



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

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

**THURSDAY 30 JUNE 2022 @ 1000 HRS**

**BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE,  
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / CONFERENCE FACILITIES**

**PRESENT:**

Kirsty Darwent, Chair (KD)  
Stuart Ballingall (SJB)  
Steve Barron (SB)  
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:**

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
David Lockhart (DL)	T/Assistant Chief Officer, Director of Service Development
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Lynne McGeough (LMcG)	Acting Head of Finance and Procurement
Denise Rooney (DR)	Equality and Diversity Manager (Item 18.3 only)
Alasdair Cameron (AC)	Group Commander Board Support
Debbie Haddow (DJH)	Board Support/Minutes

**OBSERVERS:**

Graeme Fraser, HMFSI

**1 CHAIR'S WELCOME**

- 1.1 KD opened the meeting and welcomed those participating and observing via MS Teams. On behalf of the Board, KD welcomed Andy Watt, Director of Training, Safety and Assurance and David Lockhart, T/Director of Service Development to their first official Board meeting since their recent appointment.
- 1.2 Those participating via MS Teams 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 Martin Blunden, Chief Officer  
Ross Haggart, Deputy Chief Officer  
John Thomson, Acting Director of Finance and Procurement

**3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**

- 3.1 The Board agreed that the CCF Periodic Update would be taken in private due to the confidential nature of the issues and confidential commercial and financial information (Standing Order 9E).

**4 DECLARATION OF INTERESTS**

- 4.1 There were no declarations of conflict of interests made.
- 4.2 For transparency, Paul Stollard advised the Board of his ongoing involvement in the Grenfell Tower Inquiry, however, there was no conflict of interest. (Agenda Item 10.4)

**5 MINUTES OF PREVIOUS MEETING:**

**5.1 Thursday 28 April 2022**

- 5.1.1 The minutes were agreed as an accurate record of the meeting.
- 5.1.2 **The minutes of the meeting held on 28 April 2022 were approved as a true record of the meeting.**

**5.2 Matters Arising**

- 5.2.1 At the previous meeting, during discussions relating to the Annual Operating Plan 2022/23, it was noted that a single plan, incorporating change, interdependencies and business as usual elements, would be developed. MMcA advised the Board that this consolidated plan would be developed over the summer with a view to publication in October 2022.

**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 The Board considered the Decision Log noting the impact assessments provided for decisions made 12 months ago.
- 7.2 **Members noted the updated Decision Log.**

**8 CHAIR'S REPORT**

- 8.1 The Chair presented the Chair's Update report noting events which had occurred since the Board meeting held on 28 April 2022. In addition to the written report, the Chair provided a verbal update on the following key areas:
- Recent involvement in the reference group for the appointment of the new Director of Community Safety. Don McGillivray, who held the interim role, was successful in securing the permanent position.
  - Recent attendance at Long Service Good Conduct Awards ceremonies at Dunfermline, Aberdeen and Dundee.
  - Attendance at the National Joint Council (NJC) facilitated negotiation meeting. NJC pay offer (2%) made to all UK firefighters. Although, this was less than deserved, this was considered affordable across all UK fire and rescue services (FRS). The Fire Brigades Union (FBU) were recommending rejection and there was an indication of potential industrial action in the future.

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

**9 DEPUTY CHIEF OFFICER'S REPORT**

9.1 SS presented the Deputy Chief Officer's report noting events which had occurred since the Board meeting held on 28 April 2022. In addition to the written report, SS provided a verbal update on the following key areas:

- Recent publication of Resource Spending Review (RSR) and subsequent Strategic Leadership Team (SLT) early considerations. Individual Directorate's tasked to explore potential options in response to the RSR. Further meetings scheduled to formulate and prioritise a programme of work for Board review together with any further opportunities to share resources/collaboration would be explored. Challenging and difficult decisions, based on risk and underpinned by robust evidence, will be required. Regular and consistent engagement with staff and stakeholder will be essential.

9.2 LBa advised the Board that Morden Solutions provided executive coaching services to support SLT.

9.3 With reference to the RSR, SS reminded the Board that a communication had been issued to all staff to raise awareness of the challenges facing the Service. SS noted that as well as challenges there were opportunities for the Service to reform the organisation, ie footprint, leadership, culture, diversity, etc. MMCA outlined the proposed timeline for the development of the programme of works and future presentation/engagement with the Board.

9.4 The Board queried whether the SLT would benefit from additional external support to assist them through this process. SS noted the comment which would be considered by the SLT. SS advised the Board that a similar approach, which was adopted during the merger into the single Service, would be taken. The Board extended the offer to provide additional assistance as required.

9.5 **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 12 May 2022 and referred the Board to the attached draft minutes. FT highlighted the following:

- Ongoing discussions regarding resourcing challenges and prioritisation within the Change Portfolio.
- Point raised by CC relating to overall size/scope of the People, Training, Finance and Assets Systems project.

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 30 March 2022 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 noted that the Committee held a further public meeting on 28 June 2022 and provided a verbal update, highlighting the following:

- Key governance reports including Committee Annual Report, draft Annual Governance Statement and Internal Audit Annual Report.
- Internal Audit's Final Report on the Portfolio Office: Focus was primarily advisory due to early development stage of the Portfolio Office; however, 5 recommendations were made and the SLT were asked to reconsider the management responses.

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- Internal Audit's Investigation Report into Alleged Misappropriation of Smoke Detectors/Trauma Bag. Update to be provided in the private session.
- Audit Scotland would take over the role as External Auditors in October 2022.
- Risk Management workshop to be scheduled.
- National Fraud Initiative. Committee were keen to understand what measures can be taken to increase awareness/communications to improve the level of self-declaration of interests across the Service.

10.2.3 The Board were advised that the Final Report on the Portfolio Office would be considered by the CC going forward.

10.2.4 It was confirmed that the invitation to the ARAC Risk Management workshop would be extended to all Committee Chairs.

10.2.5 **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 21 June 2022 and provided a verbal update, highlighting the following:

- Revised Employee Partnership Forum Terms of Reference were recommended for approval by the Board (Agenda Item 13).
- Scrutinised the Performance Report noting the real success in delivering competency training and that there were no RIDDOR reportable injuries during the last quarter.
- Scrutinised the Health and Safety Annual Report 2020/21 (Agenda Item 18.1). Agreed that the Annual Report 2021/22 would be presented more timeously.
- Update on the Mental Health Strategy/Mental Wellbeing Champion, notably the greater than anticipated level of interest throughout the Service.
- Risk Spotlight on Retained Duty System which highlighted the awareness across the Service, efforts being made to identify solutions and the willingness to share good practices with a view to replicating in other areas.
- Future risk spotlight on Operations Control (OC) including recruitment, retention and unique challenges/pressures faced by OC personnel.

10.3.2 With regards to no RIDDOR reportable injuries being recorded within the last quarter of the year, the Board recognised and commended the efforts of the Health and Safety Function and the wider Service on the achievement.

10.3.3 **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 31 May 2022 and referred the Board to the attached draft minutes. NB highlighted the following:

- Revised Committee membership.
- Marauding Terrorist Attacks (MTA) warm zone operator. Cadre of Flexi Duty Officers (FDO) were providing response across all 3 Service Delivery Areas (SDA). General cold zone training had been provided to Firefighters Service wide.
- Discussion re absence levels within OC.
- Update on HMFSI Action Plans and one closing report (Fleet and Equipment).
- Update on Unwanted Fire Alarm Systems (UFAS) implementation plan which reinforces the interdependency on the Command and Control Futures (CCF) project.
- Update on Clinical Governance.
- Grenfell Tower Final Report Phase 1 (separate update to follow).

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- National operational learning update from Deputy Assistant Chief Officer (DACO) Stewart Nicholson, who was the Chair of the National Fire Chiefs Council (NFCC) National Operational Learning Group.
- Climate Change report focused on Lithium-ion Batteries.
- Risk report on High Rise Firefighting.
- Items to be brought to the next meeting include a deep dive focusing on Home Fire Safety Visits (HFSV) and update on Safe and Well (S&W).

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

10.4.3 Final Report for Grenfell Tower Fire

SS presented the closing report to the Board which detailed the progress and actions taken against recommendations contained with the SFRS Grenfell Tower Phase 1 action plan. The following key points were highlighted:

- Extensive work undertaken by the Service in regard to the Phase 1 action plan and the Scottish Government Ministerial Working Group and sub groups which has resulted in significant sector built environment improvements.
- Overview of Phase 1 Action Plan, which contained 44 recommendations. With one exception, all recommendations have been considered and progressed appropriately. One action was transferred to the Command and Control Futures action plan (due to interdependencies).
- Engagement with partners via the Ministerial Working Group has been invaluable in progressing regulatory changes in Scotland which the Service have strongly influenced.
- Phase 2 inquiry was currently underway and any outcomes will be closely monitored.
- Commitment to continue to develop and improve the Service's high rise policy and procedures.

10.4.4 NB advised the Board that the SDC had continually praised the Service's approach to all recommendations, including those only relevant to London Fire Brigade. NB noted the Committee's high level of assurance regarding the work undertaken in this area.

10.4.5 The Board noted the focus and attention given to the action plan during the challenging pandemic period and the level of scrutiny applied throughout.

10.4.6 For transparency, PSt declared his interest due to his retention by the Metropolitan Police Service as part of the ongoing investigation. PSt noted the potential timescale until the Phase 2 inquiry was finalised. SS noted that the Service would retain the structure to ensure continuity and progressing actions as they arise. SS further noted the close links with the National Operational Learning and NFCC forums would continue.

10.4.7 The Chair noted PSt's non-conflicting declaration of interest

10.4.8 **The Board noted the report.**

## **11 COMBINED RISK AND PERFORMANCE REPORT Q4 PROGRESS REPORT**

11.1 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:

- SLT's discussions on the strategic risk register re improving usability and the increased visibility/discussion throughout the Service.

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- Annual Operating Plan: Total of 27 actions with 14 complete and the remaining 13 actions would be carried over to next year's plan. Any outstanding actions carried over from the previous year would be prioritised and concluded timeously.
- Corporate Measures were showing a return to normal levels. One key focus remains on improving availability.

11.2 The Board commented on several of the Pathway to Green/Next Steps statements being unclear with the potential to review.

11.3 In regard to Objective 1.1 (HFSV) and 1.3 (Accidental Dwelling Fires and Fatal Fires), SS advised the Board that any fire investigation process would capture any SFRS contact, data/statistics, etc. Any subsequent case conference process along with partners would help identify root causation factors, develop strategy and pathways to generate referral. SS noted the ongoing work to review the effectiveness of HFSV and an update would be presented to the next SDC (August 2022). MMcA noted the data analytics work being progressed to develop an algorithm/predictive modelling, etc to identify fire risk.

11.4 DL reminded the Board of the Community Risk Index Model (CRIM) data available (years 2015-2020) to the Service which could be used to inform delivery of future HFSV and operational response. Data from 2020 onwards was still being cleansed, however due regard would have to be given to the impact of Covid over the past 2 years and statistical adjustments would have to be made.

11.5 The Board noted the continued impact and delays caused by the reliance on internal ICT resources/developments.

11.6 The Board commented on the level of non-completion of mandatory training, in particular cyber security and queried the completion status of other mandatory training. AW advised the Board that completion of training modules were reported on quarterly and that the completion of mandatory training was good but some challenges remained. MMcA noted that the completion rate (cyber security) was currently 81% and through engagement with Heads of Function this was being progressed within individual teams.

11.7 The Board noted the high level of compliance of mandatory training and requested a note to be circulated to the Board for assurance purposes.

**ACTION: AW**

11.8 In regard to the implementation of Wide Area Network (WAN) (Objective 4.3) which was due for completion by the end of May 2022, DL agreed to circulate a status update to the Board.

**ACTION: DL**

11.9 Brief discussion on the potential underlying issues of non-adherence/application of policies, eg non-completion of mandatory training, non-declaration of interests, etc. It was agreed that this would be referred to the Integrated Governance Forum for further consideration.

**ACTION: BST**

11.10 The Board sought assurance on the timescale of the completion of high vulnerabilities identified through the annual penetration tests. DL advised the Board that the areas identified through the penetration testing were progressing well and cyber security remained a key priority for the Service.

11.11 MMcA reminded the Board that the Amber status (slightly off target) was applied when the measures were within 10% of the target indicators.

11.12 **The Board scrutinised the Combined Risk and Performance Quarter 4 Progress Report.**

**12 ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD**

12.1 MMcA presented a report to the Board seeking approval of the arrangements for reviewing the effectiveness of the SFRS Board, subject to any amendments. The following key points were highlighted:

- Continuing strong focus on the Board's own review of their effectiveness.
- Strength of governance arrangements within the Service as evidence by Audit Scotland and Deloitte (external auditors).

12.2 The Chair thanked the Board, MMcA, RW and the Board Support Team around the collective work to ensure continuous improvement in this area.

12.3 The Board commented on and noted the lack of action plan, potential improvements, how best to capture the risk thread linking issues. The Board were reminded that this report was identifying the processes to ascertain the issues that need to be addressed rather than highlighting areas being progressed. MMcA noted the comments and reminded the Board that this was a high-level report which referred to the wider scope report/action plan which were scrutinised at Committee level.

12.4 Following a brief discussion, it was agreed that a future Strategy Day session would be beneficial to help clearly indicate where/how improvements were being discussed/progressed as well as the Board's involvement in the review of their own effectiveness.

**ACTION: BST/MMcA**

12.5 **The Board approved the arrangements for reviewing the effectiveness of the SFRS Board.**

*(The meeting broke at 1135 hrs and reconvened at 1145 hrs)*

**13 EMPLOYEE PARTNERSHIP FORUM (EPF) – REVISED TERMS OF REFERENCE**

13.1 SB presented a report to the Board seeking approval of the revised EPF Terms of Reference (ToR) to ensure the continued effectiveness of the governance arrangements and for positive employee partnership working within the Service. The following key points were highlighted:

- Proposed that the rotation of the Chair would cease and would sit with a Board Member. This would be trialled for a period of 12 months.
- Proposed for private workshop sessions as deemed required by the EPF and a further request for short/medium/long term working groups to be convened if deemed appropriate with PC and Board approval.
- The first proposed short term working group would focus on Gender Diversity and Inclusion within the SFRS.

13.2 The Board were supportive of the proposed Gender Diversity and Inclusion within SFRS Working Group.

13.3 **The Board approved the Employee Partnership Forum's Terms of Reference.**

**14 SFRS COMMUNICATIONS AND ENGAGEMENT STRATEGY 2022-25**

14.1 This paper was withdrawn.

**15 DEBT WRITE OFF 2021-22**

15.1 LMcG presented a report to the Board seeking approval of the proposed debt write off for 2021-22 and highlighted the following key points:

- Accumulative proposed debt write off amounted to £3,719.21.
- Breakdown of individual cases and reasons.

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- All actions had been taken to recover debts, however, further legal action was now time barred.

15.2 The Chair of ARAC (BB) confirmed that the report had been presented to the Committee on 28 June 2022 and was recommended for approval by the Board.

15.3 **The Board approved the write-off of debts as identified within the report.**

### 16 RESOURCE BUDGET MONITORING REPORT 2022/23 – MAY 2022

16.1 LMcG presented a report advising the Board of the resource budget position for the period ending 31 May 2022. LMcG 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 £0.064million and a forecast year-end underspend of £1.493million. This forecast position was on the basis that additional funding would be received to support the Service's investment in Emergency Services Mobile Communications Programme (ESMCP). The following key points were highlighted:

- Virements during the reporting period related to support staff, travel and subsistence and physician services.
- Main risk was the potential to overspend within the current financial year. Primarily attributable to pay awards.
- Overall forecast of the main variations related to employee, property and transport costs.
- Overtime forecast remained significant and challenging, however, various mitigating actions were in place to manage the risk.
- Forecast underspend in both support staff and retained/volunteer duty personnel.
- Underspend in property rates costs.
- Increased transport costs (fuel).
- Summary of budgeted savings forecast during the current financial year and the current position to date.

16.2 In regard to staff costs, LMcG explained that despite the forecasted overspend, the virement of costs was required to address identified skills gaps and engagement of agency staff.

16.3 With regard to the forecasted overspend in employee costs, LMcG noted that the Service would take appropriate actions to mitigate this. SS reminded the Board of the challenges with pre-arranged overtime, impact of Covid on training/recruitment, recent pension remedy outcomes, skills gaps and target operating model (TOM) deficiencies. SS advised the Board that the Staffing Tactical Action Group and Staffing Solution Team were working closely on identifying solutions to mitigate the shortfall in the TOM including transfers, increased recruitment and development of a migration course for RDS personnel. SS offered his assurance that the Service were managing the situation and any potential impact on decisions relating to the RSR.

16.4 SS reiterated the difficult and challenging position facing the Service and assured the Board that there were levers available, if necessary.

16.5 LBa informed the Board of the positive cross directorate work being undertaken to promote the Service and attract new recruits, transfers and migrating RDS personnel. This included assistance with relocation, enhanced and focussed leadership development training, reappointment/re-engagement, etc.

16.6 It was agreed that it would be beneficial for further discussion at the Integrated Governance Forum to help identify (quantify) the fragility of the Service's position, impact of any potential industrial action and how any future change may impact.

**ACTION: BST/RH**

- 16.7 In regard to the forecasted savings, LMcG advised the Board that these savings were monitored on a monthly basis, the confidence levels on the deliverability of the savings and confirmed the RAG status was the end of year position.
- 16.8 In regard to the forecasted savings, the Board sought assurance that efficiencies and reoccurring savings were being identified to ensure a long term sustainable position for the Service. It was noted that the SLT were united and focused on this area.
- 16.9 With reference to the crystallisation of risks (pension remedy impact on increased retirement rates), the Board queried whether the risk should now be considered an issue or whether it should be retained as a risk due to mitigations. LMcG noted the comment and consideration would be given to future reporting.
- 16.10 **The Board scrutinised the resource budget position for the period ending 31 May 2022.**
- 17 CAPITAL BUDGET MONITORING REPORT 2022/23 – MAY 2022**
- 17.1 LMcG presented a report advising the Board of the actual and committed expenditure against the 2022/23 capital budget position for the period ending 31 May 2022. It was anticipated that the budget of £34.4 million would be spent by the end of the financial year. Further, LMcG sought approval from the Board for the financial commitment of £5 million for fire appliances be approved from a £7.5 million indicative Fleet Capital Budget for 2023/24. The following key points were highlighted:
- No virement within the reporting period.
  - Budget allocated spent/committed spend to date (51%).
  - Inclusion of Project Milestones (RAG status) and Deviation from Original Budget (RAG Status).
  - Risk remains that the capital budget was insufficient to meet the asset needs which will have an adverse impact on the condition and suitability of our estate assets.
  - Due to the lead time for the supply/delivery of chassis and body builds, approval was sought to financially commit £5 million for fire appliances from next year's indicative capital budget for fleet. Following consultation with Scottish Government, approval has been given to allow the Board to sanction this request.
- 17.2 IM briefed the Board of the challenges with the supply chain for fire appliances, discussions with key suppliers and the commitment to pre-order chassis/body builds to ensure future delivery. IM noted that the budget spend for the current year would be unaffected, the commitment was against the spend on next year's capital budget.
- 17.3 With regard to property projects, IM provided the following updates:
- McDonald Road Refurbishment: Nearing completion with new sub contractor (external cladding) appointed. Option for future Board/Strategy Day meeting to be held at this location.
  - West Asset Resource Centre: Progression remains ahead of schedule.
  - Fleet: Issues with supply chain previously noted. Good progress being made with the electric fire appliance.
  - PPE & Equipment: Procurement of hydraulic hoses, smoke curtains and hoods.
  - Electric Infrastructure: Challenges with suppliers (supply and demand) and connection to the national grid.
- 17.4 In regard to the long term asset management planning, it was noted that further discussions relating to budgets and prioritisation were scheduled at future Board Strategy Days. IM advised the Board that the Strategic Asset Management Plan for Property and Fleet would be brought back to the Board in due course.
- 17.5 The Board sought assurance on the Service's confidence levels to spend the budget taking into consideration the reliance on external suppliers and the mitigating actions

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being taken. IM advised the Board of the ongoing discussions with suppliers to identify position issues/delays, noted the levers available to expedite spend and the over commitment of spend on projects that can be halted or progressed as applicable. The difficulties with managing a one year budget were reiterated.

17.6 Due to the significant risk/financial pressures facing the Service, it was deemed appropriate that formal Board discussions should be held to officially record options/decision as this was a key strand of prioritisation for the Service.

17.7 **The Board scrutinised the level of actual and committed expenditure for the period ending 31 May 2022 and approved financial commitment of £5 million for fire appliances be approved from a £7.5 million indicative Fleet Capital Budget for 2023/24.**

*(T Wright left the meeting at 1245 hrs)*

### **18 REPORT FOR INFORMATION ONLY:**

#### **18.1 Health and Safety Annual Report 2020/21**

18.1.1 AW presented the Health and Safety (HS) Annual Report 2020-2021 to the Board which provided analysis of the key areas of performance during the reporting year and detailed the intended risk reduction approaches on key themes. The data detailed within the report was presented to enable a direct comparison between the previous reporting years and that any notable trends evident are identified, where relevant. The following key points were highlighted:

- Overall positive trend across all KPIs, with the exception of acts of violence.
- Completion of Health and Safety Improvement Plans increased by 12%.
- Strong performance and positive benchmarking against other UK FRS's.
- During the emerging and sustained Covid pandemic, the Health and Safety function continue to deliver business as usual as well as implementing Covid arrangements.

18.1.2 The Board welcomed the revised timeframe for the production of the Annual Report 2021/22 as agreed by the People Committee.

18.1.3 The Board were reminded that Leading Safely training was being explored for Board members to better inform and support understanding of legal requirements.

18.1.4 The Board noted their desire for wider benchmarking and the ongoing issue relating to vehicle accidents.

18.1.5 **This report was presented for information only.**

#### **18.2 Performance Management Framework (PMF) Annual Report 2020-21**

18.2.1 MMcA presented the PMF Annual Review 2020-21 which defines the Service's high level performance information and the range of indicators the Service uses to assess overall performance over a 12-month period.

18.2.2 The Board commented on the formatting of the document, with reference to the visually impaired.

18.2.3 The Board were reminded that the term Operational Core Competency was a technical term used across all UK FRSs.

18.2.4 MMcA advised the Board that the format of future Ministerial Annual Performance Review reports would be revised. The revised format would combine the PMF annual report, annual performance review report and the Chief Officer's overview report, into a single annual performance report. The Board welcomed this revision and noted that reference to existing performance reporting and future arrangements would be helpful.

18.2.5 **This report was presented for information only.**

*(D Rooney joined at 1255 hrs)*

**18.3 Mainstreaming and Equalities Outcomes Progress Report 2022**

18.3.1 LB presented the Mainstreaming and Equality Outcomes Progress report which outlined the excellent work taking place across the Service both locally and nationally to meet these requirements.

18.3.2 It was noted that this report had not formally been presented to the PC, although this area does form part of the formal work of the Committee.

18.3.3 The Board commented positively on the inclusion of case studies within the report and asked for consideration to be given to include performance data within future reports.

18.3.4 **This report was presented for information only.**

*(D Rooney left at 1300 hrs)*

**18.4 Scottish Fire and Rescue Service Working in Partnership 2020-21**

18.4.1 MMcA presented the first iteration of the SFRS Working in Partnership report for information and noted that the report would now be shared widely with staff, stakeholders and partners. The report highlighted the work of the Partnership and Collaboration Working Group and captured the breadth, depth and commitment to partnership working within the Service, particularly during the unprecedented challenging few years.

18.4.2 **This report was presented for information only.**

**19 RISK THEMES**

19.1 There were no other new or emerging risks identified during this meeting, however it was noted that some risks have progressed into issues.

**20 FORWARD PLAN**

20.1 The Forward Plan was noted and would be kept under review and subject to change.

**21 DATE OF NEXT MEETING**

21.1 The next formal meeting of the Board is scheduled to take place on Tuesday 23 August 2022 at 1000 hrs.

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:**

**22.1 Thursday 28 April 2022**

Noting a minor typographical error, the private minutes were agreed as an accurate record of the meeting.

22.2 **The private minutes of the meeting held on 28 April 2022 were approved as a true record of the meeting.**

**23 PRIVATE ACTION LOG**

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- 23.1 The Board considered the private action log noting the updates and agreed the removal of completed actions.
- 23.2 **Members noted the updated Private Action Log and approved the removal of completed actions.**
- 24 COMMAND AND CONTROL FUTURES PROJECT UPDATE**
- 24.1 GMack presented a report to the Board providing an overview of the current status of project delivery, supplier management and the scrutiny provided by key stakeholders, including the Digital Assurance Office (DAO) on behalf of the Scottish Government (SG).
- 24.2 **The Board noted the report.**