



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 27 OCTOBER 2022 @ 1000 HRS

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

PRESENT:

Fiona Thorburn, Deputy Chair (FT)
Nick Barr (NB)
Lesley Bloomer (LBI)
Malcolm Payton (MP)
Tim Wright (TW)

Stuart Ballingall (SJB)
Steve Barron (SBa)
Angiolina Foster (AF)
Paul Stollard (PS)
Mhairi Wylie (MW)

IN ATTENDANCE:

Ross Haggart (RH)
Stuart Stevens (SS)
Liz Barnes (LBa)
David Lockhart (DL)
Mark McAteer (MMcA)
Iain Morris (IM)
John Thomson (JT)
Andy Watt (AW)
Kevin Murphy (KM)
Heather Greig (HG)
Debbie Haddow (DJH)

Interim Chief Officer
Interim Deputy Chief Officer
Director of People and Organisational Development
T/Assistant Chief Officer, Director of Service Development
Director of Strategic Planning, Performance and Communications
Acting Director of Asset Management
Acting Director of Finance and Procurement
Assistant Chief Officer, Director of Training, Safety and Assurance
Group Commander Board Support
Executive Officer Board Support
Board Support/Minutes

OBSERVERS:

Robert Scott, HMFSI

1 CHAIR'S WELCOME

- 1.1 FT opened the meeting and welcomed those present and participating or observing via MS Teams.
- 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 Kirsty Darwent, Chair
Brian Baverstock, Board Member
David Farries, T/Assistant Chief Officer, Director of Service Delivery

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- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 3.1 The Board agreed that the *Legacy Settlement Claim, Command and Control Futures Update*, and *Industrial Relations* items would be taken in private due to matters being subject of legal proceedings (Standing Orders 9D), confidential commercial/financial information (Standing Orders 9E) and the confidential nature of the issues (Standing Order 9G), respectively.
- 4 DECLARATION OF INTERESTS**
- 4.1 There were no declarations of conflict of interests made.
- 5 MINUTES OF PREVIOUS MEETINGS:**
- 5.1 **Thursday 23 August 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 23 August 2022 were approved as a true record of the meeting.**
- 5.2 **Matters Arising**
- 5.2.1 There were no matters arising.
- 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 Minor typographical error was noted and amended.
- 7.3 **Members noted the updated Decision Log.**
- 8 CHAIR'S REPORT**
- 8.1 In the Chair's absence, FT presented the Chair's Update report noting events which had occurred since the Board meeting held on 23 August 2022. In addition to the written report, FT provided a verbal update on the following key areas:
- Potential industrial action update to be provided in the private session.
 - Helpful and constructive Board/Strategic Leadership Team (SLT) Development Days held on 29-30 September. Thanks to all participants.
- 8.2 **The Board noted the report and verbal update.**
- 9 CHIEF OFFICER'S REPORT**
- 9.1 RH presented the Chief Officer's report noting events which had occurred since the Board meeting held on 23 August 2022. In addition to the written report, RH provided a verbal update on the following key areas:
- Uniformed pay award.
 - Results awaited following the closure of Support Staff ballot on pay award.
 - Attendance at Justice Committee along with Deputy Chief Officer Stevens and John Thomson, Acting Director of Finance and Procurement to support and evidence budget scrutiny.
- 9.2 RH reminded the Board of the planned Fire Brigades Union (FBU) rally being held at the Scottish Parliament today as part of their political campaigning on budgets and pay.

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- 9.3 The Board acknowledged the Service's representation and presentation at the Justice Committee on 26 October 2022. RH thanked MMcA and his Directorate for their work in producing the written report for submission to the Justice Committee.
- 9.4 In regard to potential for industrial action within Scottish Ambulance Service, RH noted his understanding that the ballot for such action had been suspended pending further discussion. SS informed the Board that at a recent Strategic Resilience Partnership meeting, the potential for industrial action was discussed and plans were being put in place to ensure support for all organisations in the event of industrial action.
- 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 15 August 2022 and referred the Board to the attached draft minutes, noting that a full verbal update had been provided at the previous meeting. The next meeting was scheduled to be held on 10 November 2022.
- 10.1.2 Within the draft minutes under the People, Training, Finance and Assets System (PTFAS project update item (para 8.2.3)), clarification was requested regarding the statement "*the programme values differed from the Service's values of Safety, Teamwork, Respect and Innovation*". It was noted that an explanation for this was provided at the Change Committee and accepted.

ACTION: DL

- 10.1.3 Within the draft minutes under the Low Carbon Appliance – Proof of Concept Dossier item (para 8.1.3), FT confirmed that submission of the dossier was the first time the Committee were aware of the project.
- 10.1.4 **The Board noted the verbal update and draft minutes.**

10.2 Audit and Risk Assurance Committee (ARAC)

- 10.2.1 LBI reported that the Committee held a public meeting on 13 October 2022 and provided a verbal update, highlighting the following:
- Annual Procurement Report considered and recommended for Board approval (Agenda Item 13).
 - Internal Audit report included routine review of the scope of upcoming audits which was welcomed by the Committee.
 - Two final Internal Audit reports were presented – Funding and Revenue Maximisation and Post Pandemic Review.

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

10.3 People Committee (PC)

- 10.3.1 MW reported that the Committee held a public meeting on 3 October 2022 and provided a verbal update, highlighting the following:
- Performance and Risk reports continue to highlight the continuing pressure of staff turnovers and the 2nd consecutive quarter with no RIDDOR incidents reported.
 - Update on Staffing Solutions Team work packages.
 - Health and Safety data summary presented and Annual Report anticipated for December 2022.
 - Updates on the Rehabilitation and Physiotherapy provision and POD vision.
 - Risk Spotlight on arrangements to support Operations Control (OC) personnel.

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

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10.4 **Service Delivery Committee (SDC)**

10.4.1 NB reported that the Committee held a public meeting on 30 August 2022 and referred the Board to the attached draft minutes, highlighting the following:

- HMFSI Action Plan update noting and supporting the renewed focus on closing long term actions.
- Risk spotlight on GETAC tablets which highlighted interdependencies with Command and Control Mobilising System (CCMS).
- Update on OC Systems Resilience.
- Assurance workshop scheduled for 21 November 2022.
- Items for the next meeting (29 November 2022) include a deep dive on Home Fire Safety Visits and further update on potential industrial action.

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

11 **COMBINED RISK AND PERFORMANCE REPORT Q1 PROGRESS REPORT**

11.1 The Board were reminded that this report was originally scheduled to be presented at the Special Board meeting on 9 September 2022, which was cancelled following the death of Her Majesty Queen Elizabeth II.

11.2 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:

- Business Intelligence and Data Services Manager, Chris Fitzpatrick, to be invited to future meetings.
- Fire casualties – Discrepancies within the data and the actions taken to rectify the situation and reduce reoccurrences.
- SFRS Communication and Engagement Strategy 2021-2023 (Objective 3.4) to be deferred to early next year to take account of the impact from the Resource Spending Review (RSR). Consideration to be given to bring to a future strategy day for initial discussion.

ACTION: MMcA

11.3 In regard to Cyber Security, DL noted that there had been significant progress since the penetration testing was undertaken in June 2021. DL confirmed that any outstanding actions would be carried over to the new Annual Operating Plan (AOP), the next penetration testing was scheduled for November 2022 and the current completion rate for training (91%).

11.4 The Board noted the progress in regards to Cyber Security. The Board requested that consideration be given on the potential risk of losing previous RAG status when transferring information between future AOP revisions.

ACTION: MMcA

11.5 The Board suggested Cyber Security (penetration testing recommendations) be discussed at the next Integrated Governance Forum to ascertain the correct governance route for scrutiny.

ACTION: BST

11.6 In regard to data discrepancies relating to fire casualties, MMcA noted that the historical data was currently being reviewed and agreed to circulate an update, once available, outwith the meeting.

ACTION: MMcA

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11.7 The Board noted that the percentage of Home Fire Safety Visits carried out to high risk/vulnerable households' comparisons to previous years was omitted from this report. MMcA agreed to reintroduce this measure into future reports.

ACTION: MMcA

11.8 In regard to the Community Risk Index Model, SS confirmed that the Senior Management Board approved the decision to pursue the appointment of a consultant to provide and undertake specialist analysis and support this significant area of work.

11.9 The Board were reminded of the timescale for producing this report (approximately 6 weeks) which was necessary for data input and quality assurance processes to be undertaken.

11.10 **The Board scrutinised the Combined Risk and Performance Quarter 1 Progress Report.**

12 BOARD FORWARD PLAN SCHEDULE 2023/24

12.1 MMcA presented a report to the Board seeking approval of the proposed scheduling of Board and Committee related meetings covering the period 1 April 2023 to 31 March 2024, which supported a balance of face to face and virtual meetings. The Board were asked to note that there was the potential for additional meetings to be added to the schedule, if deemed necessary, during the course of the year.

12.2 **The Board approved the proposed 2023/24 Forward Plan Schedule.**

13 ANNUAL PROCUREMENT REPORT 2021/22

13.1 JT presented a report to the Board seeking approval for the Annual Procurement Report for the period 1 April 2021 – 31 March 2022 noting the Service's requirement to prepare and publish under the Procurement Reform (Scotland) Act 2014. JT highlighted the following:

- Presented at the Audit and Risk Assurance Committee on 13 October 2022 and recommended for decision.
- Prescriptive format of the report which aligns with Scottish Government's guidance and legislative requirements and follows best practice.
- 45 regulated procurements with an overall value of £186.0million.
- Significant work undertaken with the Supplier Development programme. Shortlisted for 2022/23 GO Awards for the category Contract and Suppliers Management.
- 85% of contract spend was through collaborative contracts.
- Increased expenditure in Small and Medium-sized Enterprises.
- 47.25% total spend during the financial year was with Scottish based suppliers.
- Ongoing commitment to climate change with specific ring-fenced funding being sourced and specific training provided to procurement team on climate change literacy.
- Commitment to fair working practices such as Project Bank Accounts and community benefits.
- Slight reduction in non-contract spend.
- 17 non-competitive actions (direct award of contract).
- Thanks to Board Member Lesley Bloomer for assistance and guidance regarding gross value added.

13.2 **The Board approved the Annual Procurement Report for the period 1 April 2021 – 31 March 2022.**

14 RESOURCE BUDGET MONITORING REPORT 2022/23 – SEPTEMBER 2022

14.1 JT presented a report advising the Board of the resource budget position for the period ending 30 September 2022. 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 £0.952million and a forecast year-end underspend of £1.911million. The following key points were highlighted:

- Revised format and reduced narrative.
- Employee Costs for OC and Other Employee costs were forecasting an overspend whilst Wholetime, On Call personnel and Support costs were forecasting an underspend.
- Forecasted overspend for Transport costs.
- Underspend forecasted on Property Costs, Supplies and Services and additional income.
- Due to the reversal of the mini budget relating to National Insurance contributions, the forecast included a positive financial impact of £0.670million.
- Forecast does not include any pay award, which are still under negotiation.
- Budget virements relating to realignment of Support Staff recruitment profile and Third Party/Central Support costs.
- Forecasted budgeted savings.
- RAG status reporting red against Transport and Agency/Consultation costs.
- Main financial risks remain the potential overspend.

14.2 In regard to the overspend in transport costs, JT advised the Board that this was due to the increase in fuel prices which were outwith the control of the Service.

14.3 The Board welcomed the revised format of the report and requested that consideration be given to include an additional column within the Analysis of Budget Savings table for “Budget Savings Achieved” so that this can be monitored throughout the year.

ACTION: JT

14.4 **The Board scrutinised the resource budget position for the period ending 30 September 2022.**

15 CAPITAL BUDGET MONITORING REPORT 2022/23 – SEPTEMBER 2022

15.1 JT presented a report advising the Board of the actual and committed expenditure against the 2022/23 capital budget position for the period ending 30 September 2022. It was anticipated that the budget of £36.64 million would be spent by the end of the financial year. The following key points were highlighted:

- Additional funding (£1.985million) secured for decarbonisation projects.
- Virements during the report period included PC’s, laptops and peripherals from Ops Mobilisation and Website Development and AV Kit from Network Infrastructure.
- Overall budget committed/paid to date of the revised budget.
- Overall property projects were progressing well, albeit, some issues relating to accessing appropriate trades and supplier chain remain.
- Minor works projects committed (60%) and 10% were completed.
- Fleet orders raised for next financial year and update provided on current orders/delivery status.
- Continuing phased roll out of power rescue equipment.
- Inflation continuing to impact on costs.

15.2 In regard to supply chains, IM noted that the challenges had not eased and provided an example of some specific issues facing the Service.

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15.3 The Board noted concerns regarding capitalisation of elements relating to the People, Training, Finance and Assets System (PTFAS) project. JT advised that the Service were reviewing a number of inflight projects, including PTFAS. JT highlighted the significant slippage within the actual spend and this would be reviewed to ensure full spend against the overall budget.

15.4 In regards to ICT expenditure, the Board asked for consideration to be given to separate the spend attributable solely to CCF from other standard ICT spend within future reports.

ACTION: JT

15.5 **The Board scrutinised the level of actual and committed expenditure for the period ending 30 September 2022.**

16 RESOURCE BUDGET MONITORING – 2021/22 FINAL OUTTURN

16.1 JT presented a report to the Board advising the provisional Resource Budget position for the financial year 2021/22 before audit, which shows an underspend of £0.357million. The following key points were highlighted:

- Additional funding received to support Emergency Services Mobile Communications Programme (ESMCP), fireworks campaign, rural Covid testing, Conference of Parties (COP26).
- Decreased funding in respect of Firelink, due to Scottish Government absorbing costs.
- Main variances were Employee costs, Early Retirement Charges, Subsistence and Transport costs.
- Based on variances, agreement to accelerate expenditure within Property costs and Supplies and Services.

16.2 Brief discussion on the forecasting process for the 2022/23 budget and the impact of any variances identified during the 2021/22 budget.

16.3 **The Board scrutinised the Resource Budget Outturn Report 2021/22.**

17 CAPITAL BUDGET MONITORING – 2021/22 FINAL OUTTURN

17.1 JT presented a report advising the Board of the final Capital Budget position before audit for the financial year 2021/22 and to outline the areas which have benefited from the investment and the impact of the capital investment plan. JT highlighted the following key areas:

- Additional funding secured in relation to Low Carbon Appliance and PPE.
- Permission sought and received from Scottish Government to overspend up to £2.000million, due to an overall underspend within the Justice Portfolio.
- Based on the revised budget, final outturn was an £0.021million underspend.
- Overall investment since 2013 and revised backlog investment figure.
- Outline of overview capital investment and capital investment plan.
- Update on McDonald Road Refurbishment project and potential future direction.

17.2 The Board were reminded of the changes to the accounting process required for PPE as highlighted within the 2020/21 External Audit of the Final Account.

17.3 RH acknowledged the efforts and hard work from the Director and teams involved in achieving the final position amidst the challenging environmental and financial landscape.

17.4 **The Board scrutinised the Capital Budget Outturn Report 2021/22.**

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18 REPORTS FOR INFORMATION ONLY:

18.1 Revised Annual Operating Plan 2022/23

18.1.1 The revised Annual Operating Plan 2022/23 had been submitted for information.

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

18.2 Health and Safety Policy and Policy Statement

18.2.1 The 2022/23 Health and Safety Policy and Policy Statement had been submitted for information.

18.2.2 **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 During the Command and Control Futures Project update within the private session, it was agreed that a Special Private Board meeting would be scheduled on 24 November 2022.

21.2 Thereafter, the next formal meeting of the Board is scheduled to take place on Thursday 15 December 2022 at 1000 hrs.

21.3 There being no further matters to discuss in public, the meeting closed at 1125 hours.

PRIVATE SESSION

22 MINUTES OF PREVIOUS PRIVATE MEETING:

22.1 23 August 2022

22.1.1 The minutes were agreed as an accurate record of the meeting.

22.1.2 MMcA highlighted that an action raised at the previous meeting had not been captured within the private Action Log. The action related to the costs/resources involved in producing the designed version of the Strategic Plan 2022-25 and this information was verbally provided to the Board.

22.1.3 **The private minutes of the meeting held on 23 August 2022 were approved as a true record of the meeting.**

23 LEGACY SETTLEMENT CLAIM

23.1 JT presented a report, previously circulated by email, to the Board seeking formal approval for settlement of a legacy insurance claim. JT reminded the Board that the report had previously been circulated and approval sought via email due to the issue being timebound.

23.2 **The Board formally approved the recommendation to support the settlement of the claim.**

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24 COMMAND AND CONTROL FUTURES UPDATE

24.1 AW provided a verbal update on the current position with the Command and Control Futures project. This included continued delivery failure and increasing financial fragility on the part of the supplier. Formal paper to be brought to the Special Board meeting on 24 November 2022 for decision.

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

25 INDUSTRIAL RELATIONS

25.1 SS provided a verbal update on the potential industrial action relating to pay award for uniformed personnel.

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