safe and Well event held at Headquarters with national partners. The key themes were partnership working with health and social care partners, referral process, identifying risk indicators, roll out and implementation phase.

10.2 The opportunity for Board Members attendance at OHCA workshops or similar to understand governance arrangements was discussed. The Chair noted the potential overlap with TMPC and would give consideration to future opportunities/involvement for Board Members in major projects.

10.3 **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 26 June 2019 and highlighted the following issues:

- Focus on assurance reporting from Annual Internal Audit report, Annual HMFSI report, draft Audit and Risk Assurance report, Annual Governance Statement.
- Committee's recommendation relating to the writing off outstanding debt (Board Agenda Item 14).
- Spotlighted risk on Failure to Maintain Sufficient Investment in Asset Base. Key themes were backlog, financial terms, future implications, legal compliance and health and safety compliance.

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 20 June 2019 and highlighted the following issues:

- Newly formatted Service Delivery Update report focusing on key areas such as statutory requirements, AOP objectives and performance reporting.
- Performance Improvement Forum updates on action plans.
- Operational Learning spotlight on wildfire incidents.
- Spotlights risk on Failure to Effectively Enforce Safety Legislation.
- Committee debrief to help improve performance.
- Private informal meeting with St Johns Ambulance representative re providing Board of Trustees with assurance, clinical governance, etc.

11.2.2 **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 6 June 2019 and highlighted the following issues:

- Wholetime firefighter campaign and positive action events which have resulted in a significant increase in female applicants.
- Successful report on the Leadership Development Programme.
- Focus on Health and Safety Improvement Plans noting the responsibility of line managers to progress with the support from POD Directorate.
- Ongoing development of Performance report.
- Value Added Statement 2018/19.

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

11.4 Transformation and Major Projects Committee (TMPC)

11.4.1 MD reported that the Committee held a public meeting on 9 May 2019 and referred the Board to the attached draft minutes. The following key issues were highlighted:

- New reporting format across the 3 programmes.
- Service Transformation portfolio and risk issues. Committee requested an overview of the anticipated training requirements from DACO Paul Stewart at the next meeting.
- Implications and update on McDonald Road project.
- Implications of new PVG project, dossier to be developed.
- Legacy project New Watch Duty System closing report was not accepted and will be resubmitted.
- Communication and Engagement Plan to be developed for the next meeting.
- Committee formally thanked AM Ian McMeekin for his hard work.

11.4.2 The Board commented and acknowledged the cross cutting issues with training. MB had taken over responsibility for the TED Review and had reviewed the recommendations made. Meetings had taken place to progress and deliver quick fix options and further meetings would be held to provide specific direction on how to progress further. Concerns were noted on which forum would be scrutinising this area. The Chair noted that this had been highlighted across multiple forums and consideration would be taken whether it would be appropriate to be discussed at the Integrated Governance Committee or brought back to the Board.

ACTION: KD

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

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11.5 Integrated Governance Committee (IGC)

11.5.1 KD reported that the Committee held a public meeting on 13 June 2019 and highlighted the following issues:

- Board Improvement (Annual Added Value Statements and Committee Hot Debriefs)
- Importance of the TED review

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

12 ASSET MANAGEMENT STRATEGY

12.1 SO'D presented a report to the Board seeking approval for the draft Asset Management Strategy noting the asset management principles, asset lifecycles and the role of Asset Management Liaison Board. The Board were reminded that the Strategy was previously discussed at a Board Strategy Day.

12.2 The Board asked whether the potential to share vehicle servicing facilities with other emergency services were being considered. SO'D noted that the Service were already sharing assets and it was hoped that this would continue to increase. Discussions relating to fleet were taking place and noted that Police Scotland were now engaging with the Service.

12.3 SO'D stated that performance reporting would be provided through high level indicators. Rolling 2/3 yearly updates to the Board would be considered due to the future potential changes to the asset base.

12.4 Discussion took place on the current and potential future footprint of the asset base within the Service and the need for the strategy to be reviewed at an appropriate time. MB noted this strategy provided sufficient future plans at present but would be refined when further information was available on the profile of the Service.

12.5 The Board commented on the discussions at the recent Strategy Day which included repurposing assets, potential for alternative funding and SO'D confirmed that these principles were reflected in the Strategy.

12.6 SO'D confirmed that once the overview of the Service's asset needs were known, then for example detailed property and fleet, plans would be developed. At present, the Service is continuing to work to the 3 year capital development plan.

12.7 MB informed the Board that Audit Scotland were content to allow flexibility in timescale to provide detailed information on the strategy and plans.

12.8 **The Board approved the Asset Management Strategy noting that their comments would be taken forward and considered with the awareness of having detailed asset management plans were of key importance.**

13 SFRS FAMILY SUPPORT TRUST GUARANTOR REQUEST – LGPS ADMISSION AGREEMENT

13.1 SO'D presented a report to the Board seeking approval that Scottish Fire and Rescue Service (SFRS) should act as guarantor for the Admission Agreement submitted by the Family Support Trust (FST) to the Strathclyde Pension Fund for its employees (currently 4 No.).

13.2 Discussions took place on accumulated liability implications, arrangements for new FST employees and suggestion to move to NEST scheme.

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- 13.3 SO'D agreed to seek assurance from FST as to whether they have taken legal advice on the liability of operating the current open pension scheme.

ACTION: SO'D

- 13.4 **The Board agreed to continue to act as guarantor to a closed scheme for existing employees and review once the FST have reviewed any future pension provision should they want to seek an open scheme.**

14 ACTION TO WRITE OFF OUTSTANDING DEBT

- 14.1 SO'D presented a report to the Board seeking endorsement to write off debts raised by the Service since 1 April 2013 that remain outstanding, noting that this was the first instance of this occurring.

- 14.2 On behalf of the Audit and Risk Assurance Committee, BB recommended approval as the efforts/costs of pursuing these monies outweighed the benefits.

- 14.3 It was noted that an annual report on the review of debts would be submitted to the Audit and Risk Assurance Committee (March 2020) thereafter, if necessary, to the Board for approval.

- 14.4 The Board asked for consideration of the impact of financial debt on mental health/wellbeing of individuals to be borne in mind.

- 14.5 **The Board approved the recommendation to write off debts raised by the Service since 1 April 2013.**

The meeting broke at 1135 hrs and reconvened at 1150 hrs

15 ARRANGEMENT FOR REVIEWING THE EFFECTIVENESS OF THE BOARD

- 15.1 MMcA presented the Board with a report highlighting how arrangements have been reviewed to ensure their continued effectiveness and the process was detailed within the report. The continued improvement and effectiveness of the Board was noted.

- 15.2 The Board made the following comments:

- Bulletpoint 14: it was highlighted that referring links with Scottish Government and Commissioner for Ethical Standards in Public Life in Scotland could also include that the Service had already been recognised as an example of good practice in governance and that existing governance processes are considered best practice in securing the benefits of board diversity.

ACTION: BST

- 15.3 **The Board approved the proposed arrangements for reviewing the effectiveness of the SFRS Board.**

16 RESOURCE BUDGET MONITORING – MAY 2019

- 16.1 SO'D presented a report advising the Board of the resource budget position for the period ending 31 May 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 overspend of £0.047million. Appendix B provided an explanation of the current significant variances relative to the budget.

- 16.2 In relation to virements, SO'D noted that following the budget setting process and forecasting process adjustments may be necessary and there was a requirement for a degree of flexibility to apply these virements to avoid seeking Board approval on a regular basis.

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16.3 In relation to the overspend of Control Firefighters costs, SO'D advised that this was due to proactively recruiting in advance of forecasted retirements and prior to the introduction of the new CCMS.

16.4 It was noted that the delay in implementation of harmonising RDS training nights had resulted in monies being reallocated to the project work budget. However, the RDS/VDS costs were currently showing an overspend. SO'D explained the current position and agreed that further discussions would be taken off table.

16.5 **The Board noted the report.**

17 CAPITAL BUDGET MONITORING – MAY 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 May 2019. It was anticipated that the full budget of £33.160 million would be spent by the end of the financial year, noting the potential requirement to reprofile expenditure once the situation with McDonald Road was formally approved. Several options were currently being explored including the potential procurement of vehicles and various minor works. Details would be provided in due course.

17.2 The Board requested an update on the West Asset Resource Centre. SO'D stated that this was being progressed as promptly as possible and noted future discussions with Police Scotland. It was proposed that options for suitable locations and/or existing premises would be identified and brought back to the Board for approval.

17.3 The Board asked for confirmation that the East Training Facility at Newbridge would be completed on targeted. SO'D reminded the Board of the original timescale for the 2-phase project. The combined single phase project was expected to be completed by the end of July 2019. Due to potential snagging issues, the next trainee course (September) would remain at Thornton to avoid any disruption.

17.4 **The Board noted the report and that approval would be sought for any changes in relation to reprofiling expenditure and the West Asset Resource Centre.**

18 ANNUAL OPERATING PLAN 2018-19 QUARTER 4 PROGRESS REPORT

18.1 MMcA presented a report to the Board providing the quarterly progress report of the Annual Operating Plan (AOP) 2018/19 covering the period to the end of March 2019. He highlighted that 9 actions were noted as complete, 36 actions were being carried forward to the extended AOP period and 2 actions have been highlighted as having a significant risk against delivery. Work had commenced on developing the next AOP and would be presented in October for formal approval.

18.2 The Board commented on the overall capacity within the Service to deliver against the plan. MMcA stated that a 3 year rolling AOP would ensure capacity issues are factored into the planning process.

18.3 The development of the new AOP would also include realistic and smart actions, identify interdependencies, benefits and prioritisation of actions.

18.4 The Board were reminded that operational activities such as Brexit, which are out with the control of the Service, have had an impact on fully delivering against the AOP.

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

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19 RISK THEMES

19.1 The following risk themes were noted:

- Training - Existing risk however the profile has increased following earlier discussions.
- Brexit (No Deal)

20 DATE OF NEXT MEETING

20.1 The next meeting of the Board is scheduled to take place on Thursday 29 August 2019 at 1000 hrs at John Muir House, Court Street, Haddington EH41 3HA.

20.2 There being no further matters to discuss in public, the meeting closed at 1230 hours.

PRIVATE SESSION

21 MINUTES OF PREVIOUS MEETING: 25 APRIL 2019

21.1 The minutes were approved as an accurate record.

22 ACTION LOG

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

23 UNIFORMED PAY TERMS AND CONDITION NEGOTIATIONS

23.1 The Board discussed the current and potential future positions in the negotiations process.