



SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

**PUBLIC MEETING – SCOTTISH FIRE AND RESCUE SERVICE BOARD**

**THURSDAY 25 APRIL 2019 @ 1000 HRS**

**COMMITTEE ROOM 3, GLASGOW CITY CHAMBERS,  
82 GEORGE STREET, GLASGOW G2 1DU**

**PRESENT:**

Kirsty Darwent (Chair) (KD)  
Brian Baverstock (BB)  
Anne Buchanan (AB)  
Bill McQueen (BMcQ)  
Malcolm Payton (MP)  
Tim Wright (TW)

Nick Barr (NB)  
Lesley Bloomer (LBI)  
Marieke Dwarshuis (MD)  
Sid Patten (SP)  
Mhairi Wylie (MW)

**IN ATTENDANCE:**

Martin Blunden (MB)	Chief Officer
David McGown (DMCG)	Deputy Chief Officer
John Dickie (JD)	Assistant Chief Officer, Director of Response & Resilience
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Liz Barnes (LBa)	Director of People and Organisational Development
Alasdair Cameron (AC)	Group Manager Board Support Manager
Debbie Haddow (DH)	Board Support/Minutes

**OBSERVERS:**

Vlad Valiente, Legal Services Manager  
Morven Doyle, Scottish Government  
Simon Routh-Jones, HMFSI  
Andrew Thomas, HMFSI

**1 CHAIR'S WELCOME**

1.1 KD opened the meeting and welcomed those present.

**2 APOLOGIES**

2.1 Fiona Thorburn (FT), Board Member  
Primrose Stark (PS), Board Member  
Ross Haggart (RH), Assistant Chief Officer, Director of Prevention & Protection  
Lewis Ramsay (LR), Assistant Chief Officer

- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 3.1 The Board agreed that the reports on *Draft Strategic Plan 2019-22*, *Employer Liability Claim* and *Modernising and Broadening Firefighter Rolemap* would be taken in private due to matters relating to confidential matters (Standing Order 9G) and individuals (Standing Order 9A).
- 3.2 No further private items were identified.
- 4 DECLARATION OF INTERESTS**
- 4.1 None
- 5 MINUTES OF PREVIOUS MEETING: 28 MARCH 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 28 March 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 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 28 March 2019. She highlighted the following:
- Ballot returned a Yes-Yes result - Yes to reject the UK wide pay offer/widened role and yes to continue with the co-ordinated approach to seek wider firefighter role and pay increase. The Fire Brigade Union have confirmed that they would be happy to meet with the Service, however, the dates offered were towards the end of May. Due to the urgency of this matter an earlier date was actively being sought.
  - Reform Collaboration Group meeting (5 April 2019)– Discussions included mental health approach by Police Scotland and update on Scottish Ambulance Service's Strategic Plan which provided a greater understanding of their wider role in the future.
  - Ongoing political engagement undertaken and future meetings were scheduled with the Scottish Government's Sponsorship Unit and the Minister of Community Safety.
- 8.2 It was noted that regular political engagement opportunities were instigated both by the SFRS and by individual MP/MSPs. These meetings provide the opportunity for general discussions, transformation update or were arranged to address a specific/targeted reason.
- 8.3 MMcA to seek authorisation from Scottish Ambulance Service to circulate their Strategic Plan to the Board.
- ACTION: MMcA**
- 8.4 **The Board noted the report.**

**9 CHIEF OFFICER'S REPORT**

9.1 The Chief Officer updated Members in regard to events which had occurred since the Board meeting held on 28 March 2019, highlighting the following:

- Three Senior Manager Engagement events were held during April. The focus of these events was to review of the current position of the Service, the future vision (10-year plan), financial context for transformation, standards/cultures/values/behaviours, mental health awareness and expectation of staff's workloads/life balance. Managers were given authority within the limits of their responsibilities to manage workloads/priorities for themselves and their staff.
- Outlined plans for these engagement events to be held annually and for a wider development event, including Board Members, to be held in October/November.
- Information packs are being collated and issued to Managers to brief their teams.
- Discussions relating to budgets have begun with Scottish Government.
- Celebratory lunch was held on 16 April 2019 to acknowledge the work undertaken by those responsible for the Soft Facilities Management project.

9.2 **The Board noted the report.**

**10 SERVICE TRANSFORMATION UPDATE**

10.1 DMcG updated Members in regards to Service Transformation which had occurred since the Board meeting held on 28 March 2019, highlighting the following:

- DMcG formally appointed to the role of Senior Responsible Officer and Richard Whetton (SFRS, Head of Corporate Governance) has taken over the reference for the Service Transformation Portfolio following Ross Haggart's recent promotion to ACO. AM Ian McMeekin to continue in his current role to ensure continuity.
- Due to other personnel movements some Executive Leads have changed, however, all Project Managers remain unchanged.
- Work has been undertaken to identify dependencies and interdependencies within projects, mainly ICT, training, financial and resourcing requirements.
- John MacDonald has been appointed as the Executive Lead for the programme of projects which combines 5 originally individual projects. These were Risk Profiling, Operational Footprint, Wholtime Duty System, Retained Duty System, Volunteer Duty System and Urban On Call.
- Joint paper with Scottish Ambulance Service (SAS) submitted to the Reform Collaboration Group relating to a joint approach to Out of Hospital Cardiac Arrest project. Agreement has been given from SAS's Chief Executive and the Medical Director for a secondee to be released to the Service to help progress and maintain momentum of the project.

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

**11 ANNUAL REVIEW OF BOARD AND COMMITTEE RELATED GOVERNANCE ITEMS**

11.1 MMcA presented a report to the Board detailing the annual review of Board and Committee related governance items for decision. The revised documents were Standing Orders, Scheme of Delegations, Members Code of Conduct, Review of Committee Structures, Corporate Report Template and revised Committee Terms of Reference.

11.2 During discussions the following amendments were agreed:

**11.3 Standing Orders**

11.3.1 Changing a Decision (para 37)

The word "*overturned*" was debated and it was agreed that this was relevant. It was also debated whether decisions could be overturned by the Chair. It was agreed that to provide flexibility and timely decisions to be made that this was accurate, however, it was agreed that the phrase would be given further consideration and additional wording inserted accordingly.

**11.4 Scheme of Delegation**

**11.4.1 Matters Reserved for the Board (Sec 3)**

Approval of the Internal Audit Plan was still shown as a reserved matter for the Board. It was confirmed that the Audit & Risk Assurance Committee would make their recommendation to the Board for the approval of the Internal Audit Plan.

**11.4.2 Delegation of General Powers (Sec 4.2)**

In relation to delegation to the Strategic Leadership Team the term “*anything considered appropriate*” was considered too broad. It was agreed that this would be considered and appropriate wording sought to clarify.

**11.4.3 Bad Debt and Losses (Sec 6.4)**

The possible accumulative value of bad debts/losses was discussed and it was agreed that this would be included.

**11.4.4 Senior Appointments (Sec 6.12)**

It was clarified that this section referred to the process involved in Senior Appointments. Any increase in budget would be subject to discussions at the Remunerations, Appointments and Nominations Sub Committee and the Board.

**11.4.5 Delegation to SFRS Chief Officer (Sec 6.17)**

Approval of foreign travel for the Chief Officer was debated. To provide greater clarity it was agreed that this should be further revised to include a clear line of authorisation.

**ACTION: BST/VV**

**11.5 The Board approved the review and amended governance related items of the Board and its Committees, subject to Chair’s actions (final amendments) and consultation with the Board.**

**12 DRAFT EXTENDED ANNUAL OPERATING PLAN 2018/19**

**12.1** MMcA presented a report seeking approval of the draft Extended Annual Operating Plan (AOP) 2018/19 covering the period between April and September 2019.

**12.2** The Board sought clarification on the following actions:

**12.3** Transformation Action 5. DMcG stated that this referred to the programme of projects (5 combined projects). It is anticipated that from October 2019 onwards there would be an improved alignment between the AOP and the Transformation Portfolio/Delivery Plan.

**12.4** Transformation Action 3. SO’D explained that the West Asset Resource Centre was part of the original Strategic Intent Review and would bring together ICT/Stores/Fleet & Equipment Workshops.

**12.5** Transformation Action 4. MMcA explained that the Foundation Improvement Training was a package developed by Scottish Government. The Service worked with Scottish Ambulance Service to look at their methods of training and development issues around Service Improvement and as a result, the Service’s LCMS packages would be reviewed.

**12.6** Workforce Development Action 6. LB explained that the Service has a Working Together Framework, however, collective bargaining arrangements were agreed for individual projects.

**12.6** Workforce Development Action 8. LB explained the following the recent staff survey, corporate/local plans were in development therefore milestone dates were not yet identified. However, the expectation was for this action to be completed within 2 years.

- 12.7 Governance and Social Responsibility Action 9. SO'D stated that Business Continuity Plans were in place, however, this action related to bringing all these plans into a consolidated corporate standard.
- 12.8 National and Community Resilience Action 3. JD explained that the Service's Chemical, Biological, Radiological and Nuclear (CBRN) strategy was aligned with national standards. This action was more focused on national standards rather than benchmarking.
- 12.9 National and Community Resilience Action 4. JD updated the Board on the current situation noting that the Service would no longer develop their own Scottish Capability Assurance Support System and would now use the ESS to record our New Dimensions resources. SO'D advised the Board that the Digital Steering Group prioritised ICT projects across the Service and should there be any issues with capacity this would be flagged.
- 12.10 Governance and Social Responsibility Action 10. The Board were reminded that this was a historical document and the next iteration would be updated. SO'D also made reference to the briefing note which provided an update on environmental matters at a recent Strategy Day.
- 12.11 The Board commented that there was no reference to Leadership Development under Workforce Development within the EIA. The comment was noted, however, due to this document being historical this would be captured within the next iteration.
- 12.12 MMcA stated that a closing report would be provided at the end of the Plan and the Board sought assurance that updates on any incomplete/delayed actions would also be given.
- 12.13 The Board commented on the high standard of the EIA and noted that individual EIA's may be required for certain actions as identified in the scoping process.
- 12.14 **The Board approved the extended Annual Operating Plan 2018/19.**
- 13 SOCIAL IMPACT PLEDGE 2019**
- 13.1 MMcA presented a report to the Board seeking approval of the 3 projects recommended to support the Scottish Government's Social Impact Pledge Initiatives in 2019. The recommended projects were Human Trafficking Reduction in City of Glasgow; Positive Steps with Partners in North Ayrshire; and Together Angus Project Brechin. A total of 10 projects were nominated within the Service. The 7 projects not recommended at this time would still continue to be progressed and information was available on all projects.
- 13.2 MMcA noted that an Evaluation Framework had been developed for prevention projects and would now be converted into a corporate evaluation framework. This would be used on all projects and help to capture/monitor benefits/impacts. DMcG provided a brief update on the evaluation process for the Building Safer Communities Programme, noting the online hub would help demonstrate good practice across all public/private/3<sup>rd</sup> sector organisations for community safety.
- 13.3 The Board noted that the evaluation of projects should be qualitative rather than just quantitative. The Board requested an update at a future Strategy Day on the impact/achievements of these initiatives.

**ACTION: BST**

**NOT PROTECTIVELY MARKED**

- 13.4 The Board made reference to the evaluation matrix on how the projects were selected and measured. DMcG stated that the new policy covers this and could be made available to the Board.
- 13.5 The Board commented on the wider roll out of projects. DMcG stated that this was effectively undertaken through the regular meetings of the local Prevention & Protection Managers. Local community safety initiatives, as well as partner initiatives, are discussed and shared.
- 13.6 The opportunities to raise the profile and showcase initiatives both within and outwith the Service was discussed.
- 13.7 **The Board approved the 3 recommended initiatives as Scottish Fire and Rescue Service's Social Impact Pledges for 2019.**

14 **COMMITTEE UPDATES**

14a **Audit and Risk Assurance Committee (ARAC)**

- i. BB reported that the Committee held a public meeting on 27 March 2019 and referred the Board to the attached draft minutes noting that a verbal update was provided at the previous Board meeting. He highlighted the following issues:
- Internal Audit Programme
  - Tendering process for Internal Audit services to commence.
  - Successful GDPR Implementation.
  - Risk spotlight on cyber security.

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

14b **Service Delivery Committee (SDC)**

- i. NB reported that the Committee held a public meeting on 14 March 2019 and referred the Board to the attached draft minute, noting that a verbal update was provided at the previous Board meeting.

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

14c **Staff Governance Committee (SGC)**

- i. AB reported that the Committee held a public meeting on 7 March 2019 and referred the Board to the attached draft minutes noting that a verbal update was provided at the previous Board meeting.
- ii. SO'D queried the draft minutes in relation to the Firefighters Pension item and agreed to discuss further outwith the meeting.

**ACTION: SO'D**

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

14d **Transformation and Major Project Committee (TMPC)**

- i. MD reported that the Committee were scheduled to hold their next public meeting on 9 May 2019 and a private Benefits Realisation Workshop on 2 May 2019.

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

14e **Integrated Governance Committee (IGC)**

- i. KD reported that the Committee held a public meeting on 27 March 2019 and referred the Board to the attached draft minutes noting that a verbal update was provided at the previous Board meeting.

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

**NOT PROTECTIVELY MARKED**

**15 RISK THEMES**

15.1 No new risks were identified.

**16 DATE OF NEXT MEETING**

16.1 The next meeting of the Board is scheduled to take place on Thursday 27 June 2019 at 1000 hrs at Highland Council Headquarters, Charles Kennedy Building, Achintore Road, Fort William PH33 6TZ.

16.2 There being no further matters to discuss in public, the meeting closed at 1130 hours.

**PRIVATE SESSION**

**17 MINUTES OF PREVIOUS MEETING: 27 MARCH 2019**

17.1 The minutes were approved as an accurate record.

**18 DRAFT STRATEGIC PLAN 2019-22**

18.1 MMcA presented the report seeking Board support for the draft Strategic Plan 2019-22 and agreement for its release for a 10 week consultation period on 9 May 2019. During discussions the Board commented on and requested several amendments to the plan.

18.2 **The Board approved the draft Strategic Plan 2019-22, subject to final amendments being approved by the Chair/Deputy Chair and final consultation with the Board.**

**19 EMPLOYERS LIABILITY CLAIM AGAINST THE SCOTTISH FIRE AND RESCUE SERVICE**

19.1 SO'D presented a report to the Board seeking approval in relation to an employer's liability claim raised against the Service.

19.2 **The Board approved the report and accepted the recommendations made by Clyde & Co.**

**20 MODERNISING AND BROADENING THE FIREFIGHTERS ROLEMAP**

20.1 An update to the Board on the current situation for the Service was given. Future options were also discussed.

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