

NORTHERN IRELAND FIRE & RESCUE SERVICE BOARD

MINUTES OF A MEETING

27 JUNE 2023

1.30 PM

PRESENT: Ms C McKinney, Chairperson
Mr A Hearn, Interim Chief Fire & Rescue Officer
Ms B Anley
Mr J Craig
Mr C Enright
Mr R Irvine
Mr P Kennedy
Mr J Lennon
Mr J Quinn
Mrs H Singleton
Ms L Smith

APOLOGIES: Mr T O'Hanlon

IN ATTENDANCE: Mr P Harper, Deputy Chief Fire & Rescue Officer
(in the room) Mr A Jennings, Assistant Chief Fire & Rescue Officer
Mr M Deeney, T/Assistant Chief Fire & Rescue Officer
Mrs P White, Director of Corporate Services
Mrs T Ramsay, Director of People & Culture
Miss D Reynolds, Head of Planning, Performance & Governance
Ms I Hill, Governance & Business Support Services Advisor
Mrs L'V Montgomery, DoH Observer

Prior to the commencement of business, the Interim Chief Fire & Rescue Officer, in acknowledging that this was Ms McKinney's last Meeting as Chairperson of the NIFRS Board, expressed his personal thanks to Ms McKinney for all the support she had given him in his role. He also, on behalf of the Executive Leadership Team and the organisation expressed his appreciation to Ms McKinney and paid tribute to her leadership and all her work and commitment to NIFRS as Chairperson of the Board.

Mr Irvine, on behalf of Board Members, paid tribute to Ms McKinney's leadership, integrity and and commitment and her dedicated service to the Board and to the organisation.

Ms McKinney expressed her appreciation to the Interim Chief Fire & Rescue Officer, Executive Leadership Team and to her Board colleagues as well as former Board Members Ken Henning, Gordon Smyth and Peter Martin who, together with her, Robert Irvine and Caodgan Enright had steered the organisation through a very challenging period some years before. She also expressed her thanks to former Interim Chief & Rescue Officer Michael Graham for his support and leadership through the COVID pandemic and to Richard Pengelly the former Permanent Secretary at that time who had given both personal and professional support to her in her role. She referenced her personal and professional challenges along the way in her tenure but felt that the NIFRS Board was a strong capable Board to be proud of and the brand NIFRS was what every citizen related to and admired.

Ms McKinney thanked Mrs La'Verne Montgomery for her professionalism at all times. She praised Rebecca Morgan, DoH, for her dedication to the organisation in her role. She thanked the Fire Brigades' Union for all their support during her time as Chairperson of NIFRS even though many times she didn't agree with their views but recognised that working together to reach consensus was the key to success.

She thanked Irene Hill and Deborah Reynolds for their key roles in making the Board function cohesively.

Ms McKinney extended her best wishes to the new Chairperson, Jay Colville.

The Chairperson welcomed everyone to the Meeting.

Item 1: Apologies

Apologies from Members were noted.

Item 2: Conflicts of Interest

The Chairperson enquired as to whether any Members of the Board wished to declare any potential conflicts of interest with any of the business items on the Agenda.

Mr Quinn declared a potential interest with regard to Item 7 and stated that he would absent from the Meeting for this item if necessary. Assistant Chief Fire & Rescue Officer Deeney declared an interest with respect to Item 4 – Restructuring Proposals – and indicated that he would withdraw from the meeting for this Item. This was noted by the Chairperson.

Change in the Order of Business

The Chairperson proposed that Item 6 – Reports from Board Committees, Noting of Committee Minutes and Adoption of Committee Recommendations – be taken after the next Item of Business. Members agreed.

Item 3: Minutes of Board Meetings

12 January 2023

The Minutes of a Special Meeting held on 12 January 2023, having been printed and circulated, were taken as read and agreed as an accurate record on the motion of Mr Enright, seconded by Mrs Singleton.

25 April 2023

The Minutes of the Meeting held on 25 April 2023, having been printed and circulated, were taken as read and agreed as an accurate record on the motion of Ms Smith, seconded by Mr Lennon.

Item 6: Reports from Board Committees, Noting of Committee Minute and Adoption of Committee Recommendations

Audit, Risk & Governance Committee – Minutes – 23 February 2023

The Minutes of the Audit, Risk & Governance Committee Meeting held on 23 February 2023 were noted. It was also noted that the recommendations contained therein had been adopted by the Board at its Meeting on 28 February 2023.

Audit, Risk & Governance Committee - Meeting – 15 June 2023

Members noted that a Meeting of the Audit, Risk & Governance Committee was held on 15 June 2023 and the Minutes of the Meeting will be presented at a future Meeting of the Board.

Mr Enright, Chairperson of the Audit, Risk & Governance Committee, gave a brief overview of the key business discussed at the Meeting.

Mr Enright proposed that the following recommendations emanating from the Meeting be adopted by the Board. This was seconded by Mr Irvine.

Audit, Risk & Governance Committee – Recommendations

- **Approval of the 2022/23 Audit Plan Progress Report, incorporating –**
 - **Recruitment; and**
 - **Discipline, Grievance & Raising Concerns;**
- **Approval of Year-End Follow-Up Report 2022/23;**
- **Approval of Internal Audit Strategy including Audit Plan 2023/24; and**
- **Q4 Information Governance Update – Approval is sought to close the Information Management Project Action Plan and to move to business as usual management of information governance activities.**

Audit, Risk & Governance Committee - Meeting – 27 June 2023

Members noted that a Meeting of the Audit, Risk & Governance Committee had been held on 27 June 2023 and the Minutes of the Meeting will be presented at a future Meeting of the Board.

Mr Enright outlined that the business of the Meeting had been to consider the Annual Report and Statement of Accounts.

Service Delivery Committee - Minutes – 22 February 2023

The Minutes of the Service Delivery Committee Meeting held on 22 February 2023 were noted. There were no recommendations emanating from the Meeting.

Service Delivery Committee - Meeting – 15 June 2023

Members noted that a Meeting of the Service Delivery Committee was held on 15 June 2023 and the Minutes of the Meeting will be presented at a future Meeting of the Board.

Mr Irvine, Chairperson of the Service Delivery Committee, proposed that the following recommendation emanating from the Meeting be adopted by the Board. Mr Lennon seconded this proposal. Mr Irvine provided a further explanation of the investigation requested by the Committee.

Service Delivery Committee – Recommendation

- **Approval of the draft Business Case for Fintona Fire Station Replacement subject to investigating the use of installing PD Panels and heat Pumps rather than mains electric/gas.**

People & Culture Committee - Meeting – 26 June 2023

Members noted that a Meeting of the People & Culture Committee had been held on 26 June 2023 and the Minutes of the Meeting will be presented at a future Meeting of the Board.

Ms Smith, Chairperson of the People & Culture Committee, gave an overview of the business discussed particularly with regard to the NOG Alignment Project Resource proposal. She explained that whilst the Committee had agreed to the proposal in principle it was subject to further clarification/information, including overtime costs, being brought forward. She also explained that the Committee had requested that the proposal be circulated to the Board, with the additional information, for consideration. **Action: Board to be circulated with this information**

Mr Irvine enquired as to how time sensitive obtaining approval for the proposal was. The Interim Chief Fire & Rescue Officer stressed that NOG was one of the key priorities for the organisation. He provided a further explanation of the resources proposal, ie, redeployment of 5 Watch Commanders, to take forward the Project Plan and noting that each specific piece of Guidance would have its own timeline.

Mr Quinn acknowledged that NOG alignment was a key priority but pointed out the need to consider the impact of redeployment of personnel.

The Interim Chief Fire & Rescue Officer noted the further information will be brought back to the Board in due course. **Action: information to be brought back to Board for its September Meeting**

The Board, on the motion of Ms McKinney, seconded by Mr Enright, agreed to adopt the Committee's recommendations as follows.

People & Culture Committee - Recommendations

- **Approval, in principle, of the Resourcing Requirement Proposal for NIFRS National Operational Guidance (NOG) Alignment Project, subject to further clarification/information being provided, and to the proposal and additional information being circulated to the Board for consideration and comment prior to confirmed approval; and**
- **NIFRS Social Media Policy, subject to a minor amendment.**

Item 4: Standalone Strategic Items

Annual Report & Statement of Accounts 2022/23

The draft Annual Report & Statement of Accounts 2022/23 was noted. Members further noted the draft documentation had been reviewed by the Audit, Risk & Governance Committee at its Meeting which had been held prior to the Board Meeting.

The Head of Planning, Performance & Governance provided a synopsis of the discussions at the Meeting noting that the Committee was recommending approval of the Annual Report & Financial Statements subject to minor amendments.

The Chairperson noted that this had been Mr Enright's last Audit, Risk & Governance Committee Meeting as Chair and expressed her thanks for all his work.

The Board, on the motion of Mr Enright, seconded by Ms Smith, gave approval for the Chairperson and Interim Chief Fire & Rescue Officer to sign-off the Annual Report & Financial Statements 2022/24 subject to minor amendments.

NIFRS Financial Plan 2023/24

Members noted the NIFRS Financial Plan 2023/24.

The Director of Corporate Services noted NIFRS had been allocated an opening revenue budget of £89.1m and that this represented a shortfall of circa £7m.

The Director of Corporate Services referred to NIFRS' statutory responsibility to breakeven and explained that NIFRS has been unable to draft a workable breakeven. She provided a detailed explanation of the 2 breakeven scenarios which had been drafted.

Scenario 1: £89.9m Plan, including no recruitment across the Organisation

The Director of Corporate Services stated that placing recruitment on hold until September 2024 accounts for 34% of the plan, highlighting that this is based on successful bids to DoH to support the total costs of recruitment. She also highlighted that no pay awards have been factored into the budget planning as it is assumed these will be funded in full as indicated in the opening allocation letter.

Referring to the 2020 Interim Service Delivery Model, the Director of Corporate Services drew attention to the current position, particularly with regard to the impact of sickness absence on the current model and also the ability to facilitate the required release for training and other leave. She stated that NIFRS recognises that current sickness absence levels continue to be unacceptable and not sustainable.

The Director of Corporate Services noted the position with respect of the plan to cap operational overtime at £1.5m.

The Director of Corporate Services summarised the high level impacts of delivering break-even against £89.1m.

Scenario 2: £92.2 Plan, including bid of £2.1m for recruitment

The Director of Corporate Services noted that under this scenario, additional funding would be used to reduce the impact of scenario 1. She explained the position with respect to average headcount for profiling purposes. She added that the commitment to recruitment requires a recurrent revenue allocation that equates to the operational need. The recruitment plan in scenario 2 creates an additional pressure of circa £2.3m.

The Director of Corporate Services, whilst acknowledging that the Executive Leadership Team has developed a draft strategic action plan, explained that the HMI report needs to be factored into the planning. She stated that early indications are that investment will be required to deliver the changes recommended with an invest-to-save ethos at the heart of any requests.

The Director of Corporate Services stated that the Executive Leadership Team has made early indications to DoH that NIFRS is unlikely to achieve break-even with a budget of £89.1m. She stated that, while still very challenging, scenario 2 is the preferred option. Although this creates a conflict for NIFRS in its statutory responsibility to break-even as it will carry an opening deficit. She added that, under this scenario, NIFRS will use the in-year monitoring process to bid for additional funding to meet the deficit, however, the success of bids is outside of the control of NIFRS, therefore, there is a risk of an overspend.

The Director of Corporate Services informed Members that it is suggested that a parallel approach be progressed, ie, we should implement the savings measures identified against non-pay expenditure and engage with DoH regarding the possibility of additional funding to allow for recruitment and no degradation of fire cover beyond the Interim Service Delivery Model.

During a full and detailed discussion, Members once again stressed the importance of Firefighter safety and the need now to raise this again with DoH given that this is the Board's role. Mr Quinn suggested the need to strengthen the proposals and to develop and present a robust case to DoH for the appropriate funding for NIFRS. He also advised caution with regard to stopping recruitment particularly given the lead in times for recruitment and training requirements. He reiterated the need for more detail and the development of a robust case for the appropriate funding.

Members concurred with Mr Quinn's comments and reaffirmed that no recruitment was not an option. Members also agreed with the need for the Executive Leadership Team to fully cost what NIFRS needs. Referring to the HMI review Members pointed out the need to estimate costs with respect to the strategic structure and critical support posts paper which has been prepared, in parallel with strengthening the break-even plan.

Mr Irvine, whilst acknowledging NIFRS' statutory function, reminded the Meeting that NIFRS also has a statutory responsibility to break-even. He also acknowledged the priority need to ensure Firefighter safety and explained the need to progress CRMP in order to identify and agree the appropriate Service Delivery Model for the organisation. He stated that the organisation can break-even but needed to strongly articulate the risk. He noted that he would not support scenario 2 and a deficit position.

During further discussion, Members noted the Deputy Secretary's comments regarding funding within Health and reiterated the need to progress NIFRS' CRMP as a priority in parallel with developing a robust fit-for-purpose business case for the appropriate funding for NIFRS and strongly articulating the risk with the break-even plans.

The Chairperson invited Mrs Montgomery, DoH Observer, to comment.

Mrs Montgomery referred to the Deputy Secretary's comments at a recent meeting with the Board and stated that NIFRS needs to identify its needs for the next 5-10 years, something which the Department has been seeking. She stressed the need for NIFRS to articulate what an efficient, effective fire service looks like and the importance of completing and agreeing a CRMP.

She accepted Members' comments regarding the impact of annual budgeting but noted that unfortunately that is the current position.

The Interim Chief Fire & Rescue Officer acknowledged the points raised but pointed out the need to move forward with a logical plan noting that CRMP and the HMI report are elements. He noted an item on the Agenda relating to additional resources to progress key priorities such as CRMP which would have a positive impact on progress. He stated that he was also hopeful that the HMI report will provide a road map for the way forward but accepted that it will require costing to take forward to DoH. He added that a long-term strategic plan is key.

The Director of Corporate Services explained that they were not ready yet to cost the high level HMI action plan or the CRMP currently and highlighted the need for continuing recruitment to maximise progress of key projects.

The Chairperson noted Members' comments and suggested that it may be useful to invite the Permanent Secretary, as the decision-maker, to a meeting to discuss the matter. She suggested that the Executive Leadership approach DoH regarding funding, completing the relevant documentation and seek feedback from the Permanent Secretary. She proposed that the Board empower the Interim Chief Fire & Rescue Officer and the Executive Leadership Team to progress scenario 2 strengthening the proposal in light of the Board's comments. An invitation for the Permanent Secretary to meet the Board was deemed a useful suggestion.

At this point, Mrs Singleton suggested that it may be useful to bring forward the CRMP Project Update agenda item at this point. Members agreed.

The Deputy Chief Fire & Rescue Officer provided a detailed update with respect to progress of the key tasks in the development of the CRMP including risk modelling to profile NIFRS' base case. He added that work had commenced to identify NIFRS emergency response standards noting that a paper will be brought to a future Board Meeting and that public consultation will also be required.

Referring to the HMI report, the Deputy Chief Fire & Rescue Officer outlined steps which will need to be taken with regard to same. He stressed that additional resources will hasten progress but added that progress will also be timebound due to the need for public consultation. He also noted the impact of planning for potential industrial action on timelines and reiterated the need for NIFRS' emergency response standards to be developed and agreed in the first instance.

Mrs Singleton commented further on the work being undertaken and pointed out the need for logical methodology to progress the development of the CRMP.

Action: Members requested further detailed information

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Meeting adjourned at 3.36 pm for a short comfort break
Meeting reconvened at 3.50 pm

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The Board, on the motion of Mr Enright, seconded by Mr Craig, agreed to approve Scenario plan 2 subject to the strengthening of the proposals and to the development of a robust over-arching plan for submission to DoH, to be shared with the Board, for the appropriate funding for NIFRS.

Mr Irvine abstained from this proposal, Mr Quinn opposed the proposal.

High Level HMI Action Plan

The high level HMI Action Plan was noted.

The Interim Chief Fire & Rescue Officer referred to the 11 key recommendations which the Inspectorate had outlined in its draft Report and noted the high level Action Plan which had been developed.

He outlined the next steps (subject to publication of the final report) -

- Build a detailed Action Plan under each recommendation;
- Cross reference and link with Business Plan Actions and Audit recommendations;
- Consider recommendations from UKFRS reports where relevant and appropriate; and
- Present final draft Action Plan to the Board in September for approval.

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At this point,
Mr Enright left the Meeting (4.00 pm)

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During discussion, the Officers answered Members' questions relating to the information presented.

The Board, on the motion of Mr Lennon, seconded by Ms Smith, unanimously approved the high level HMI Action Plan and requested full detail for the September Board Meeting.

Change in Order of Business

It was agreed that the next item of business – Restructuring Proposals – be taken as the last item of business.

The Charter for Families Bereaved through Public Tragedy

Members noted a paper relating to the adoption of 'The Charter for Families Bereaved Through Public Tragedy'. The Charter originates from the Hillsborough Disaster and is focussed on preventing a repeat of the problems that families faced during the Inquiry.

The Interim Chief Fire & Rescue Officer outlined the background to The Charter which asks organisations to commit to learning lessons from Hillsborough and its aftermath to ensure the perspective of bereaved families is not lost in any future public tragedies. He noted that the National Fire Chiefs Council (NFCC) had signed up to The Charter in May 2018 and explained that adoption will align NIFRS with NFCC, the National Police Chiefs Council (NPCC), the Crown Prosecution Service (CPS) and other UK Fire & Rescue Services.

The Chairperson welcomed the proposal that NIFRS commit to The Charter.

The Board, on the motion of Ms McKinney, seconded by Ms Anley, unanimously gave approval for NIFRS to sign up to 'The Charter for Families Bereaved Through Public Tragedy' as outlined in Annex 1 of the paper.

CRMP Project Update

This update was provided earlier in the Meeting and actions noted.

Performance Management

Members noted the Performance Management Updates for the period up to 31 March 2023 including the Performance Reports from each of the Standing Committees.

The Head of Planning, Performance & Governance provided a high level overview of the position at 31 March 2023 noting slippage beyond the planning year had occurred in respect of 22 tasks. She also noted discussions at the People & Culture Committee regarding the Strategic Performance Indicator for Sickness Absence.

The Director of People & Culture provided an explanation of the position with respect to long-term absence and interventions. This was noted.

Mr Quinn referred to Occupational Health interventions and the potential to apply 'invest to save' principles suggesting consideration be given to private health as an efficient method of intervention.

Item 5: Chairperson's Business

Standing Order 2.6 – Urgent/Emergent Issues

Under Standing Order 2.6, Members considered Committee membership and interim Committee Chairs in advance of a potential Committee restructuring led by the new Board Chairperson and unanimously agreed the following :

- Mr Paul Kennedy to become a full Member of Audit Risk & Governance Committee and to take up role as Chairperson of that Committee from its next Meeting;
- Mrs Hilary Singleton to become Chairperson of the Service Delivery Committee from its next Meeting;
- Mr Paul Kennedy to become a Member of Service Delivery Committee;
- Mr Jim Lennon to become a Member of People & Culture Committee;
- Mr Jim Lennon to become a Member of Remuneration Committee; and
- Ms Bonnie Anley to become the Board Safeguarding Champion.

The Board, on the motion of Ms McKinney, seconded by Mr Irvine, unanimously agreed to retrospectively confirmed the above appointments.

The Chairperson noted that Mr Enright and Mr Irvines' tenures were due to end in August but however may be extended . She paid tribute to their commitment and support to the organisation.

The Interim Chief Fire & Rescue Officer also expressed his appreciation to Mr Enright and Mr Irvine for all their support and extended his best wishes.

Item 7: Relevant Correspondence

The following correspondence was noted:

- Letter from Matt Wrack, General Secretary, Fire Brigades' Union - failure of NIFRS to apply pay rise.

The Interim Chief Fire & Rescue Officer gave Members an explanation as to the reason for the delay in applying the pay rise. He highlighted the requirement for approval from DoH; the manual work associated with payroll systems and in particular the resourcing challenges within the Payroll Departments attributing to the delay in processing the pay agreement. He informed Members that a communication would be issued to personnel that day advising of the timeframes for payment of the pay agreement.

The Interim Chief Fire & Rescue Officer noted that correspondence had also been received from the local FBU seeking a meeting of the Joint Negotiating Committee to discuss the matter. He stated he was hopeful of a satisfactory resolution.

Mr Quinn highlighted their support for the staff in the Payroll Departments acknowledging the great work of the staff within those teams given the challenging situation. He noted the position in UK where the pay rise had been implemented in a timely manner. He expressed their members' frustration with the delay in implementing the pay rise in NI and noting the serious impact on their members. Mr Quinn welcomed the issue of a communication to personnel setting out timelines and whilst acknowledging that staff were endeavouring to mitigate the delay, stressed the importance of ensuring such delays do not occur in the future.

The Chairperson noted that the matter will be discussed further outside the Board Meeting.

Ms Anley expressed concern with regard to the delay in actioning Board approvals and pointed out the need for the Board to be kept informed of any delays in progress. **Action: to be taken forward through the Board Effectiveness Working Group**

Item 8: Documents for Sealing

Northern Ireland Fire & Rescue Service with –

- Northern Ireland Electricity Networks Limited – Lease at NIFRS Premises, 120 Dungannon Road, Cookstown.

Item 9: July/August 2023 Key Dates

A provisional schedule of key dates for July/August 2023 was noted.

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At this point,
ACFRO Deeney left the Meeting

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Item 4 – Standalone Strategic Items Restructuring Proposals

Members noted a briefing paper relating to restructuring proposals with respect to the Executive Leadership Team (ELT), Senior Leadership Team (SLT) and critical Support function structures.

The Interim Chief Fire & Rescue Officer noted that the purpose of the paper was to provide a background and explanation of the current structure of ELT and SLT and to seek approval for new ELT, SLT and critical Support function structures that will enable delivery and development of the Service in the future. He also noted that with regard to the governance process, on this occasion it had been agreed that the paper should be presented directly to the full Board.

The Interim Chief Fire & Rescue Officer explained that agreement was also being sought to change the scope of delegated authority for restructuring and job evaluation between DoH and the Board; and the Board and ELT.

The Interim Chief Fire & Rescue Officer provided a detailed overview of the key changes proposed and the rationale for same –

- A second Assistant Chief Fire & Rescue Officer (a fourth Principal Officer);
- A substantive Assistant Director (Service Improvement) supported by a substantive Head of Programme Management Office and associated Team; and a team to support delivery of CRMP and performance reporting;
- A substantive Assistant Director (IT);
- A fixed term (2 years) Assistant Director (Learning & Development);
- An increase in resource within the Operational Guidance Business Unit.

The Interim Chief Fire & Rescue Officer drew attention to the costs and affordability and pointed out that an invest to save ethos is critical to the successful delivery of change.

During a full discussion, the Chairperson sought Members' views regarding the proposals. Members expressed concern regarding approving new structures until a substantive Chief Fire & Rescue Officer was in post, particularly with respect to the ELT structure. Members, whilst indicating their support for elements of the proposals, suggested it would be useful to firstly have sight of a full Organisational Chart to understand where resources are actually placed and their reporting lines to assist with their decision-making. **Action: further details required to assist decision-making; Organisational Chart to be circulated**

The Chairperson referred to discussions regarding ELT last year and the move from 4 Principal Officers to 3 and sought clarification regarding the rationale to change back to 4 given the strong assurances which had been given at that time.

Mr Quinn referred to the ELT proposal and noted that the issue of a fourth Principal Officer had been ongoing and noted the Interim Chief Fire & Rescue Officer's concerns regarding the difficulties associated with delivering proper rotas, etc, and indicated his support for this proposal. With respect to the other posts, he suggested the need for more detail before he could approve.

Members referred to the potential costs and to discussions earlier in the Meeting and reiterated the need to be sure as to the ask from DoH.

The Interim Chief Fire & Rescue Officer stated the need for a root and branch review of the organisation's resources and explained that the first stage was getting the high level right.

The Chairperson noted Mr Quinn's comments and the Chief Fire & Rescue Officer's judgement with respect to the PO rota and referred back to previous assurances which had been given regarding the delivery of the rota. She suggested that it may be useful to bring aspects of the proposals through the relevant Committee or potentially a workshop to consider the proposals in detail. However structures is a whole Board matter and should be taken accordingly.

The Chairperson noted her support to the proposal for a fourth PO recognising the Interim Chief Fire & Rescue Officer's assessment as operational lead for the organisation. She sought clarification from the Interim Chief Fire & Rescue Officer as to the priorities within the paper.

The Interim Chief Fire & Rescue Officer referred to the summary of the proposed restructuring and noted the priorities. He referred to the Assistant Director posts and suggested that further detail be brought back to the Board in August for approval. He referred to the proposed ELT structure and noted the temporary alignment to same currently. He noted that in the absence of a decision regarding the fourth PO, this temporary arrangement would continue.

Following further discussion, Members agreed to consider the proposals in sections.

A vote was taken on the proposal to extend the Principal Officer group to 4 substantive Officers with a second Assistant Chief Fire & Rescue Officer. There were 7 votes for, and 2 votes against the proposal. **This proposal was therefore approved.**

A vote was taken on the proposal for an Assistant Director (Learning & Development) (fixed term) and whether it should be taken forward now. There were 7 votes for, and 2 votes against this proposal. **This proposal was therefore approved and it was agreed that it should proceed with oversight information brought into the Board and assurances on costs being funded.**

With respect to the posts of Assistant Directors (Service Improvement) and (IT), it was agreed that further detail be brought back to August Meeting – no approval at this time.

The Board unanimously agreed that the following proposals should proceed with oversight from the Board:

- **A Programme Management Office be appointed;**
- **CRMP/Data Hub additional resources be appointed;**
- **Operational Guidance Business Unit additional resources to be progressed;**
- **A review and assessment of organisational resourcing needs across the next layers of the organisation be taken forward.**

Members also unanimously agreed, subject to the further detail requested, to the change the scope of delegated authority for restructuring and job evaluation between DoH and the Board; and the Board and ELT, as detailed in the paper.

The Chairperson noted that the Accountability Meeting was scheduled for 27 June.

The Chairperson stated that she was hopeful that the Permanent Secretary would meet with the Board face-to-face in due course.

The Chairperson thanked everyone for their attendance and their cards and gifts. She wished everyone well.

THIS CONCLUDED THE BUSINESS
AND THE MEETING TERMINATED
AT 5.20 PM
