



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

SPECIAL PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 25 MAY 2023 @ 1430 HRS

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

PRESENT:

Kirsty Darwent, Chair (KD)
Steve Barron (SB)
Angiolina Foster (AF)
Paul Stollard (PS)
Mhairi Wylie (MW)

Fiona Thorburn, Deputy Chair (FT)
Brian Baverstock (BB)
Malcolm Payton (MP)
Tim Wright (TW)

IN ATTENDANCE:

Ross Haggart (RH)	Chief Officer
Liz Barnes (LBa)	Interim Deputy Chief Officer (Corporate Services)
David Farries (DF)	Assistant Chief Officer, Director of Service Delivery
David Lockhart (DL)	Assistant Chief Officer, Director of Service Development
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Iain Morris (IM)	Acting Director of Asset Management
John Thomson (JT)	Acting Director of Finance and Procurement
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Lyndsey Gaja (LG)	Head of People and Organisational Development
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

Asha Narsapur, Head of Legal Services

1 CHAIR'S WELCOME

1.1 KD opened the special meeting and welcomed those present and those joining via MS Teams. Remote attendees were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.

2 APOLOGIES

2.1 Stuart Ballingall, Board Member
Nick Barr, Board Member
Lesley Bloomer, Board Member
Stuart Stevens, Deputy Chief Officer

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

- 3.1 The Board agreed that the *Operational Change Consideration 2023-24, New Mobilising System (verbal) and both Liability Claims Against Scottish Fire and Rescue Service* would be taken in private due to confidential issues and confidential legal proceedings (Standing Orders 9G and 9D, respectively).

4 DECLARATION OF INTERESTS

- 4.1 There were no declarations of conflict of interests made.

5 PERFORMANCE MANAGEMENT FRAMEWORK 2023/24

- 5.1 MMcA presented a report to the Board seeking approval of the Performance Management Framework (PMF) 2023/24, which had been amended following feedback at the previous Board meeting (27 April 2023). The following key amendments were made:

- Restructure of content.
- Simplified language to provide clearer links to Strategic Outcomes.
- Clear statement on the iterative annual process to review the framework to ensure ongoing live development.
- Some requests made by the Board (27 April 2023) which had not been reflected within the current framework, would be addressed through the workplan for the coming year.
- Confirmation that the indicators within the framework would be reported via a dashboard directly to the Board.
- With particular reference to the indicator for Home Fire Safety Visits, this was currently being reviewed within the first quarter of the year and the target may be adjusted if appropriate.
- Setting of future targets would be based on data from this year to establish a baseline, engaging with colleagues to identify any factors that may impact on the baseline and identify genuine improvement targets.

- 5.2 With regard to setting future targets, MMcA noted discussions with colleagues would include how strategic ambitions could be fulfilled in identified realistic targets. The Board asked for consideration to be given to not restrict engagement/discussions solely to colleagues.

- 5.3 The Board remained unsure and were unable to clearly visualise how the indicators/targets could be used to drive activity/meet objectives at a team level. The Board asked that this remained as a consideration to setting future targets and improve performance.

- 5.4 RH advised the Board that it has been agreed in principle, that from next year, a 3-year programme of work would be developed. This would capture all areas identified, as in scope and relevance, from business as usual to significant change projects, that would impact on the outcomes of the Strategic Plan. Future Annual Plans would be drawn down from the 3-year programme of work. RH noted the intention to include risk and project management within the planning process and outlined the process for developing the 3-year programme of work.

- 5.5 MMcA informed the Board of the discussions/processes in place for addressing any targets not being met and how this would be captured as part of the reporting template going forward. This would help provide assurance to the Board on actions being taken to meet targets and drive improvements at a local level.

- 5.6 With regards to Outcome 7 (Community Safety and Wellbeing improves as we work effectively with our partners), MMcA advised that narrative to explain why there were no current corporate performance measures was missing and would be included within

the final designed version of the framework. MMcA further noted that as part of the workplan for the coming year, relevant meaningful indicators would be identified.

5.7 The Board approved the Performance Management Framework for 2023/24.

6 ANNUAL OPERATING PLAN 2023/24

6.1 MMcA presented a report to the Board seeking approval of the Annual Operating Plan (AOP) 2023/24, which had been amended following feedback at the previous Board meeting (27 April 2023). The following key points were highlighted:

- New action regarding review of the strategic risk register has now been added to the Plan.
- Clarification on scheduling of staff survey and prioritisation of work/resources within the People Directorate.
- Review of language within the Plan including removing reference to Covid-19.
- Referenced earlier discussion on the 3-year programme of work and scheduled discussions with Merseyside Fire and Rescue Service to gain further insight on their single Service Delivery Plan.

6.2 With regard to the New Mobilising System (NMS), the Board commented on the due date (December 2025) and the need for greater prioritisation of this matter. DL reminded the Board that the due date was an estimated date at this time and was not necessarily the true end or target date. Further update to be provided in the private session.

6.3 With regard to the staff survey, LG reminded the Board of the 3 primary areas within the AOP for the People Directorate (workplace culture, building management/ leadership capability and staff survey). LG acknowledged the importance of all 3 areas, however the priority of each individual area and capacity within the Directorate determined the sequencing. LG advised that the Strategic Leadership Team (SLT) agreed the order of priority would be to invest in the management development, culture/values/behaviours and then undertake the staff survey towards the end of the financial year.

6.4 The Board noted the SLT's decision on prioritising these areas, however, there was a previous commitment given that the staff survey would be undertaken this year. The Board supported the SLT's focus on improving culture but noted their inability to sense the "seismic" change to culture within the Plan.

6.5 LBa reiterated the importance of supporting and developing supervisory management as a matter of priority. Due to the current resources, and lack of funding to support additional resources, the Directorate were unable to undertake the staff survey earlier than currently scheduled.

6.6 RH stated that he did not agree that a "seismic" change was required in regard to culture. RH acknowledged that the Service needed to have an organisation that was representative of the communities served and that this had been an ambition for some time. RH noted that the vast majority of personnel were aligned to the values, and good practices should be enhanced to ensure that all personnel are aligned with the values, were supportive to others, and challenge inappropriateness, if necessary. The Service would continue to take a strong stance with any issues arising and there was no evidence that this was not already the current practice.

6.7 RH noted that a detailed action plan was currently being developed and would be reviewed at the next SLT meeting. LBa offered to present the finalised action plan at a future Strategy Day. LBa informed the Board that the Service had undertaken several snapshot surveys and held focus groups on culture/behaviour.

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- 6.8 The Board noted that assurances were provided at the previous meeting that the staff survey would be undertaken this year and strongly encouraged a light touch survey be undertaken. LBa offered her apologies for unintentionally misleading the Board at the last meeting on the timescale for the staff survey. LBa advised the Board that the Service had undertaken a number of Service wide pulse surveys and were carrying out face to face engagement at stations to gain an understanding of behaviours and experiences. LBa advised that the wider staff survey would reflect the previous 2018 survey and contain aspects that related to culture.
- 6.9 LG reiterated that all staff had had the opportunity to take part in several surveys over the years and it would be incorrect to state that nothing had been done since the previous staff survey.
- 6.10 The Board noted that it would be helpful to have visibility of the range of work carried out/planned since the last survey, in particular pulse surveys and how this has informed the action plan, as this would help inform future discussions. This would be produced for a future Strategy Day session (Culture session).
ACTION: LG/LBa
- 6.11 The Board suggested that consideration be given to whether several pulse surveys would be of more benefit than one full staff survey.
- 6.12 The Board commented on another aspect of culture, that being a more diverse workforce and how this was being addressed/invested in.
- 6.13 With regard to Equality and Human Rights Impact Assessment (EHRIA), MMcA advised the Board that an EHRIA was not required for the full AOP but they were required for individual actions. The Board noted that it would be helpful to have an explanatory note added to the covering paper.
- 6.14 With regard to SO2: Action 2 (replacement of digital fireground radios), DL provided clarification on the timescale of individual phases.
- 6.15 **The Board approved the Annual Operating Plan 2023/24.**

7 INTERNAL AUDIT PLAN 2023/24

- 7.1 BB presented a report to the Board to advise and seek approval of the Internal Audit activity planned for 2023/24, noting that a verbal update was provided at the previous Board meeting (27 April 2023).
- 7.2 The Board commented on the number of days allocated for the planned audits. BB noted that the number of days were similar to previous years and were not out of line with other organisations. BB further noted that the reduced number of audits would enable Azets to undertake more work on each audit which would add value to the organisation.
- 7.3 The Board queried the level of confidence in Azet's skills and ability to undertake audits, particularly in the specialised areas. BB reminded the Board that Azets was a large organisation and had the ability to draw on other resources/expertise.
- 7.4 BB noted that the details of each audit were still being finalised, however the Service were clear in the importance of audits adding value to the organisation, and that all audits were well planned and delivered as anticipated.
- 7.5 **The Board approved the SFRS Internal Audit Plan 2023/24.**

8 DATE OF NEXT MEETING

- 8.1 The next meeting of the Board is scheduled to take place on Thursday 29 June 2023 at 1000 hrs.
- 8.2 There being no further matters to discuss in public, the meeting closed at 1530 hours.

PRIVATE SESSION

9 OPERATIONAL CHANGE CONSIDERATION 2023-24

- 9.1 DF and DL presented a report to the Board to scrutinise the operational considerations in support of the Service's response to the budgetary pressures, following the SFRS 2023-2024 budgetary settlement. These considerations, and associated recommendations were approved by the SLT on 15 May 2023.
- 9.2 Following an exchange in views, the Board agreed that the report should be reclassified and be presented for Board approval, and to appropriately scrutinise and seek assurance on the assumptions, principles, process and recommendation.
- 9.3 **The Board approved the SLT's recommendations. The Board scrutinised and were assured on the principles and process.**

10 NEW MOBILISING SYSTEM UPDATE

- 10.1 DL provided a verbal update to the Board on the new mobilising system, noting that an update had recently been given at the Change Committee on 11 May 2023.
- 10.2 **The Board noted the verbal update.**

11 LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE

- 11.1 JT presented the report to the Board for decision in relation to an insurance claim intimated against the Service.
- 11.2 **The Board approved the report.**

12 LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE

- 12.1 JT presented the report to the Board for decision in relation to an insurance claim intimated against the Service.
- 12.2 **The Board approved the report.**

13 COLLABORATION SCOTTISH FIRE AND RESCUE SERVICE AND POLICE SCOTLAND

- 13.1 JT presented a report to the Board to provide an update on recent developments with Police Scotland.
- 13.2 **The Board noted the content of the report.**