



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 29 AUGUST 2024 @ 1000 HRS

**BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / VIRTUAL (MS TEAMS)**

PRESENT:

Kirsty Darwent, Chair (KD)
Brian Baverstock (BB)
Neil Mapes (NM)
Malcolm Payton (MP)
Madeline Smith (MS)
Tim Wright (TW)

Fiona Thorburn, Deputy Chair (FT)
Angiolina Foster (AF)
Therese O'Donnell (TO'D)
Andrew Smith (AS)
Paul Stollard (PS)
Mhairi Wylie (MW)

IN ATTENDANCE:

Ross Haggart (RH)
Stuart Stevens (SS)
Liz Barnes (LB)
David Lockhart (DL)

Chief Officer
Deputy Chief Officer
Interim Deputy Chief Officer (Corporate Services)
Assistant Chief Officer, Director of Prevention, Protection and Preparedness
Assistant Chief Officer, Director of Training, Safety and Assurance
Director of Strategic Planning, Performance and Communications
Director of Finance and Contractual Services
Interim Director of People
Head of Governance, Strategy and Performance
Business Intelligence Team Leader (Item 11 only)
People Advisor (Item 15 only)
Area Commander NMS Project Lead (Item 24 only)
Senior Project Manager (Item 24 only)
Project Manager (Item 24 only)
Group Commander Board Support
Executive Officer Board Support
Board Support/Minutes

Andy Watt (AW)
Mark McAteer (MMcA)
Sarah O'Donnell (SO'D)
Lyndsey Gaja (LG)
Richard Whetton (RW)
Chris Fitzpatrick (CF)
Kelly-Anne McDougall (KD)
Derek Wilson (DW)
Kate Whitelaw (KW)
Samantha Willock (SW)
Chris Casey (CC)
Heather Greig (HG)
Debbie Haddow (DJH)

OBSERVERS:

Robert Scott, HMFSI
Colin Brown, Fire Brigades Union
Group Commander Kevin Murphy
Group Commander Aldene Woodward

1 CHAIR'S WELCOME

1.1 KD opened the meeting welcoming those present, in particular GC Chris Casey to his first meeting, and those attending/observing via MS Teams.

1.2

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1.3 On behalf of the Board, KD offered her congratulations to ACO Andy Watt on his successful promotion to Deputy Chief Officer. ACO Watt would commence in his new role at the end of October 2024.

1.4 On behalf of the Board, KD extended her thanks and appreciation to both Fiona Thorburn, Deputy Chair and ACO David Lockhart ahead of their future retirement from the Service.

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
David Farries, Assistant Chief Officer, Director of Operational Delivery

3 **CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
3.1 The Board agreed that the *Liability Claim Against SFRS, Annual Performance Report 2023/24* and *New Mobilising System: Full Business Case* would be taken in private due to matters which are subject to legal proceedings (Standing Order 9D), matters involving confidential commercial/financial information (Standing Order 9E) and the confidential nature of the issues (Standing Order 9G).

4 DECLARATION OF INTERESTS

4.1 For transparency, the following standing declarations of interests were recorded:

- Madeline Smith, Board Member of Scottish Ambulance Service
- Paul Stollard, Chair of Board of Institute of Fire Engineers

4.2 There were no other declarations or conflict of interests made.

5 MINUTES OF PREVIOUS MEETING:

5.1 **Thursday 27 June 2024**

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

5.1.2 **The minutes of the meeting held on 27 June 2024 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 assessment provided for decisions made 12 months ago.

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

8 CHAIR'S REPORT

8.1 KD presented the Chair's Update report which noted events that had occurred since the Board meeting held on 27 June 2024 and highlighted the following:

- Recent commemorative events for FF Ewan Williamson and Kilbirnie Street fire.
- Reform Collaboration Group meeting of respective Chairs from SFRS, Scottish Police Authority and Scottish Ambulance Service to discuss wider collaboration. A

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joint Boards seminar had been scheduled for February 2025 to facilitate discussions on a variety of issues.

- Various Scottish Government meetings primarily focused on finance and public sector spending controls.

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 27 June 2024.

9.2 **The Board noted the report.**

10 COMMITTEE UPDATES

10.1 Change Committee (CC)

10.1.1 AF reported that the Committee held a public meeting on 1 August 2024 and provided a verbal update, highlighting the following:

- New Chair and Deputy Chair, Stuart Ballingall and Angiolina Foster, respectively. Remit of the Committee remains the same.
- Good progress within the Rostering project and the updated dossier was presented for scrutiny.
- Following regular scrutiny of the organisational infrastructure to manage change, which was now deemed stable, it was agreed that this standing agenda item would be stood down and further reports would be by exception only.
- Regarding the Corporate Services review (PWC), the Committee had queried the governance route to the Board for any aspects of the Reform Collaboration Group work going forward and for assurance on these routes to be provided, when appropriate.
- New Mobilising System (NMS) Full Business Case (FBC) was presented and approved for recommendation to the Board. Update to be given later in the agenda (Item 24).

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 25 June 2024 and referred the Board to the attached draft minutes, noting that a full verbal update had been provided at the previous meeting. The date of the next scheduled meeting was Tuesday 29 October 2024.

10.2.2 Audit and Risk Assurance Committee Annual Report to Board and Accountable Officer
This report was presented for information only. BB advised that the purpose of the report was to provide the Committee's summation of the assurances received over the course of the year in relation to governance, risk and internal controls. In conclusion the Committee were able to provide a reasonable assurance.

10.2.3 BB highlighted that further improvements were required in relation to risk management and risk appetite.

10.2.4 **The Board noted the draft minutes and report.**

10.3 People Committee (PC)

10.3.1 MW reported that the Committee held a public meeting on 6 June 2024 and referred the Board to the attached draft minutes, noting that a full verbal update had been provided at the previous meeting. The date of the next scheduled meeting was Thursday 12 September 2024.:

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10.3.2 **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 29 May 2024 and referred the Board to the attached draft minutes, noting that a full verbal update had been provided at the previous meeting.

TW reported that a subsequent public meeting was held on 22 August 2024 and provided a verbal update, highlighting the following:

- Regular HMFSI update report noting the intention to reduce the timescale to deliver the North Service Delivery Area Report.
- Update on incidents at recycling centres and assurances were taken on the Service's approach. The Committee noted the complex regulatory requirements in this area and were keen for UK wide attention on this increasing area of risk.
- Risk spotlight on Fire Safety Enforcement.
- Opportunity to engage with personnel at Perth Fire Station.

10.4.2 In regard to the Operational Assurance Reduction Policy, the Board welcomed the assurance provided via the additional reporting on potential attendance at subsequent incidents in close proximity/12-hour timeframe.

10.4.3 The Board sought clarity on the potential for further reductions/variation in mobilising, depending on the time of day, following the implementation of the NMS. Within Phase 2 of the implementation plan, DL advised that it was agreed how the Service would move forward, and the system would automate the response based on time of day.

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

10.5 **Reform Collaboration Group (RCG)**

10.5.1 KD advised that a meeting with the Cabinet Secretary had taken place to present the outcomes of the corporate review undertaken by PricewaterhouseCooper (PwC).

10.5.2 KD reported that the RCG met on 20 August 2024 and highlighted the main issues discussed. These included corporate service review, confirmation of joint Boards seminar, review of risk register, and consideration of ongoing work, ie urgent and unscheduled care pathways and corporate parenting collaboration. During the meeting, the Group also discussed the future direction and future workshop.

10.5.3 KD commented on the transitional nature of the meeting and the thoughts being given to the new governance landscape/direction of travel.

10.5.4 MMcA advised the Board that a report on the governance/reporting into the respective organisations would be presented at the next meeting (November 2024). This would assist with the transitioning into a more formal programme management approach.

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

10.5.6 **Reform Collaboration Group (RCG) Oversight Group**

FT reported that the RCG Oversight Group's work was in the closing phase and the final meeting was held last week. FT provided a brief reminder of the Group's remit. The key outcomes of the Group included building positive relationships across all organisations, understanding that pragmatism was required in respect of meetings being held and succinct reporting. The Group had been asked to provide any further feedback by the end of September 2024.

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10.5.7 AF highlighted the positive chairing by FT and its constructive impact this had on the meetings. MMcA commented on the balanced informal/formal nature of these meetings, the candour this afforded all organisations and the potential to use this approach again.

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

(C Fitzpatrick joined the meeting at 1025 hrs)

11 **QUARTERLY PERFORMANCE Q1 REPORT**

11.1 MMcA introduced CF, who presented the Board with the 1st quarter performance information for the fiscal year 2024-25. The following key points were highlighted:

- Good overall performance with continued reductions in non-domestic fires and accidental dwelling fires incidents.
- Significant reduction in Unwanted Fire Alarm Signal (UFAS) incidents.
- Increase in call handling times (7 seconds) within this reporting period and outline of the reasons for this increase.
- Increase in assisting other agencies and effecting entry/exit incidents which was recently scrutinised by the Service Delivery Committee.

11.2 Regarding previous quality issues and inaccurate data, the Board had previously been advised of the reasons for this. The Board commented on the honesty needed in regard to data quality and queried what measures would be taken to address the issues. MMcA outlined the approach to data quality noting that the existing Data Management and Information Governance Groups would be combined. MMcA commented on the remit and governance route for this combined group and the expected improvements in data quality.

11.3 The Board sought assurance that the next iteration of the performance management framework would be robust and the current quality issues would not be repeated, particularly in relation to foundation level KPIs. MMcA acknowledged the importance of accurate foundation level data and its role in decision making. MMcA noted that there were challenges with existing systems, the ongoing need for manual intervention and how the Service were trying to raise awareness and minimise errors. MMcA noted that the creation of the single group would help provide a more systematic approach across the Service. The Board commented on the difference between data cleansing and data inaccuracy. CF highlighted both the challenges with data quality and the framing of questions to achieve the relevant information required to support the delivery of the strategic plan/long term vision.

11.4 The Board were reminded that the Audit and Risk Assurance Committee had previously sought and were provided with assurances on data accuracy and areas of improvement.

11.5 The Board noted the Service's engagement with Scottish Government and the National Fire Chiefs Council and the potential learning from these organisations.

11.6 The Board queried how the Service engaged with communities to explain the reasons for increased attendance/call handling times for life risk incidents. The Board were reminded that the Service Delivery Committee regularly scrutinised these issues and, having recognised the complexity of call handling, requested a report to be provided at their next meeting (November 2024).

11.7 The Board acknowledged the improvements achieved to date and the continued appetite for further improvements.

11.8 The Board commented on the capturing of areas of innovation, collaborations, etc and how these were progressing into Service wide business as usual activities.

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- 11.9 The Board noted and welcomed the improvements in the Core Skills (currency) and Vehicle Accidents indicators.
- 11.10 In regard to Home Fire Safety Visits (KPI 6), the Board noted the parameter for this indicator had been reduced to below the previously identified target. RH outlined the reasons for rebaselining this indicator, in particular changes in the Service's policy, changes to legislation which increased levels of detection in households and the refocusing on vulnerable households. CF advised that the green target line could not be modified with the current report, however, this would be revised within the next iteration of the performance management framework.

11.11 **The Board scrutinised the Quarterly Performance - Q1 2024-25 report.**

(C Fitzpatrick left the meeting at 1050 hrs)

12 ANNUAL OPERATING PLAN PROGRESS REPORT Q1

- 12.1 MMcA 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), between 1 April 2024 and 30 June 2024. The following key points were highlighted:
- Total of 39 actions of which one action was reporting Blue, 29 actions were Green, 9 actions were Amber, and no actions were Red.
 - Proposed closure of action relating to reviewing SFRS fire safety enforcement (FSE) arrangements and transferring to business as usual.
- 12.2 In regard to the closure of the FSE arrangements action, the Board questioned whether it would be more accurate to pause this action as it was still incomplete. DL advised that the original action to review SFRS arrangements had been completed. Any additional future work would depend on NFCC guidance and the timescale for this was unknown and outwith SFRS's control.
- 12.3 The Board queried whether the amber ratings against Outcome 2 (New Mobilising System), Outcome 3 (Emergency Services Mobile Communications Programme (ESMCP)) and Outcome 5 (corporate office requirements) were too optimistic and whether the risk approach to these was appropriate. It was noted that NMS would be discussed later in the meeting. In relation to ESMCP, SO'D outlined the justification for the amber rating and noted that the deadline was 2026. In relation to Outcome 3, SO'D outlined the approach that would be taken; however, progress had been slower than anticipated. SO'D noted the comments and would give consideration to reviewing the narrative to provide a fuller update.
- 12.4 The Board queried whether the Service were adjusting expectations due to capacity/staffing levels within Directorates and constraints on recruitment. RH noted the limited information/explanation being provided to justify the RAG rating being applied and the subsequent impact this has on the Board's ability to properly scrutinise. RH further noted that the Service should be tracking against the milestone activity to deliver. RH and MMcA to give further consideration off table on future reporting.
- 12.5 RH acknowledged that the Board had previously expressed concerns relating to the Service's capacity and ability to deliver the AOP. RH reminded the Board that, at the outset, the Service had recognised the potential for not fully delivering the AOP. This was due to the difficulties in deprioritising/removing areas of work, therefore the Service would be required to make the necessary adjustments and move items to the right. RH offered his assurance that the Strategic Leadership Team (SLT) scrutinised and discussed this report on a regular basis.

12.6 The Board scrutinised the Annual Operating Plan Progress Report Q1.

(Meeting broke at 1100 hrs and reconvened at 1110 hrs)

13 RESOURCE BUDGET MONITORING REPORT

13.1 SO'D presented a report advising the Board of the resource budget position for the period ending 31 July 2024. SO'D 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 £0.128 million and a forecast year-end underspend of £1.398 million (0.4% of budget). The following key points were highlighted:

- Several outstanding risks including retirements, overtime and pay awards.
- Various meetings and correspondence from Scottish Government in regard to financial controls and the range of measures introduced. These included controlling discretionary spend, seeking approval from Scottish Government on spend over £1.0 million for new or different purposes, non-essential external recruitment, non-essential travel and hospitality.
- Internal communications had been issued to all staff in relation to hospitality, non-essential travel, etc.
- Continued to work closely and engage with the Sponsor Unit.
- Currently no indication that there would be any surplus budget available to offer back to Scottish Government.

13.2 SO'D confirmed that the Service had not received any requests to return monies to Scottish Government. The Board queried whether there was any research available on the benefits of tight spending controls and whether they were cost effective. SO'D noted that she was unaware of any research in this area.

13.3 RH advised the Board that there were no indications that there would be any impact to the Service's budget allocation and was content that the Service would remain within the existing budget. RH noted that wider public sector pay award pressures appeared to be a driver. RH further noted that the 2024/25 Uniformed pay awards were funded within the existing budget, however the Support Staff pay award had still to be settled.

13.4 RH advised that internal spending controls imposed in 2023/24 were not dissimilar to those recently introduced by Scottish Government. RH further advised that all recruitment, except for Grey Book staff, would now require SLT approval.

13.5 The Board sought clarity on how much budget was categorised as discretionary spend and how many transactions were expected to exceed the £1.0 million value. SO'D advised that the discretionary spend related to travel and subsistence, which was not a significant amount and there were no transactions within the resource budget over the restricted level.

13.6 The Board queried whether there were any additional risks to the organisation should budgets be less than anticipated and impact of the recruitment freeze. RH noted that any recruitment decision would be subjective. This was based on the criticality of the post and judgement of the potential risk for any vacancies not filled in the short or longer term future. RH reminded the Board that this risk was captured on the risk register as restrictions had already been in place for 2023/24.

13.7 In relation to changes in forecasting and variances, the Board commented on the value of additional narrative within future reports to help track the changes. SO'D noted this comment and would consider how to present this information in future reports.

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13.8 The Board sought clarity on the decreased year to date figures for financing. SO'D noted that this related to legacy loan debts and the interest paid to or potential credits received from local authorities.

13.9 **The Board scrutinised the resource budget position for the period ending 31 July 2024.**

14 CAPITAL BUDGET MONITORING REPORT

14.1 SO'D presented a report advising the Board of the actual and committed expenditure against the 2024/25 capital budget position for the period ending 31 July 2024. It was currently anticipated that with the planned action, the approved budget of £43.026 million out be spent out by 31 March 2025. SO'D requested approval from the Board's for the proposed budget virements of £9.570 million. The following key points were highlighted:

- Virements were due to updated funding requirements for the New Mobilising System and reduced level of spend in property major works.
- Recognition of the degree of optimism bias in regard to major property works and the improvements required in planning for future years.
- Breakdown of proposed virements presented for approval. If approved, the Service would be required to submit an Accountable Officer (AO) Justification template to Scottish Government for approval.
- AO template would highlight the 3 year capital project and the Service's request to bring forward expenditure from future years in order to ensure affordability of projects experiencing slippage in the current financial year.

14.2 In regard to the disposal of the Cowcaddens site, SO'D advised the Board that this was progressing and was scheduled for 2025/26.

14.3 In regard to the significant budget virements, the Board sought assurance that these were aligned with the Strategic Service Review Programme (SSRP) and would deliver the greatest impact within the limited timescale. SO'D advised that work had been undertaken to identify what was deemed deliverable, the current understanding from SSRP and in consultation with the Service Delivery Board (SDB) and SLT. SO'D further advised that based on the collective views, understanding of SSRP and strategic priorities, the best options had been identified and presented.

14.4 The Board queried whether a specific figure could be identified as directly supporting SSRP. SO'D advised that specific spend in support of SSRP was not possible. However, the Service would be able to highlight capital spend against the key priorities set by Scottish Government and the Service's primary outcomes. This would help demonstrate the strategic importance of what the Service was doing, and the efforts being made to ensure the Service was in the best possible position to move forward with SSRP once clarity was gained.

14.5 SS reminded the Board that SSRP was multi-faceted with various elements of enabling infrastructure being delivered through the capital plan. The Board recognised this and suggested that consideration be given to include some supportive narrative on these contributions when compiling the AO template for Scottish Government.

ACTION: SO'D

14.6 **The Board scrutinised the level of actual and committed capital expenditure for the period ending 31 July 2024. The Board approved the budget virement of £9.570 million.**

(K McDougall joined the meeting at 1140 hrs)

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15 COLLEAGUE EXPERIENCE SURVEY 2024 UPDATE

- 15.1 LG introduced KMcD, who presented an update to the Board on the results of the Colleague Experience Survey (CES). The following key points were highlighted:
- Production of analysis of organisational level results highlighting top 5 areas of performance and improvement and where possible comparisons with the 2018 survey.
 - Next steps included identifying volunteers for focus groups, communicating the action plan and further breakdown of the analysis.
 - Continuation of ongoing open dialogue with staff via focus groups, station visits, etc.
 - Planned pulse survey activities on specific topics to be undertaken.
- 15.2 The Board queried the timescale for benchmarking and free text analysis. KMcD advised the free text analysis was currently being quality assured and would be available in the coming weeks. KMcD noted that following the renewal of Skills for Justice's contract, the intention would be to allocate some consultancy days for additional breakdown and benchmarking.
- 15.3 The Board commented on the positive advocacy score and the need for greater understanding of the statistics in relation to discrimination, bullying and harassment.
- 15.4 The Board questioned whether there was an opportunity to share learning with other blue light services and identifying actions that could be taken. LG advised that the Service would be exploring feedback on discrimination, etc within the focus group and through the Organisational Learning Group. Consideration would be given to share example of actions taken in respect of these type of incidents and disciplinaries, whilst maintaining strict confidentiality. LG further advised that the Service were keen to work with partners and collaboration opportunities had been discussed during the recent corporate services review. LB commented on the opportunities for collaboration and learning through the Reform Collaboration Group and the NFCC. RH noted that the Service would scrutinise and take forward any relevant recommendations from the recently published HMICFRS misconduct report.
- 15.5 The Board noted the importance of identifying and progressing quick wins or "you said we did" to maintain confidence in the process. LG offered her commitment to announce 3 quick wins by the end of September 2024.
- 15.6 The Board commented on the use of the word culture regarding quick wins as true cultural change was a longer-term issue. The Service should be clear that there are small changes in conduct and behaviours that could be attributed to quick wins.
- 15.7 The Board queried whether there would be an opportunity to consider both the analysis of the staff survey and safe call information in order to provide wider overview of any issues. LB noted that due to the small numbers involved with safe call this would not be possible at present, however general themes and an indication of outcomes were available.
- 15.8 With regard to quick wins, the Board commented on the downwards trend in staff not feeling able to speak or express opinions in relation to their role or work could potentially be addressed. It was noted that it should be clearly communicated to staff, including management, that all questions or issues should and could be raised in a safe environment and the various options to do this.
- 15.9 The Board acknowledged and welcomed all responses and information gained from the survey and extended thanks to all participants for their input. The Board acknowledged the outcomes and were taking the issues raised seriously.
- 15.10 **The Board scrutinised the Colleague Experience Survey Update report.**

(K McDougall left the meeting at 1200 hrs)

16 SFRS WORKING IN PARTNERSHIP 2023/24

16.1 MMcA presented the SFRS Working in Partnership 2023/24 Review report to the Board for scrutiny. The following key points were highlighted:

- Annual reporting capturing and highlighting the range and benefits of partnership and collaborative work ongoing within the Service and external partners.
- Congratulations to all staff involved in these activities and contributions to the report.
- Following presentation to the Strategic Leadership Team, it was agreed to change the front cover photograph, and an additional section would be added to affirm the Service's position on proactive approach, value and outcomes of partnership activities for staff, stakeholders and communities.

16.2 The Board welcomed the report and the positive work ongoing throughout the Service. The Board commented on the potential benefits and inclusion of partner organisation's voices, their experience of partnership collaboration and the differences/opportunities this has created.

16.3 MMcA acknowledged previous Strategy Day discussions relating to inclusion of both partners and end users' voices/experiences and gave his commitment these would be captured in future iterations of the report. MMcA further noted that a process to track partnership/collaboration activities in Local Senior Officer areas would be set up and this information could be shared both internally and externally.

16.4 MMcA reminded the Board that the report was produced to highlight and celebrate partnership working internally and also to provide a reminder to Scottish Government and the general public of the work undertaken by the Service.

16.5 In regard to the innovation outcome, the Board commented on the potential to highlight how partnership working was helping to drive innovation and deliver benefits. MMcA noted this comment and would reflect this in future iterations of the report.

16.6 In regard to Section 9 Partners, the Board suggested that an explanatory sentence be added to clarify that the partners listed were not the full and complete list of partners/collaborations.

ACTION: MMcA

16.7 The Board commented on the localised partnership working, and whether there was any learning and support provided to transfer good practice in a consistent manner into other local areas. MMcA noted the information gathered from colleagues including reasons why it worked in their area, what value it has added and any lessons that could be learnt to help other areas adopt the same practice. MMcA further noted that a guidance document was being developed to reinforce commitment to partnership working, examples of good collaborative working and strategic expectations. This guidance document would form part of ongoing communications with Local Senior Officers to promote good practice.

16.8 The Board commented on the potential audience levels for this report, whether consideration should be given to capture information in other publications/public forum events, utilising online and localised report. The Board were reminded that this report was a celebration of the positive work being undertaken throughout the Service. MMcA noted that examples of partnership working already features in other publications and would welcome the opportunity to discuss further outwith the meeting. The Board commented on the potential to use research, development innovation resources to help evaluation, sourcing funding opportunities and analysing impact/outcome of partnership working.

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16.9 **The Board scrutinised the report.**

17 RISK THEMES

17.1 With reference to earlier discussion, the Board noted the review of existing risk on capital spend.

17.2 There were no other new or emerging risks identified during this meeting.

18 FORWARD PLAN

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

18.2 The undernoted items were added to the Forward Plan:

- Learning from Grenfell Report Phase 2 (October 2024).
- Risk Appetite (October/December 2024)

19 DATE OF NEXT MEETING

19.1 The next public meeting of the Board is scheduled to take place on Thursday 31 October 2024 at 1000 hrs.

19.2 There being no further matters to discuss in public, the meeting closed at 1225 hrs.

(The meeting broke at 1225 hrs and reconvened in private session at 1300 hrs)

PRIVATE SESSION

20 MINUTES OF PREVIOUS PRIVATE MEETING:

20.1 **Thursday 27 June 2024**

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

20.1.2 **The minute of the meeting held on 27 June 2024 was approved as a true record of the meeting.**

20.2 Matters Arising

20.2.1 There were no matter arising.

21 PRIVATE ACTION LOG

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

21.2 **Members noted the updated private Action Log and approved the removal of completed actions.**

22 LIABILITY CLAIM AGAINST SFRS

22.1 SO'D presented a report to the Board in relation to an insurance claim intimated against the Service.

22.2 **The Board approved the recommendation with the report.**

23 ANNUAL PERFORMANCE REPORT 2023/24

23.1 MMcA presented a report to the Board seeking approval of the Annual Performance Report 2023/24.

23.2 **The Board approved the Annual Performance Report 2023/24 and for it to be used at the Annual Performance Review meeting (10 September 2024).**

(D Wilson, K Whitelaw and S Willock joined the meeting at 1330 hrs)

24 NEW MOBILISING SYSTEM: FULL BUSINESS CASE

24.1 DL presented a report to the Board seeking approval of the New Mobilising System (NMS) Full Business Case (FBC) which was supported by the Scottish Government (SG) Portfolio, Programme, Project Assurance (PPPA) Gateway 3 Independent Assurance report.

24.2 **The Board approved the New Mobilising System Project Full Business Case.**