



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 16 DECEMBER 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Kirsty Darwent, Chair (KD)
Stuart Ballingall (SJB)
Steve Barron (SBa)
Lesley Bloomer (LBI)
Malcolm Payton (MP)
Tim Wright (TW)

Fiona Thorburn, Deputy Chair (FT)
Nick Barr (NB)
Brian Baverstock (BB)
Angiolina Foster (AF)
Paul Stollard (PSt)
Mhairi Wylie (MW)

IN ATTENDANCE:

Martin Blunden (MB)	Chief Officer
Ross Haggart (RH)	Deputy Chief Officer
Liz Barnes (LBa)	Director of People and Organisational Development
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Iain Morris (IM)	Acting Director of Asset Management
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
John Thomson (JT)	Acting Director of Finance and Procurement
Roy Dunsire (RD)	Group Commander, Prevention and Protection (Item 11 only)
Marysia Waters (MWa)	Head of Corporate Communications (Item 11 only)
Alasdair Cameron (AC)	Group Commander Board Support
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

Richard Gorst, HMFSI

1 CHAIR'S WELCOME

- 1.1 KD opened the meeting and welcomed those participating and observing via MS Teams.
- 1.2 The Board were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.
- 1.3 This meeting would be recorded and published on the public website.

2 APOLOGIES

- 2.1 John Dickie, Assistant Chief Officer, Director of Training, Safety and Assurance

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- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
3.1 The Board agreed that the Liability Claim Against SFRS would be taken in private due to confidential matters relating to an individual (Standing Order 9A).

4 DECLARATION OF INTERESTS

- 4.1 There were no declarations of conflict of interests made.
- 4.2 For transparency, LB advised the Board of her role as Board Member within the West Lothian Partnership and Wheatley Solutions Limited, which are subsidiaries of the Wheatley Group who had consulted on the Automatic Fire Alarms Consultation (Item 11). It was agreed that there was no conflict of interest which would prevent her full participation in any discussions.

5 MINUTES OF PREVIOUS MEETING: THURSDAY 28 OCTOBER 2021

- 5.1 The minutes were agreed as an accurate record of the meeting.
- 5.2 **The minutes of the meetings held on 28 October 2021 were approved as a true record of the meeting.**

6 ACTION LOG

- 6.1 There were no outstanding actions.

7 DECISION LOG

- 7.1 The Board considered the Decision Log.
- 7.2 **Members noted the updated Decision Log.**

8 CHAIR'S REPORT

- 8.1 The Chair presented her report noting events which had occurred since the Board meeting held on 28 October 2021. The following key points were highlighted:
- Joint meeting with Tom Steele and Martyn Evans, Chairs of Scottish Ambulance Service and Police Scotland, respectively, as part of the Reform Collaboration Group to help drive forward collaboration opportunities. SFRS will resume the role of facilitating the meetings from Spring 2022.
 - Regular meetings with Robert Scott, HMFS Chief Inspector and the Chief Officer, which are valued by both parties as an opportunity to share future aspirations.
 - Attendance at upcoming Graduation Ceremony on 17 December 2021.

- 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 28 October 2021. In addition to the written report, the Chief Officer provided a verbal update on the following key areas:
- Condolences had been extended to the family and friends of Watch Commander Colin Speight, who sadly passed away at the weekend.
 - Final Annual Report and Accounts for 2020/21 were signed on 15 December 2021. An unqualified audit opinion had been received from Deloitte.
 - Agreement had been reached to resolve the potential financial impact arising from unissued fire kit and resulted in a one-off in year adjustment being received. Thanks were extended to all those involved.
 - Congratulations were extended to the Carbon Management and Environmental Team who have, and are continuing to, secure external funding (circa £6.5million to date) to support the Service's aim to be carbon neutral. Through a joint venture with Scottish Futures Trust, the Service would commence an 18-month trial of a low emission electric fire appliance. This trial period was anticipated to commence in summer 2022. Further updates would be provided as and when available.

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- 9.2 SS advised the Board that the Service had re-established structures to respond to the Omicron variant and this supports the guidance from Scottish Government. The Tactical Action Group have reinstated some measures from the Level 4 guidance to minimise the impact of Covid. Current advice to staff is pragmatic, proportionate, scalable and builds on the previous work in response to Covid. The Deputy Chief Officer was regularly meeting with the Strategic Resilience Partnership as advice is provided through to Scottish Government. Close links would be maintained throughout the Christmas period adjusting our guidance/advice to staff in conjunction with the impact of this variant on our ability to function as an organisation as well as the guidance coming from Scottish Government. SS highlighted the high transmission rates, increased absences within the Service and the immediate steps taken to bolster resilience over the forthcoming holiday period.
- 9.3 The Board asked whether the absences were due primarily to confirmed cases or self-isolation. SS indicated that it was a combination of both alongside the normal seasonal absences. SS advised the Board that the Service could apply to Scottish Government to request an exemption (self-isolation) should absence levels become critical.
- 9.4 The Chief Officer provided a verbal update on the following key risks:
- Health and wellbeing of staff which was a continual and increasing risk.
 - Pressure on Capital Budget in future years.
 - The flat cash capital budget of £32.5million presents significant challenges over the coming year, particularly in light of the increase in material costs.
 - Significant investment required to repair, rebuild or relocate 14 fire stations with Reinforced Aerated Autoclaved Concrete (RAAC) panels. Service Delivery Model Programme/Community Risk Index Model (SDMP/CRIM) analysis to be used to support any proposals. Discussions have already commenced with Scottish Government due to the potential capital requirements. Opportunities to maximise partnership working would be sought.
 - Revenue Budget 2022/23 increased by £9.5million (3.3%) based on the pre-Covid 2019/20 budget. Note of caution expressed that we were still in Covid and the Service was in Year 1 of a 3 year Covid recovery programme. Future significant financial impact was anticipated from the recovery programme, increased National Insurance contributions and inflation rates. Potential budget shortfall anticipated for the coming year. Budget Strategy 2022/23 was currently being developed and would be presented to the Board in February 2022.
- 9.5 The Board noted the importance of financial planning, pressures on public spending and efficiencies. MB commented on his concerns regarding the budgetary situation facing the Service in the coming year and the difficulties in managing an annual budget without the ability to carry reserves. MB advised the Board that Scottish Government would be producing a 3-year Revenue Budget Framework which would provide some indication on future budgets, however, this would not address the issues faced during the coming year. MB noted the potential long term implications regarding recruitment, retirement profile and Covid recovery resourcing.
- 9.6 In regard to RAAC panels, the Board sought assurance on the measures in place to monitor the condition of the 14 stations affected. MB assured the Board that the Estates team and station personnel regularly assessed the stations, they were safe and secure and the situation was being managed appropriately. As and when necessary, minor repairs were undertaken to ensure the stations remained watertight.
- 9.7 In regard to broadening the role, MB advised the Board that the scheduled meeting on 18 November 2021 was cancelled due to ill health and a new date had yet to be identified. MB reminded the Board that these discussions were pre-set with the proviso that no additional monies was available, however, following an agreement on the role

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both the Service and the Fire Brigades Union (FBU) would approach Scottish Government to seek support.

9.8 **The Board noted the report and verbal update.**

10 **COMMITTEE UPDATES**

10.1 **Change Committee (CC)**

10.1.1 FT reported that the Committee held a public meeting on 4 November 2021 and referred the Board to the attached draft minutes. FT highlighted the following:

- Robust discussion regarding major projects including West Asset Resource Centre (ARC), SDMP, etc.
- Progress update on the People, Training, Finance and Assets System (PTFAS) programme including the People, Payroll and Finance and Rostering projects.
- Progress update on the Portfolio Office including the successful recruitment of a Change Centre of Excellence Manager, who will formally take up their role in January 2022.
- Discussion re risk appetite.
- Progress update and assurances on Command and Control Futures project.
- Spotlight on risk POD010 (Project Support) identified for next meeting. It was noted that although POD010 was POD specific resources, there was a general challenge with capacity across the Service particularly considering the developing situation with Omicron.

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

10.2 **Audit and Risk Assurance Committee (ARAC)**

10.2.1 BB reported that the Committee held a public meeting on 14 October 2021 and referred the Board to the attached draft minutes, noting that a full verbal update had been provided at the previous meeting.

10.2.2 BB acknowledged the work that had been undertaken to develop risk across the organisation and noted that there was now a need to understand how this was being operationalised, what the benefits were and the scrutiny being applied. BB invited Committees to provide feedback at future meetings on their reflections of the new tabular format with succinct narrative and whether this supported the ability to scrutinise risks effectively.

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

10.3 **People Committee (PC)**

10.3.1 MW reported that the Committee held a public meeting on 2 December 2021 and provided a verbal update, highlighting the following:

- Discussion took place regards the contents of both the People and Organisational Development and Training, Safety and Assurance Performance and Risk Reports and the Committee would consider and consolidate their position prior to any changes being requested.
- Update on Audit Inspection Action Plan for Training of Retained Duty System (RDS) Personnel.
- Update on RDS Terms and Conditions.

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

10.4 **Service Delivery Committee (SDC)**

10.4.1 NB reported that the Committee held a public meeting on 24 November 2021 and provided a verbal update, highlighting the following:

- Service Delivery update report which included an update on the successful Conference of Parties (COP26) event and were provided with assurances on recent

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issues and action taken within Operations Control. The recent attacks on firefighters during the bonfire period were highlighted and condemned by the Committee.

- Quarterly Performance Report included scrutiny of the live dashboard.
- HMFSI Action Plans and 2 closing reports were scrutinised.
- Update on Automatic Fire Alarms Consultation.
- Update on the clinical governance Memorandum of Understanding with Scottish Ambulance Service.
- New standing agenda item on climate change with the focus for this meeting being Climate Change Report and Preparedness for Flooding and Water Rescue Incidents. The focus for the next meeting would be wildfires.
- Welcomed Robert Scott, HMFSI to his first meeting as an attendee.
- Discussion re a potential future workshop to discuss benchmarking.

10.4.2 The Board noted the assurances provided following the successful delivery of the COP26 event. The Board recognised the outstanding efforts and high quality of work undertaken to ensure the event was successful.

10.4.3 Grenfell Tower Fire Update

SS provided the Board with an update on the work undertaken by the Service in conjunction with relevant partners, following the Grenfell Tower fire tragedy in June 2017. The following key points were highlighted:

- Update Report 9 presented to the Committee, noting 8 actions remained outstanding. Of which, one action was on track for completion, 7 actions had been extended due to further testing/exercising being required and 8 actions have been closed.
- Since the meeting, further testing/exercises had taken place on 8 December 2021. New procedures and guidance would now be rolled out early 2022 with a detailed familiarisation period and further training events would be scheduled. Anticipated that the closing report would be presented to the next SDC meeting.
- Grenfell Phase 2 Enquiry has commenced. Scottish Government have established a Phase 2 Working Group, which the Service is represented on. Internally, the Service's Fires in Tall Buildings Working Group would be closely following the enquiry. Expectation that the Phase 2 enquiry would produce a broad range of recommendations.

10.4.4 SS briefed the Board on the successful and safe delivery of COP26, noting his pride in the hard work and efforts of the dedicated team and volunteers throughout the preparation and during the event itself. SS noted that the cost recovery process had commenced and a full evaluation, including lessons learnt, would be undertaken.

10.4.5 **The Board noted the draft minutes and verbal updates.**

(R Dunsire and M Waters joined the meeting at 1050 hrs)

11 **REDUCING UNWANTED FIRE ALARM SIGNALS: CONSULTATION RESULTS AND RECOMMENDATIONS FOR RESPONDING TO AUTOMATIC FIRE ALARMS**

11.1 SS presented a report to the Board which contained the results of the public consultation and sought approval of the recommendations as noted below:

- That Option A is adopted as the preferred model for responding to Automatic Fire Alarms (AFA);
- That the automatic exemption applied to hospitals is increased to a pre-determined attendance (PDA) of 2 appliances regardless of time of day and shall be subject to periodic review;
- That implementation of the preferred option is delayed until April 2023, and
- That the COVID-19 interim response to AFA's remains in place until go live of the preferred option.

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- 11.2 SS reminded the Board that Unwanted Fire Alarm Signals (UFAS) averaged circa 29,000 calls per annum and resulted in over 57,000 blue light journeys. With approximately 97% of all AFAs being UFAS calls, the Service could reinvest this time to focus on additional preventative and training activities as well as other emergency responses.
- 11.3 The Board sought assurance that a generic national response would not adversely affect remote and rural communities and questioned to what extent was consideration given and assurance provided to these communities that their position had been understood. The Board also commented on the difference in risk perceptions across educational facilities due to the age ranges involved.
- 11.4 RD reminded the Board that the Equality Impact Assessment (EIA) contained a detailed section on the Scottish Islands impact and the engagement and consultation carried out by the Local Senior Officer (LSO). RD assured the Board that the Service were aware of the risks noting that it was minimal, although not insignificant, and a suite of measures to monitor and address the impact would be developed as part of the implementation plan.
- 11.5 The Board welcomed the 12-month delay which would provide the opportunity to raise awareness of dutyholders responsibilities, provide training and support.
- 11.6 With regard to sleeping risks properties, RD noted that an exhaustive list of exemption property types was contained within the Consultation report. RD confirmed that sheltered housing, student halls of residence and prisons were included within the exemption list. Any police stations with holding cells would be classed as a sleeping risk if this information was presented to Operations Control.
- 11.7 SS confirmed that recommendations arising from Rosepark Care Home incident have been taken into consideration and addressed in the proposals.
- 11.8 The Board sought clarification on the FBU's comment regarding not being formally consulted on the proposed arrangements. RD confirmed that the FBU have been fully appraised throughout the options appraisal process. As part of the options appraisal process, the FBU were invited and attended the Staff and Stakeholder Workshop in February 2021 which tested and evaluated the response options. Throughout the options appraisal process, Deputy Assistant Chief Officer Ali Perry continued to engage with the FBU on a regular 2-weekly basis to provide updates on progress. Following this Board meeting, the FBU would be informed of the Board's decision.
- 11.9 The Board noted Judicial Review was the most likely mechanism for challenge and sought assurance that the Service's decision making process had been robust. In his opinion, SS noted that the entire consultation and engagement process had been exemplary. MWa agreed and confirmed that the Service had undertaken a robust process, followed best practice, recognised impact of Covid, consulted as appropriate throughout the process and noted that feedback from the consultation had been used to refine the options presented today.
- 11.10 SS confirmed that Operations Control already call challenge AFAs, including premises with PDAs, and would always mobilise if there was any doubt.
- 11.11 The Board asked for an agreed review strategy including timelines to be developed. SS noted that review periods would be built into the implementation process. SS further noted that the Operational Assurance process would also be used to identify any issues. RD indicated that the quarterly NHS Fire Safety meetings would provide an opportunity

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to review and raise any issues. However, RD noted that it would be prudent to identify a formal review period would be identified.

- 11.12 The Board welcomed the clear presentation of dutyholder legal responsibilities within the report but noted the lack of awareness by dutyholders which had been highlighted through the consultation. SS agreed that the lack of awareness by dutyholders had been highlighted and advised that a high-profile campaign and guidance would be developed to raise awareness, educate and support dutyholders. SS also noted the need to raise awareness within the alarm reporting centres.
- 11.13 In regard to enhanced technology solutions, SS informed the Board that the Fire Safety Enforcement teams do encourage the adoption of technological solutions.
- 11.14 SS confirmed that the UFAS element was included within Systel's scope of procurement and build.
- 11.15 The Board noted that the potential savings would be reinvested into prevention and training, however, it was queried whether more strategic discussions would be appropriate to identify how this could be deployed. MB noted that one of the outcomes of the failed broadening the role exercise was the personnel's concern regarding capacity for training and being properly equipped to take on these roles. MB stated that this had been taken on as a strategic priority as firefighters undertaking an all risks and hazards approach to preventing/responding to active unintentional harm across Scotland was a priority within our Strategic Vision. MB noted that there were two aspects in terms of capacity, the first relating to being unsuccessful in upskilling firefighters for additional roles and the second relating to the successful negotiation and development of a compelling business case to seek funding to broaden the role. The business case would be presented to Scottish Government and would highlight the benefits and value to both the Service and the wider public sector.
- 11.16 The Board requested further analysis on the potential extra hours for firefighters and this would be circulated outwith the meeting.
- ACTION: SS**
- 11.17 SS agreed to the Implementation Plan, including timelines and milestones, would be provided to Service Delivery Committee when finalised.
- ACTION: SS**
- 11.18 **The Board approved the recommendations to adopt Option A as the preferred model, delay implementation to April 2023 and for the current Covid interim response to remain in the interim period.**

(Meeting broke at 1133 hrs and reconvened at 1145 hrs)

12 GAELIC LANGUAGE PLAN 2022-2025

- 12.1 LBa presented a report to the Board seeking approval for the 2nd iteration of the SFRS Gaelic Language Plan (GLP) ahead of the public consultation (commencing mid-January 2022) in line with the Gaelic Language (Scotland) Act 2005. LBa highlighted the following:
- Since the first iterations of the GLP, the Service undertook an Employee Survey and 98 respondents self-identified as having some Gaelic language skills ranging from basic greetings to fluent in speech, reading and writing.
 - Corporate Parenting Plan ensures that children and young people and care leavers with Gaelic, receive the same opportunities as those with other languages.
 - External funding provided by Bòrd na Gàidhlig enabled the Service to work in partnership with a leading Gaelic speaking trainer, to develop a suite of Gaelic

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Awareness modules. These awareness training modules had been extended to other emergency services and local authorities.

- UFAS public consultation was produced in both Gaelic and English with the aim to take this approach with future consultation.
- Bòrd na Gàidhlig have developed a set of standardised Corporate Service Aims and whilst implementing the 2nd GLP and to meet our statutory obligations, the SFRS must make a commitment to move beyond the initial first steps taken during our first plan.
- New key actions identified in the 2nd GLP included reviewing processes for communicating in Gaelic, encourage Gaelic within the workplace, dual signage replacement, consideration of Gaelic skills within job profiles and all corporate publications to be produced in Gaelic and English.

- 12.2 The Board sought clarification on the learning outcomes from the Gaelic Awareness training, how was this training being promoted and was there anything further the Service could or should be considering. LBa reminded the Board that the Service were building on the previous GLP to embed activities and awareness into all decision-making processes. It was recognised that more could still be done. LBa confirmed that the training was to raise awareness only.
- 12.3 The Board commented on the important role the Service has in promoting the use of Gaelic for cultural and heritage purposes. It was noted that in some areas, Gaelic was the first and only language spoken within communities.
- 12.4 LBa informed the Board that the Service had been lobbied to replace all existing signage with dual signage (via normal replacement programme), publish public consultation in Gaelic and provide written correspondence in Gaelic when appropriate.
- 12.5 In regard to the public consultation, LBa confirmed that the consultation would inform the public of the Service's intentions, request feedback and seek agreement for the proposals.
- 12.6 LBa informed the Board that part of the promotion process to raise awareness, the Service would be inviting staff to broaden their view on Gaelic, encourage uptake on training both internally and externally available and promote more Gaelic speaking in Operations Control.
- 12.7 With regard to Operations Control, it was noted that some place names, or descriptions of locations, depend on a knowledge of Gaelic. LBa confirmed that the Service would continue to encourage control personnel to have an understanding of Gaelic. SS reminded the Board that the Service had use of the emergency translation services which could be used in operational delivery.
- 12.8 LBa noted that consideration would be given to funding a specific Gaelic language training programme.
- 12.9 The Board noted the variety of languages spoken across Scotland and queried whether consideration would be given to make similar adjustments. LBa reminded the Board that the Service were required to adhere to the legislation, which focused on the promotion of Gaelic heritage and cultural.
- 12.10 In conclusion, the differing views of the Board were noted, however, it was agreed that the consultation, except for one amendment, was approved for public consultation. The Board requested that reference to the Highland counties should be removed.

ACTION: LBa

12.11 **The Board approved the Gaelic Language Plan, subject to one amendment, and the proposed public consultation questionnaire.**

13 RESOURCE BUDGET MONITORING REPORT – OCTOBER 2021

13.1 JT presented a report advising the Board of the resource budget position for the period ending 31 October 2021. JT outlined the analysis of the financial position and referred Members to Appendix A of the report, which identified the current resource position showing an underspend of £1.616million and a forecast year-end underspend of £0.290million. This forecast position was on the basis that additional funding would be received to support the Service's investment in COP26, Test & Protect and Emergency Services Mobile Communications Programme (ESMCP). Spend to date for these projects were (£0.920million). Subsequent to this report being issued, Scottish Government have confirmed that the Service would receive additional funding of £0.261million (Resource) and £0.112million (Capital) for ESMCP. Anticipated spend for COP26 event was less than forecast and this significantly reduces the risk around expenditure for this event. The following key points were highlighted:

- Three budget virements during this period: Marauding Terrorist Attacks (MTA) training increased by £0.081million, Support Staff (ICT) budget increased by £0.059million and Cameron House fatal accident enquiry increased by £0.003million.
- Key risks relate to overtime, recruitment, holiday pay/time off in lieu accruals and the ongoing impact of Covid.
- Forecasted variations related to:
 - Wholetime costs forecasted overspend (£2.496million) due to pay offer, increased overtime and reduced recruitment rates. Strategic Leadership Team have recently approved accelerated recruitment plans.
 - Support Staff costs forecasted overspend (£0.091million) due to increased recruitment however, it is anticipated that this will be brought back into line by the end of the financial year.
 - Retained/Volunteer Duty System (RVDS) costs underspend (£1.940million) due to delay in harmonising terms and conditions and reduction in training activities.
 - Subsistence costs underspend (£0.311million) due to Covid restrictions and localised training delivery.
 - Property costs underspend (£0.748million) due to reduction in rates and sale of legacy sites. Additional costs for remedial works relating to RAAC panels have been included in this forecast.
 - Transport costs underspend (£0.244million) due to the ongoing reduction in travel.
 - Third party payments overspend (£0.203million) due to the PTFAS programme being adjusted to resource budget. This allowed previous capital budget for PTFAS to be used to purchase powered rescue equipment.

13.2 The Board sought further clarification whether the forecasted overspend on Wholetime costs was temporary or a long-term issue. JT noted that the Service were anticipating being under the Target Operating Model (TOM) until August 2024 due to reduced recruitment and anticipated retiral rates, therefore this would be long term. Although the Service was currently under the TOM, the overtime costs have increased which attribute to the forecast overspend. As previously discussed, the Service have committed to resourcing the recovery activities and these have been factored in to the overall financial position. JT reminded the Board of the budgetary challenges facing the Service relating to Wholetime and RVDS costs to maintain business as usual activities.

13.3 The Board queried whether some of the measures introduced due to Covid would be adopted in the long term, ie reduced travel, etc. JT noted the aspirations not to automatically revert to previous practices and Digital First supported this approach. RH reminded the Board that the Recovery, Reset and Renew Programme would review

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and identify opportunities for the Service. A future Strategy Day session would be scheduled to provide a full update to the Board.

13.4 With reference to the Chief Officer's early comment regarding Scottish Government's 3-year Revenue Budget Framework, the Board asked whether this would provide the Service with more flexibility to manage budgets. JT noted that although the resource spending review and the potential multi year budget would be welcomed, the Service would still retain the inability to carry forward reserves.

13.5 **The Board scrutinised the resource budget position for the period ending 31 October 2021.**

14 CAPITAL MONITORING REPORT 2021/22 – 31 OCTOBER 2021

14.1 JT presented a report advising the Board of the actual and committed expenditure against the 2021/22 capital budget position for the period ending 31 October 2021. It was anticipated that the revised budget of £40.322 million would be spent by the end of the financial year. The following key points were highlighted:

- Excellent work by the Environmental Team who have secured another £1.5million funding from Transport Scotland for electric charging with the agreement that this would be carried forward into 2022/23.
- Budget virements within October related to budget transfers from PTFAS project to ICT Network Infrastructure (£0.065million) and Operational Equipment (£0.635million) for the purchase of powered rescue equipment.
- Progress update on the capital programme:
 - McDonald Road progressing well, station personnel have decanted back into the station, main contractor expected to be off site by 29 December 2021. Work to commence on the Museum in January 2022 and anticipated completion by March 2022.
 - Fire station development – Potential hybrid model being considered for Uig (Isle of Lewis) Fire Station.
 - Minor works and dignified facilities – This programme has been impacted by the damaged caused by Storm Arwen.
 - Fleet – Some slippage with the delivery of chassis but overall positive position.
 - PPE & Equipment - Various logistical issues but confident on the ability to deliver against the budget.
- New risk relating to the asset condition and suitability of the estate has been added to the Strategic Risk Register.

14.2 With regard to the known risk relating to hydraulic rescue equipment (HRE), the Board sought assurance on what mitigations were in place. IM advised the Board that there were strict HRE protocols in place, as well as a servicing, maintenance and checking regime. IM noted that although this does not entirely mitigate the risk, confidence and reassurance could be taken from the heightened awareness and increased control measures.

14.3 The Board queried whether the CRIM and risk analysis was proving helpful given the earlier update on the estates. IM noted that he was actively working with the SDMP group to look at the 14 stations with RAAC panels, Uig Fire Station as well as other stations. IM further noted that opportunities were starting to arise with partner agencies in regard to shared services and this would be considered alongside the CRIM work. Additional engagement opportunities had been identified through Hubs and Scottish Futures Trust.

14.4 The Board acknowledged the efforts and commitment from all those involved in this complex McDonald Road Refurbishment project and expressed their gratitude to the station personnel, who continued to maintain operational delivery throughout the duration of the project. IM welcomed the Board's support and noted that a specific

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Residents Open Day would be arranged to thank the local community for their patience and support during the project.

14.5 The Board scrutinised the level of actual and committed expenditure for the period ending 31 October 2021.

(Meeting broke at 1125 hrs and reconvened 1140 hrs)

15 COMBINED RISK AND PERFORMANCE Q2 2021/22 PROGRESS REPORT

15.1 MMcA presented a report advising the Board of the quarterly progress made against the strategic outcomes and objectives. He noted that individual Committees undertake detailed scrutiny of performance and risk and this report presented a high-level overview to the Board. The following key points were highlighted:

- Increased number of risks reporting Red, which is reflective of the more dynamic risk management across the Service. This has been subject to detailed discussion by the Audit and Risk Assurance Committee.
- Review of Annual Operating Plan (AOP) noted good progress, however, this was prior to the escalating Omicron situation. The AOP would continue to be kept under review.
- Within Quarter 2, key performance indicators have shown a return to normal patterns.
- During a quality assurance process, an anomaly had been identified within the reporting of Fire Casualties data and processes have since been put in place to address this issue.

15.2 In regard to Objective 2.1 (Resources), MMcA reminded the Board of the ongoing work and recruitment within the Portfolio Office which should bring this objective back on track within Quarter 3.

15.3 MMcA advised the Board that the health and safety data relating to RIDDOR injuries, accidents and injuries, etc was unavailable at the time the report was prepared and would be included in future reports.

15.4 The Board commented on the 4 Very High risks and 5 High risks. MMcA advised that the Very High risks related to Covid and financial issues during the year. These were discussed at ARAC and it was recommended that the Service should actively highlight these risks as Red in an attempt to use a more dynamic understanding of risk management. The Board commented on the importance of transparency relating to the mitigations to reduce the impact of any risks. MMcA noted that it was the Committees' role to undertake detailed scrutiny of risk with a summary overview being presented to the Board for awareness.

15.5 It was noted that the high level risk analysis would now benefit from further explanation within the narrative of the report. From a governance perspective, it was important that the scrutiny and challenge, undertaken by Committees, should be captured within this performance report. The Committee updates at Board meeting also give an opportunity for any areas that have recently been spotlighted at Committee to be highlighted.

15.6 MMcA noted that a risk appetite session was scheduled for the next Strategy Day (27 January 2022).

15.7 RH confirmed that all High risks and mitigations were scrutinised and discussed at Board or Committee level but agreed that this detail was not necessarily captured within the summary report presented. RH advised the Board that a further review, with a focus on the contents, of the risk register and as part of our continuous improvement.

15.8 The Board scrutinised the Combined Risk and Performance Quarter 2 Progress

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Report.

16 RISK THEMES

- 16.1 There were no other new or emerging issues identified during this meeting.
- 16.2 The Board noted the risks highlighted during the meeting were already captured within the risk register and would continue to be discussed at future meetings. These risks were health and wellbeing of staff, capital and revenue budget challenges.

17 FORWARD PLAN

- 17.1 The Forward Plan was noted and would be kept under review.

18 DATE OF NEXT MEETING

- 18.1 A Special Board meeting would be scheduled on Thursday 24 February 2022 @ 0930 hrs to discuss the Budget Strategy 2022-25.
- 18.2 The next formal meeting of the Board is scheduled to take place on Thursday 31 March 2022 at 1000 hrs.

There being no further matters to discuss in public, the meeting closed at 1315 hours.

PRIVATE SESSION

19 MINUTES OF PREVIOUS PRIVATE MEETING: THURSDAY 28 OCTOBER 2021

- 19.1 The private minutes were agreed as an accurate record of the meeting.
- 19.2 **The minutes of the private meetings held on 28 October 2021 were approved as a true record of the meeting.**

20 PRIVATE ACTION LOG

- 20.1 The Board considered the private action log noting the updates and agreed the removal of completed actions.
- 20.2 **Members noted the updated Private Action Log and approved the removal of completed actions.**

21 LIABILITY CLAIM AGAINST SFRS

- 21.1 JT presented a report to the Board seeking approval for the settlement of a Liability claim raised against the Service. Brief details of the incident, reasons for recommendation of settlement and subsequent investigation/lessons learned were noted.
- 21.2 **The Board approved the recommendation to instruct Clyde & Co to settle the claim.**

There being no further matters to discuss in private, the meeting closed at 1325 hours