



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 31 AUGUST 2023 @ 1000 HRS

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

PRESENT:

Fiona Thorburn, Deputy Chair (FT)
Steve Barron (SB)
Angiolina Foster (AF)
Paul Stollard (PS)
Mhairi Wylie (MW)

Stuart Ballingall (SJB)
Brian Baverstock (BB)
Malcolm Payton (MP)
Tim Wright (TW)

IN ATTENDANCE:

Ross Haggart (RH)	Chief Officer
Stuart Stevens (SS)	Deputy 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
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
John Thomson (JT)	Acting Director of Finance and Procurement
Lyndsey Gaja (LG)	Head of People
Gregor Welsh (GW)	Business Intelligence Team Leader (Item 11 only)
Ijaz Bashir (IB)	Asset Governance and Performance Manager (Item 16.2 only)
Stuart Free (SF)	Asset Quality Manager (Item 16.2 only)
Roddy McKinnon (RK)	Scottish Equipment Manager (Item 16.2 only)
Stephen Wood (SW)	Deputy Assistant Chief Officer (Item 23 only)
Jason Sharp (JS)	Area Commander (Item 23 only)
Paul McGovern (PMcG)	Programme Manager PTFAS (Item 23 & 24 only)
Derek Wilson (DW)	Area Commander, New Mobilising System Project (Item 25 only)
Clare Adams (CA)	Senior Project Manager, New Mobilising System (Item 25 only)
Louise Patrick (LP)	T/Performance and Strategic Planning Manager (Item 26 only)
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

Robert Scott, HMFSI
Greg Wilson, Station Commander, SLT Support
Marion Lang, Corporate Business and Admin Manager

1 CHAIR'S WELCOME

1.1 FT opened the meeting and welcomed those present and observing via MS Teams.

1.2

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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 Kirsty Darwent, Chair of SFRS Board
Mark McAteer, Director of Strategic Planning, Performance and Communications
Iain Morris, Acting Director of Asset Management

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

- 3.1 The Board agreed that the *Development of Local Fire and Rescue Plans Update; Outline Business Case Rostering Project; People, Payroll, Finance and Training Project Update; New Mobilising System: Pre-Procurement Gate Review Report with Outline Business Case; Draft Annual Performance Review 2022/23 and Liability Claim against Scottish Fire and Rescue Service* items would be taken in private. This is due to the confidential nature of the issues, confidential commercial/financial information, potential consultation/negotiations and matters subject to legal proceedings and the confidential nature of the issue (Standing Order 9D, 9E, 9F and 9G), respectively.

4 DECLARATION OF INTERESTS

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

5 MINUTES OF PREVIOUS MEETING:

5.1 Thursday 29 June 2023

- 5.1.1 FT acknowledged SB's proposed amendments to the draft minute regarding Income Generation Policy (Item 12) and agreed that the minutes would be amended to capture the fullness of the discussion.

- 5.1.2 **Subject to the agreed amendments, the minutes of the meeting held on 29 June 2023 were approved as a true record of the meeting.**

5.2 Matters Arising

- 5.2.1 None

6 ACTION LOG

- 6.1 The Board considered the action log and noted the updates.

Action 12.3 & 12.16 Performance Management Framework 2023/24 (27/04/2023): It was agreed that this action would be re-opened to allow for assurance to be provided on the golden thread. Further discussion to be held off table to provide clarity on the exact ask/action required.

- 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 assessment provided for decisions made 12 months ago.

- 7.2 **Members noted the updated Decision Log.**

8 CHAIR'S REPORT

- 8.1 FT presented the Chair's Update report which noted events that had occurred since the Board meeting held on 29 June 2023.

- 8.2 **The Board noted the report.**

9 CHIEF OFFICER'S REPORT

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- 9.1 RH presented the Chief Officer's report noting events which had occurred since the Board meeting held on 29 June 2023 and offered to expand further if requested.
- 9.2 The Board requested, and were provided with, a brief explanation of the Chief Officer's involvement with the Strategic Content Board.

9.3 **The Board noted the report.**

10 COMMITTEE UPDATES

10.1 Change Committee (CC)

10.1.1 FT reported that the Committee held a public meeting on 10 August 2023 and provided a verbal update, highlighting the following:

- Discussions relating to capacity, planning, capability and appropriate resources for short to long term plans.
- Update on New Mobilising System project and the Committee noted the importance of delivering this project and urged the Service that lessons from the previous project were learned and applied. Assurances were provided from Executive colleagues.
- Closing report for the West Asset Resource Centre, noting the project was delivered within timescale and under budget, and also that lessons learned from McDonald Road were applied during the project.
- Closing report for Refurbishment of McDonald Road Fire Station.
- Update on Safe and Well Project and updated Home Fire Safety Visits (HFSV).
- Update on Strategic Service Review Programme (SSRP) roadmap and ongoing activity to secure appropriate resources.
- Update on Portfolio Office activities and progress with processes/framework.

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

10.2 Audit and Risk Assurance Committee (ARAC)

10.2.1 BB reported that the Committee held a public meeting on 27 June 2023 and referred the Board to the attached draft minutes noting that a verbal update was provided at the previous meeting.

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

10.2.3 Audit and Risk Assurance Committee Annual Report to the Accountable Officer and Board

10.2.4 BB presented the review of the Audit and Risk Assurance Committee (ARAC) Annual Report 2022/23, to the Board 'For Information Only' following its approval at the ARAC on 27 June 2023. The following key points were highlighted:

- Summary of Committee's work throughout the year.
- Internal Audit (Azets) provided an overall opinion of reasonable assurance.
- Previous External Auditor's (Deloitte) legacy was best value and wider scope review and the ongoing outstanding actions relating to financial reporting and medium to long term financial planning. Audit Scotland have since been appointed as the new External Auditors.
- HMFSI provided positive assurance.
- Progress continues to be made regarding risk management and the transition continues from good to better.
- Financial reporting sections noted the current position and planning for the coming year.
- Overall opinion on the Committee's effectiveness.

10.2.5 Regarding External Audit's opinion on the Service's financial sustainability due to flat cash settlements, BB noted that no opinion was offered due to the Service being a

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publicly funded organisation.

10.2.6 Within the Risk Management section, the Board noted the progress being made and commented that the density and quantum of papers being provided does not necessarily support the needs of the Committee and/or Board. It was noted that this was a common issue and asked for consideration being given to review and make the necessary adjustments for the current year. Similar observations and discussions had taken place at the Strategic Leadership Team (SLT) and there were positive signs that papers were beginning to change.

10.2.7 In regard to financial sustainability, JT advised the Board that the External Auditors had engaged with Scottish Government regarding ensuring sufficient funding being available.

10.2.8 **The Board noted the report.**

10.3 **People Committee (PC)**

10.3.1 MW reported that the Committee held a public meeting on 8 June 2023 and referred the Board to the draft minutes noting that a verbal update was provided at the previous meeting.

10.3.2 The Committee's next meeting was scheduled to be held on 14 September 2023.

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

10.4 **Service Delivery Committee (SDC)**

10.4.1 TW reported that the Committee held a public meeting on 24 August 2023 and provided a verbal update, highlighting the following:

- Service Delivery Update highlights included the use of smoke hoods at live incidents, potential capacity issues with Fire Safety Enforcement (FSE) audits, water safety activities and the Youth Volunteer Scheme.
- First iteration of the Service Delivery Performance report via PowerBI with further consideration to be given to future presentations.
- HMFSI regular update noting potential inspection report being presented at the next meeting.
- Risk spotlight on the management of contaminants noting the Service's lead role, challenges and comparisons with other UK and international fire and rescue services.
- Update on Operations Control resilience.

10.4.2 The Board asked for an update on succession planning for business critical roles/areas of the Service and what measures were being taken to ensure resilience. RH advised the Board that the SLT were receiving monthly updates and were closely scrutinising the projection of in scope personnel. LG noted that the Service were aware of the challenges which may arise from the pension remedy and current financial circumstances. LG assured the Board on the work being undertaken to identify potential in scope personnel, however, the situation remains unknown until formal leaver notifications had been received. LG outlined some of the longer-term succession plans. DF advised that a 5-year replacement plan for FSE was now in place and as such the risk had recently been downgraded.

10.4.3 DF also noted the changes to the abatement rules and potential opportunities this offers to individuals and the Service.

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

(G Welsh joined the meeting at 1040 hrs)

11 ORGANISATIONAL PERFORMANCE DASHBOARD Q1 2023-24

11.1 RW presented the Board with the first quarter performance dashboard for fiscal year 2023-24. The Board were reminded of the development of the cross-Service performance PowerBI solution to support the Performance Management Framework (PMF). The primary audience was noted as the SLT and the Board, however a public facing version would be developed (PDF version). As this was the first iteration of this report, it would be subject to further improvement in future iterations i.e. greater summary information on performance, improved graphical information, annual operating plan and risk tracker solutions. It was noted that the cover paper provided an overview of the PMF indicators. If needed, the Board would have the opportunity to attend orientation sessions.

11.2 GW presented the report and highlighted the following key points:

- Non-Domestic Building Fires (KPI1): Increased within the last quarter and trend would continue to be monitored.
- Deliberate primary fires and refuse and vehicle fires (KPI 2 & 3): Variability levels of incidents with no overall trend.
- Fire fatalities (KPI4): Variability levels of incidents with continual decreasing trends.
- Home Fire Safety Visit (HFSV) conducted (KPI6): Baseline reset due to policy and legal changes.
- High Risk HSFV % (KPI7): Trend indicates improving performance and strong partner referrals.
- Audits Completed (KPI9): Trending upwards/momentum in the right direction.
- Accident Dwelling Fires (ADF) (KPI10): Trending downwards/momentum in the right direction.
- High Severity ADF (%) (KPI11): Increased in last quarter.
- Total Incidents (KPI12): Anticipated impact of changes to response model to be included in the next report.
- Response time to life risk incidents (KPI14): Increasing across all 3 Service Delivery Areas. Response times were made up of 3 component parts. One component part was call handling, which was indicating a stabilisation of an increasing trend. Other component parts were mobilising and travelling, which were impacted by numerous different factors. A similar increase had been reported by other UK fire and rescue services.
- On Call 1st Appliance Availability (KPI16): Continuing downwards trend.
- Wholetime 1st Appliance Availability (KPI17): Downward trend over the last 5 periods which were attributable to challenges with absence rates and out of roster pattern.
- Core Skills modules completed (KPI22): Decrease in current period which was attributable to local issues and competing focus during the period.
- Assist Other Agencies Incidents (KPI30) and Effect Entry/Exit Incidents (KPI31): Increased demand and would continue to be monitored.
- Carbon emissions (KPI32): Anticipated reduction in next quarter.
- Invoices completed within 30 days (KPI40): Continue to be monitored.
- Wholetime and Flexi Duty Officer FTE (KPI46): Remains consistent.
- On Call and Volunteer FTE: Remains challenging.
- Support Staff (FTE): Reduction on target.
- Vacancies rates remain consistent, with turnover and absence rates stabilising.
- Acts of Violence (KPI51): Slightly lower than normal levels.
- RIDDOR (KPI52): Lower than average of the last 5 periods.
- Accidents and injuries (KPI53) and Near miss (KPI54): Reporting a similar increase in the last quarter.
- Vehicle accidents (KPI55): Similar to previous quarter.
- Health and safety actions completed (KPI56): Increase in last period.

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- 11.3 RW reminded the Board that the detailed run through on the initial presentation of this report and that future iterations would be more exception based reporting.
- 11.4 RW advised the Board that the Organisation's Statistics had been published and a link would be circulated for awareness.
- 11.5 GW explained the rules for reviewing and resetting baselines, if necessary.
- 11.6 The Board welcomed the use and interrogating potential of PowerBI, however noted that the level of information being presented was too much and that they would have to apply discipline when scrutinising the data. Consideration should be given to identify a protocol of what should be presented for scrutiny to the Board and the need for delegation of what KPI's were to be presented for scrutiny to the Board and Committees. RW noted that the intention of the report was to provide assurance on end-to-end performance, however, there was options to provide more summarised information with the ability to interrogate further if required.
- 11.7 The Board noted concerns regarding accessing the live system via unsecure public wifi and how the information would be accessible to the public. RW confirmed that a PDF version of the report would be made available for public access and explained how this would be prepared.
- 11.8 The Board noted the provision of an executive summary would be helpful to direct focus and allow preparation in advance of actual meetings.
- 11.9 The Board noted that it would be helpful to understand relationships between individual indicators and the long-term implications.
- 11.10 RW advised that it would be possible to provide only relevant sections to Committees and a high-level summary, along with full access, to the Board, if this was deemed appropriate. RW reminded the Board that this was the first iteration of this report and future presentation could be adjusted as necessary.
- 11.11 In regard to KPI22 (Core skills modules completed), the Board commented on the final data point (manually updated) being out of alignment and asked whether this was accurate. RW noted that every effort was made to try to ensure the data is as up to date as possible. RW further noted that there was a culture change in the provision of data/interpretation of data by the business owners. GW highlighted the summary information against this KPI which noted the process changes for earlier data collection therefore the data may not be as up to date as previous periods. AW noted that some refinement was required and reminded the Board that due to operational needs, absences, etc there would always be a period of catch up required.
- 11.12 The Board reiterated their appreciation of the data being presented and asked how the outcomes of the data could be interrogated to help with detailed analytics and research.
- 11.13 The Board commented on the requirement for additional narrative relating to mitigating actions relative to the data being provided and asked for consideration to be given to what information was released into the public domain as there could be the potential for it to be inaccurately interpreted. RW advised the Board that the SLT had discussed this issue. He noted that the performance data had been previously published in a different form and that the summary information provided was intended to outline any mitigating actions.
- 11.14

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11.15 TW noted that an informal action was raised at the recent Service Delivery Committee for off table discussions with RW on how the performance report would be developed for future meetings.

11.16 The Board asked for consideration to be given to include vertical axis and for numbers to be used in place of percentages to provide a fuller understanding.

11.17 RH commented on the helpful discussion and noted that the use of this new product needed further refinement. RH noted the intention for this product to support short, medium and long-term decision making. RH further noted the benefit of further discussions to ensure that the Board and Committees were being provided with data to allow efficient scrutiny and assurances on any mitigating actions.

11.18 The Board noted their appreciation to all those involved in the development of this product and the ongoing culture change within the Service. It was agreed that the Organisational Performance Dashboard/PowerBI would be added to the agenda for the November Strategic Planning Workshop days to further discuss the issues raised during this discussion.

ACTION: BST

The Board scrutinised the Organisational Performance Dashboard Q1 2023-24.

(G Welsh left the meeting at 1130 hrs)

(The meeting broke at 1130 hrs and reconvened at 1140 hrs)

12 ANNUAL OPERATING PLAN AND PORTFOLIO PROJECT REPORT

12.1 RW presented a report advising the Board of the quarterly progress made against the strategic outcomes of the Strategic Plan 2022-25 in relation to the Annual Operating Plan (AOP), Corporate Measures and Portfolio Office Programmes between 1 April and 31 July 2023. The following key points were highlighted:

- Outdated risk information had been removed due to the new risk reporting approach which was subject to SLT approval prior to being presented at ARAC (30 October 2023).
- Portfolio Office information presented was the same as that presented to the Change Committee. Intention going forward was to reduce the level of detail presented to the Board.
- AOP tracking (via PowerBI) reported 16 actions on target, 3 slightly off target and one action (carbon management) off target. Full explanation was provided on the reasons for the carbon management action being off target. All residual actions from previous AOPs were continuing to be completed.
- No Portfolio Office projects were highlighted for exception reporting within this quarter.

12.2 RW confirmed that this style of report would stop being produced as the performance product develops and the AOP reporting would be via a dashboard.

12.3 The Board commented on the AOP action relating to the Reform Collaboration Group work and queried whether the 45% completion rate was accurate. RW advised the Board that the lead responsible officer provided their estimate of progress against the action. It was noted that the completion rate related to progress against the current years aims rather than the overall project/process. RW and LBA to consider how this information could be presented to clearly articulate the progress with the current year and the overall project.

12.4 The Board agreed that the Change Committee would continue to scrutinise the Portfolio Office progress.

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12.5 **The Board scrutinised the Annual Operating Plan and Portfolio Project Report.**

13 **REVISED SCHEME OF DELEGATIONS**

13.1 RW reminded the Board that the revised Scheme of Delegations (SoD) had previously been presented at the 27 April 2023 meeting for approval. However, the Board requested that an action be raised to further revise the SoD regarding decision making and finance. It had since been agreed that the SoD would be updated to provide clarity on novel and contentious matters and decisions required.

13.2 RW to circulate the revised SoD outwith the meeting for further comment and to seek approval.

ACTION: RW

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

14 **RESOURCE BUDGET MONITORING REPORT – JULY 2023**

14.1 JT presented a report advising the Board of the resource budget position for the period ending 31 July 2023. 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 overspend of £0.414 million and a forecast year-end overspend of £0.905 million. The following key points were highlighted:

- Employees costs forecast overspend for Wholetime and Control and an underspend for both Support Staff and On Call costs.
- Other employee related costs forecast overspend in subsistence.
- Non-employee costs forecast an overspend in Property, Supplies and Services, Transport and 3rd Party Payments. This was attributable to service contracts, increased rates, cleaning (PPE), vehicle maintenance and travel costs.
- Significant uncertainty surrounding Pension Remedy and the potential financial impact.
- Budget virements relating to training and reallocated budgets reflecting savings to date. Overall savings forecast at £9.700million.
- Financial risk remains around overall overspend and achieving savings.

14.2 The Board referenced previous discussions relating to optimism bias (approx. 15%) and the importance for this to be reflected in forecasted savings.

14.3 In regard to overspend in property, the Board asked what measures were being taken to reduce this. JT advised that the Service would have to focus more on reactive maintenance to remain within budget. JT noted that the increase in rates and the inability to challenge these increases was not helpful.

14.4 In regard to overspend in Wholetime, JT reminded the Board that the Service were currently running under the Target Operating Model (TOM) and where there are gaps in crewing/skillsets, this was managed through overtime.

14.5 The Board queried whether the Service were becoming reliant on the vacancy rates, in particular On Call, to assist in balancing the budget. JT noted that On Call budget was based on anticipated levels of demand using previous years data and that demand can fluctuate significantly. JT further noted the demand was likely to increase going forward and the Service were taking this into account for budgetary reasons. JT confirmed that a planned vacancy factor was considered within the budgets. Brief update was provided on the current rate of vacancies within support staff and measures being taken to reduce this.

14.6 In regard to increased costs associated with wildfire activity, the Board asked whether the Service's knowledge of extreme weather was being considered within future budget

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planning. SS reminded the Board that reduction in Unwanted Fire Alarm Signals (UFAS) would counterbalance the increase in wildfire activities.

14.7

The Board requested future iterations of the report to provide more information on the actions and mitigations relating to forecasted overspend/risks in future reports.

ACTION: JT

14.8

The Board sought clarification on the total overspend risk to reported position figure of £16.848 million. JT reminded the Board of the uncertainty surrounding the pension remedy and potential subsequent overtime required to maintain operational availability. Unfortunately, until the actual position on retirements was known, this could not be factored into the forecast, however the situation continues to be monitored closely and some mitigating measures had already begun. Due to the significant risk and financial increase in the amount of overspend, the Board reiterated the ask for information on the mitigations and actions. RH advised that this information was available and could be provided to the Board.

14.9

The Board noted their concerns over the savings position, in particular the lack of efficiencies, and asked whether the Service was being as robust as they could be. JT advised the Board that Scottish Government were content with the level of savings achieved to date. JT noted that the Service were making tactical savings during this current year and then the Service would build towards strategic changes.

14.10

In regard to the current spend rate, JT reminded the Board that historically the Service spend rate in the first half of the year was traditionally higher.

14.11

The Board noted their concerns of savings within training and the significant risk and implications this may have. LBa reminded the Board that all functions have had to reduce their budget and this impacts the whole Service. AW advised the Board that the financial savings within the Training function had not impacted on the delivery of front-line training.

14.12

The Board scrutinised the resource budget position for the period ending 31 July 2023.

15 CAPITAL BUDGET MONITORING REPORT 2023/24 – JULY 2023

15.1

JT presented a report advising the Board of the actual and committed expenditure against the 2023/24 capital budget position for the period ending 31 July 2023 and to seek approval of proposed virements with a net £1.5 million change. All efforts would be made to spend out the current revised budget of £32.500 million by 31 March 2024. The following key points were highlighted:

- Explanation on the revised budget of £32.500 million due to the removal of the additional net zero funding as a result of various challenges.
- Capital expenditure committed/paid to date was £14.873 million (46%) of the revised capital budget.
- Proposed budget virement to reallocate capital expenditure into property minor works and ICT projects (digital radios and GETAC tablets). This is due to slow progress on property major projects. It was highlighted that the GETAC tablets had not been previously identified within the current capital programme.
- Significant risk remains in fleet (due to the slow turnaround of vehicles), property works (due to the continuing deterioration of estates) and the New Mobilising System.

15.2

The Board asked whether there was the scope to review some of the revenue maintenance work to reallocate into capital minor works. JT confirmed that this had already been undertaken and forms part of the proposed virement.

15.3 In regard to net zero funding, JT noted that there were various reasons for this funding not being available or pursued. JT advised that the risk-based approach taken by the Service had prioritised other areas for capital investment and further advised the funding from Transport Scotland was ring fenced for the EE elements. However, JT reminded the Board that any improvements contributed towards net zero.

15.4 **The Board scrutinised the level of actual and committed capital expenditure for the period ending 31 July 2023 and approved the proposed virements.**

16 REPORTS FOR INFORMATION ONLY:

16.1 Summary of Colleague Engagement Activity

16.1.1 LG presented a report to the Board to provide an overview of some of the colleague engagement activities which had taken place since the last full engagement survey in 2018 for information.

16.1.2 In regard to population wide surveys, LG noted that the general consensus was that these types of survey were useful however, they were of more benefit if placed with other types of surveys i.e. pulse, direct engagement, etc. It was noted that there was still an expectation that population wide surveys would be carried out within the Service.

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

16.2 Strategic Asset Management Plan: Equipment 2023-2028

16.2.1 The Strategic Asset Management Plan (SAMP) for Equipment report was presented to the Board for information.

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

17 RISK THEMES

17.1 The Board noted that the financial risk to the Service was increasing.

18 FORWARD PLAN

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

The following items were noted for the November Strategic Planning Workshop Days:

- Organisational Performance Dashboard – Format, data tailoring for Board/Committee scrutiny and implementation of changes.

19 DATE OF NEXT MEETING

19.1 A special private meeting of the Board is scheduled to take place on Thursday 28 September 2023.

19.2 The next public meeting of the Board is scheduled to take place on Thursday 26 October 2023 at 1000 hrs.

19.3 There being no further matters to discuss in public, the meeting closed at 1245 hrs.

PRIVATE SESSION

20 MINUTES OF PREVIOUS PRIVATE MEETING:

20.1 Thursday 29 June 2023

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

20.2 Thursday 27 July 2023 (Special)

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

- 20.3 **The minutes of the meetings held on 29 June 2023 and 27 July 2023 (Special) were approved as a true record of the meetings.**

Matters Arising

- 20.4 There were no matters arising.
20.4.1

21 PRIVATE ACTION LOG

- 21.1 The Board considered the private action log and noted the updates.

22 DEVELOPMENT OF LOCAL FIRE AND RESCUE PLANS UPDATE

- 22.1 RW presented the report to the Board seeking agreement of the next steps relating to the review and refresh of local plans.

- 22.2 **The Board agreed that the Local Plan reviews should continue and that further discussion, including timelines, would be scheduled at the November Strategic Planning Workshop Days.**

23 OUTLINE BUSINESS CASE: ROSTERING PROJECT

- 23.1 SW presented the report to the Board seeking approval of the Rostering Project Outline Business Case to allow the project to proceed to procurement.

- 23.2 **The Board approved the recommendation.**

24 PEOPLE, PAYROLL, FINANCE AND TRAINING PROJECT UPDATE

- 24.1 LG presented the report to the Board to provide an update in relation to the People, Payroll, Finance and Training Project.

- 24.2 **The Board scrutinised the report.**

(P McGovern left the meeting at 1420 hrs)

(C Adams and D Wilson joined the meeting at 1420 hrs)

25 NEW MOBILISING SYSTEM: PRE-PROCUREMENT GATE REVIEW REPORT WITH OUTLINE BUSINESS CASE

- 25.1 DL presented the report to the Board to provide an update in relation to the Scottish Government Digital Assurance Office (DAO), Technology Assurance Framework, Pre-Procurement Gate Review (PPG) report and the New Mobilising System (NMS) Outline Business Case (OBC) for scrutiny.

- 25.2 **Due to the late issue of the papers, the Board noted that there had not been sufficient time allowed to scrutinise the report. A discussion would be held outwith the meeting to identify the best approach.**

26 DRAFT ANNUAL PERFORMANCE REVIEW 2022/23

- 26.1 RW presented the report to the Board to provide an early sight of the draft Annual Performance Review 2022/23 to seek agreement on the contents before re-presentation for formal approval at the September 2023 meeting.

- 26.2 **The Board scrutinised the report.**

27 LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE

- 27.1 JT presented the report to the Board seeking approval in relation to an Employer's Liability claim intimated against the Service, noting that approval had been sought via email correspondence due to the issue being timebound.

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27.2 **The Board formally approved the recommendation.**

28 LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE

28.1 JT presented the report to the Board with an update on the Employer's Liability claim intimated against the Service (as reported at Item 27).

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