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SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

18 March 2021

TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Dear Member

You are invited to attend the fifty sixth meeting of the Scottish Fire and Rescue Service Board as follows:

Date: Thursday 25 March 2021

Time: 1000 hours

Venue: Conference Facilities

The business for the meeting is detailed overleaf.

Should you require any other information, please contact Group Commander Alasdair Cameron on 07786 856986, Heather Greig on 07824 307616 or Debbie Haddow on 07341 880523.

Yours sincerely

A handwritten signature in cursive script that reads 'Kirsty L Darwent'.

KIRSTY DARWENT
Chair

Please note that this meeting will be recorded for the purposes of minute taking only.
The recording will be destroyed following final approval of the minutes.



SCOTTISH
FIRE AND RESCUE SERVICE

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PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD
THURSDAY 25 MARCH 2021 @ 1000 HOURS
CONFERENCE FACILITIES

AGENDA

- 1 CHAIR'S WELCOME**
- 2 APOLOGIES FOR ABSENCE**
- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 4 DECLARATION OF INTERESTS**

Members should declare any financial and non-financial interest they have in the items of business for consideration, identifying the relevant agenda item, and the nature of their interest.

- 5 MINUTES OF PREVIOUS MEETING:** *K Darwent*
- 5.1 Thursday 17 December 2020 (*attached*)
- 5.2 Thursday 25 February 2021 – Special Board (*attached*)

The Board is asked to approve the minutes of these meetings.

- 6 ACTION LOG (*attached*)** *A Cameron*

The Board is asked to note the updated Action Log and approve the closed actions.

- 7 DECISION LOG (*attached*)** *A Cameron*

The Board is asked to note the Decision Log.

- 8 CHAIR'S REPORT (*attached*)** *K Darwent*

The Board is asked to note the Chair's Report.

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- 9 **CHIEF OFFICER'S REPORT** (*attached*) M Blunden
The Board is asked to note the Chief Officer's Report.
- 10 **DEPUTY CHIEF OFFICER – CHANGE PORTFOLIO UPDATE** (*verbal*) R Haggart
The Board is asked to note the verbal report.
- 11 **COMMITTEE REPORTS:**
The Board is asked to note the following updates:
- 11.1 **Audit & Risk Assurance Committee:** Verbal update of Meeting: 24 March 2021 (*verbal*) B Baverstock
- 11.2 **Service Delivery Committee:**
- Minutes of Meeting: 10 December 2021 (*attached*)
- Verbal Update of Meeting: 11 March 2021 (*verbal*) N Barr
- Grenfell Tower Fire Update Report (*verbal*) R Haggart
- 11.3 **Staff Governance Committee:**
- Minutes of Meeting: 3 December 2020 (*attached*)
- Verbal Update of Meeting: 4 March 2021 (*verbal*) P Stark
- 11.4 **Transformation & Major Projects Committee:** Draft Minutes of Meeting: 4 February 2021 (*attached*) F Thorburn
- 12 **RESOURCE BUDGET 2021/22** (*attached*) S O'Donnell
The Board is asked to approve the report.
- 13 **CAPITAL PROGRAMME 2021-2024** (*attached*) S O'Donnell
The Board is asked to approve the report.
- 14 **STATUTORY REPORTING REQUIREMENTS – MAINSTREAMING REPORT AND EQUALITY OUTCOMES REPORT 2021** (*attached*) L Barnes
The Board is asked to approve the report.
- 15 **EQUAL PAY AND GENDER PAY REPORT 2021** (*attached*) L Barnes
The Board is asked to approve the report.
- 16 **RESOURCE BUDGET MONITORING – FEBRUARY 2021** (*attached*) S O'Donnell
The Board is asked to scrutinise the report.
- 17 **CAPITAL MONITORING REPORT – FEBRUARY 2021** (*attached*) S O'Donnell
The Board is asked to scrutinise the report.

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- 18 DRAFT ANNUAL OPERATING PLAN 2021/22** *(attached)* M McAteer
The Board is asked to scrutinise the report.
- 19 BUSINESS INTELLIGENCE STRATEGY** *(attached)* M McAteer
The Board is asked to scrutinise the report.
- 20 LOCAL FIRE AND RESCUE PLAN CONSOLIDATED REVIEW REPORT** *(attached)* M McAteer
The report is for information only.
- 21 RISK THEMES** *(verbal)* K Darwent
The Board is asked to reflect on any risk themes identified during this meeting.
- 22 FORWARD PLAN** *(attached)* A Cameron
The Board is asked to note the update.
- 23 DATE OF NEXT MEETING**
 Thursday 29 April 2021 at 1000 hrs

PRIVATE SESSION

- 24 PRIVATE MINUTES OF PREVIOUS PRIVATE MEETING:** K Darwent
 24.1 Thursday 17 December 2020 *(attached)*
 24.2 Thursday 25 February 2021 – Special Board *(attached)*
The Board is asked to approve the minutes of this private meeting.
- 25 PRIVATE ACTION LOG** *(attached)* A Cameron
The Board is asked to approve the minutes of this private meeting.

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SCOTTISH
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PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 17 DECEMBER 2020 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Kirsty Darwent (Chair) (KD)
Bill McQueen (Deputy Chair) (BMcQ)
Anne Buchanan (AB)
Fiona Thorburn (FT)
Malcolm Payton (MP)
Tim Wright (TW)

Nick Barr (NB)
Lesley Bloomer (LBI)
Marieke Dwarshuis (MD)
Brian Baverstock (BB)
Primrose Stark (PS)
Mhairi Wylie (MW)

IN ATTENDANCE:

Martin Blunden (MB)	Chief Officer
Ross Haggart (RH)	Deputy Chief Officer
Liz Barnes (LBa)	Director of People and Organisational Development
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
Paul Stewart (PSt)	Assistant Chief Officer, Director of Service Development
Kenneth Blake (KB)	Sustainability Manager (Item 13 only)
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Alasdair Cameron (AC)	Group Commander Board Support
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS:

Heather Greig	Board Support Executive Officer
Vlad Valiente	Legal Services Manager

1 CHAIR'S WELCOME

1.1 KD opened the meeting and welcomed those present and participating via Skype.

2 APOLOGIES

2.1 Stuart Stevens, Assistant Chief Officer, Director of Service Delivery

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

3.1 The Board agreed that sections of the Chief Officer's report and the Long Term Vision; Service Portfolio Office Change Proposals and Community Engagement in Decision Making: Update would be taken in private due to confidential issues (Standing Order 9G) and matters subject of legal proceedings/legal advice (Standing Order 9D), respectively.

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3.2 No further private items were identified.

4 DECLARATION OF INTERESTS

4.1 None.

5 MINUTES OF PREVIOUS MEETING: THURSDAY 29 OCTOBER 2020

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

5.2 **The minutes of the meeting held on 29 October 2020 were approved as a true record of the meeting.**

6 ACTION LOG

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

Item 12.3 Review of Suspension of Public Access to SFS Board Public Meeting –

When the Service moves to Microsoft Teams in January 2021, the enhanced options available to host publicly accessible meetings on this platform would be considered. The intention being to trial Microsoft Teams by hosting and recording workshops/meetings in January/February 2021 with a view to making formal Board and Committee meetings following this trial publicly available. The longer term options to purchase alternative systems would continue to be explored in order to accommodate future public access should this be viable.

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.

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

8 CHAIR'S REPORT

8.1 The Chair presented her report noting events which had occurred since the Board meeting held on 29 October 2020, highlighting:

- Meetings with Scottish Government and Joe Griffin, Director of Safer Communities.
- Constructive meeting with Justice Committee included discussions on facilities time.
- Several National Joint Council (NJC) meetings to discuss the tripartite agreement.
- Updates on COVID and vaccinations.

8.2 **The Board noted the report.**

9 CHIEF OFFICER'S REPORT

9.1 The Chief Officer presented his report noting events which had occurred since the Board meeting held on 29 October 2020, highlighting:

- Meeting with Joe Griffin, Director of Safer Communities to discuss the budgets and business case.
- Update on the tripartite agreement.
- Update on vaccination of personnel.

9.2 **The Board noted the report.**

The Board moved into private session at 1015 hrs to discuss confidential issues. The Board moved back into public session at 1110 hrs.

10 SERVICE TRANSFORMATION UPDATE

10.1 RH updated Members in regard to Service Transformation matters which had occurred since the Board meeting held on 29 October 2020, highlighting the following:

- Fundamental changes to the architecture of Change Portfolio to review the current 4 programmes of work.
- Three Service Transformation projects were expected to close early 2021 and would be submitted to the Transformation and Major Projects Committee (TMPC) in due course.
- Service Delivery Model Programme (SDMP) would be increased in prominence, potential timeline issues to be discussed in the private session.
- Retained and Volunteer Duty System (RVDS) Strategy moved into Service Delivery to improve synergy between the RVDS Leadership Forum and change work within the project.
- Early stages of People, Training, Finance and Assets (PTFA) project. Programme of work and underpinning projects would be further developed following the Programme Manager taking up post in early 2021.
- Ongoing Major Projects include Command and Control Futures (CCF) Phase 2, McDonald Road/Museum of Fire, West Asset Resource Centre and Protection for Vulnerable Groups project.
- Formally commenced the Emergency Service Network (ESN) Implementation project, dossier approved by Senior Management Board and would be submitted to the TMPC in February 2021.
- Change Portfolio review to focus on SDMP programme of work, PTFA programme of work and underpinning projects and identifying appropriately structured programme of works for other projects/key areas.

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

11 COMMITTEE UPDATES

11.1 Audit and Risk Assurance Committee (ARAC)

11.1.1 BB reported that the Committee held a public meeting on 8 October 2020 and referred the Board to the attached draft minutes noting that a verbal update was provided at the previous Board meeting.

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

11.2 Service Delivery Committee (SDC)

11.2.1 NB reported that the Committee held a private workshop on 10 November 2020 and a public meeting on 10 December 2020, highlighting the following:

- Private workshop covered an overview of Bonfire night, Firefighter competencies and currencies (including training programme, current PIs for operational core competencies, flexi duty training for operational competence, leadership and development framework and incident command development pathways), UFAS terms and regulations, statutory responsibilities and stocktake review and an overview of concurrent events ie severe weather, CCF, UEFA Championship, COP26, etc.
- During the public meeting, the Committee were provided with a Service Delivery update which included the bi-annual update from the Operational Assurance Board, performance reporting, HMFSI Action Plan update including percentage of completed actions for individual action plans, UFAS project and review update, Clinical governance arrangements, Grenfell Tower fire update, current risk register and draft InPhase risk register and a private session on COVID reset and renew.
- Future meeting to focus on operational assurance. Invitations were extended to Board Members to attend and observe these meetings.

DRAFT - OFFICIAL**11.2.2 Grenfell Tower Fire Update**

RH provided the Board with an update on the work undertaken by the Service in conjunction with relevant partners, following the Grenfell tower fire tragedy in June 2017. The following key points were highlighted:

- Full action plan presented at the Service Delivery Committee. Eleven actions have been completed with significant progress being made on the remaining 20. COVID had impacted on 8 recommendations. SFRS continue to engage with partners through the Ministerial Working Group and Sub Groups which included providing support to Scottish Government in their response to the Grenfell Tower Inquiry Phase 1 Recommendation report.
- Despite delays due to COVID, it was still anticipated that the completion date of June 2021, which was set by the Service, was still achievable.

11.2.3 RH reminded the Board of the High-Rise Inventory which was published on the Scottish Government's website, noting the small number of premises with similar cladding to Grenfell within Scotland. Specific operational response plans in place for these premises and remedial actions were being undertaken by their owners. The Service were also involved with the National Fire Chief's Council National Operational Guidance in response to High Rise Buildings procedures which was still being finalised. In the meantime, interim changes had been made to our Standard Operating Procedures in relation to high risk buildings.

11.2.4 It was noted that the Committee had a constructive hot debrief directly on conclusion of the meeting. Other Committees were encouraged to consider holding similar hot debriefs to help develop the work of their committees.

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

11.3 Staff Governance Committee (SGC)

11.3.1 PS reported that the Committee held a public meeting on 3 December 2020 and provided a verbal update, highlighting the following:

- Main theme arising was around people issues and processes for ensuring resilience.
- Retained Duty System terms and conditions - Resolution Advisory Panel met on 10 December 2020 with the outcomes expected within 5 days.
- Impact of COVID on recruitment, training, health and wellbeing and the mitigation actions in place.
- Protection of Vulnerable Groups projects delayed due to COVID, however new digital arrangements were in place.
- People, Training, Finance and Assets project was progressing well and the programme manager would take up post in January 2021.
- Good assurance on the evaluation of the Detached Duties arrangements, which were proving to be effective, working well and beneficial to the Service.
- All training centres/locations had been declared COVID secure.
- Overall improving competencies trends however the Committee queried the levels for RDS (below the set targets).
- Assurance was provided on the focus of core skills, mitigations to address reduced core/training capacity and the robust recovery plans in place.
- Five-year Training Strategy discussed and it was suggested that this be submitted to a future Strategy Day for further discussion/information.
- Building the Future Together was discussed and a future workshop session to be scheduled.
- Staff Survey delayed due to COVID, however, it was noted that several other staff engagement opportunities, ie workshops, Chief Officer Broadcasts, skills banks and COVID Employee Recognition Scheme, had taken place throughout the year.

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- 11.3.2 In relation to the PVG project, the Board were informed that Disclosure Scotland's capacity to process applications were attributing to the delay.
- 11.3.3 LBa confirmed that the outcomes of Panel's decisions on the COVID Employee Recognition Scheme would be shared with the Board.
- ACTION: LBa**
- 11.3.4 **The Board noted the verbal update.**
- 11.4 **Transformation and Major Projects Committee (TMPC)**
- 11.4.1 FT reported that the Committee held a public meeting on 5 November 2020 and referred the Board to the attached draft minutes noting that a verbal update was provided at the previous Board meeting.
- 11.4.2 **The Board noted the draft minutes.**
- 12 COMMODITY STRATEGY: HARD FACILITIES MANAGEMENT**
- 12.1 SO'D presented a report to the Board seeking approval of the Commodity Strategy to procure Hard Facilities Management (Hard FM) services from December 2021. The following key points were highlighted:
- Existing provider appointed through a joint procurement exercise with the Scottish Police Authority. Consideration had been given for this collaboration to continue, however, it was deemed more effective for individually tailored contracts to be pursued at this time.
 - Establishment of Hard Facilities Management project, Project Board, User Intelligence Group, and engagement of specialist advisors, Pick Everard.
 - Pre-market engagement had been undertaken with several notices of interest received.
 - Existing frameworks were not suitable for the Service's needs, due to the atypical nature of the estate ie appliance bays.
 - Sufficient time to deliver a full OJEU procurement, however, due to the timescale a collaborative procurement exercise was not achievable at this time.
 - Summary of the proposed strategy.
- 12.2 SO'D noted that there would be legal changes due to Brexit, however, the actual process would broadly remain the same.
- 12.3 SO'D confirmed the current arrangements for facilities management within existing shared premises.
- 12.4 In relation to the evaluation criteria (30% costs/70% quality), the Board asked how the Service would be able to evaluate the quality of the service provision. SO'D stated that quality was an important element and the questions would be framed to focus on processes and procedures to manage quality/deliver against the contract and be sufficiently objective to allow fair evaluation. SO'D clarified the weighing of the evaluation criteria and the focus on geographical diversity/pricing. SO'D noted the reasons for a single national contract with the aim that the national contractor would have oversight of any sub-contractors.
- 12.5 In relation to environmental benefits, SO'D explained that the successful contractor would be expected to adhere to any legal requirements and this would form part of the tender specification. This would also include the opportunity to deliver some carbon improvement projects.
- 12.6 SO'D advised the Board that the project value was based on the current contractor with the addition of annual cost inflation.

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- 12.7 SO'D noted that the inclusion of capital spend within the contract would allow minor works, linked to building maintenance, to be carried out by the successful contractor.
- 12.8 As part of the evaluation of the tender, SO'D noted that the daily rates would be reviewed to assess value for money. In relation to the pricing structure and regional variation, SO'D indicated that the rules for regional variations would be adhered to.
- 12.9 In relation to sustainability and targeted recruitment, the Board asked if the Service would be explicit in the rehabilitation of offenders and how could they be assured that any identified targets were accurate.
- 12.10 SO'D stated that sustainability was important and would be maximised as much as practicable. The positive results in the Soft Facilities Management contract around fair work were noted. In relation to targets, tenderers would be required to provide their proposals and these would be discussed and evaluated, however, the Service could highlight certain areas ie rehabilitation of offenders. These targets would be presented to the Board through the Annual Procurement report.
- 12.11 SO'D confirmed that there would be a mobilisation period at the start of the contract similar to the arrangements put in place for Soft Facilities Management.

12.12 **The Board approved the Commodity Strategy: Hard Facilities Management.**

(K Blake joined at 1205 hrs)

13 CARBON MANAGEMENT PLAN 2020-2025

- 13.1 SO'D presented a report to the Board seeking approval of the Carbon Management Plan (CMP) 2020-2025 and highlighted the following key points:
- SFRS Climate Change Response Plan (CCRP) 2045 outlined commitment to the Scottish Government's 2045 target by reducing carbon omission by 6% per annum.
 - Carbon Management Plan comprises specific measurable and detailed projects.
 - Energy and Carbon Strategy 2020-2030 previously agreed and recognised the primary source of carbon emissions.
 - Grant funding of £3.2 million had been awarded to the Service. Applications have been submitted for a further £43.3 million grant funding.
 - Estimated savings of £7.1 million could be achievable over the 5-year period of the CMP.
 - By 2025, it was anticipated that the Service would achieve a 50% reduction in carbon emissions.
- 13.2 The Board requested clarification on the increase in fleet fuel emissions since 2016. SO'D reminded the Board of the changes in vehicle provision for Flexible Duty Officers and the recording of diesel fuel provision with all fleet vehicles
- 13.3 The Board queried the potential financial incentive for staff when claiming travel expenses. LBa indicated that the Expenses Policy states that the most cost and time effective travel options should be considered by individuals.
- 13.4 In relation to achieving the reduction in gas consumption, KB stated that gas is primarily used for space heating and measures through improved building controls were being taken to reduce the wastage.
- 13.5 The Board acknowledged the significant investment required over the next 5-years and the assumption that funding would be sourced outwith the Service ie grants. SO'D confirmed that most of the funding would require to be sourced outwith the Service as it would not be realistic to repurpose the current capital budget to exclusively deliver environmental projects. Pre-COVID, Scottish Government had set aside funds for

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investments in carbon reduction projects and had set the legislation for becoming carbon neutral. The Service have undertaken work to prepare the projects to achieve this and had a good reputation with Scottish Government for spending/delivering projects.

- 13.6 SO'D to review the estimated capital cost of financing the Carbon Management Plan (section 5.1) and amend as necessary.

ACTION: SO'D

- 13.7 **The Board approved the Carbon Management Plan 2020-2025 and share their commendation to the team for an inspirational plan.**

(K Blake left at 1235 hrs)

(Meeting broke at 1235 hrs and reconvened at 1240 hrs)

14 RESOURCE BUDGET MONITORING REPORT – OCTOBER 2020

- 14.1 SO'D presented a report advising the Board of the resource budget position for the period ending 31 October 2020. 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 a forecast year-end underspend of £2.378 million. This forecast position is on the basis that there are no additional costs for consequences of exiting the European Union and that additional funding is not received to support the Service's investment in COP26.

- 14.2 SO'D reminded the Board of discussions relating to the forecasted underspend and monies being returned to Scottish Government earlier in the meeting.

- 14.3 **The Board scrutinised the resource budget position for the period ending 31 October 2020.**

15 CAPITAL MONITORING REPORT 2020/21 – OCTOBER 2020

- 15.1 SO'D presented a report advising the Board of actual and committed expenditure against the 2020/21 capital budget for the period ending 31 October 2020. It was anticipated that the revised budget of £37.524 million would be spent by the end of the financial year.

- 15.2 SO'D highlighted that the Service had received an additional grant (£2.1 million) from Transport Scotland for electrical vehicles and infrastructure.

- 15.3 **The Board scrutinised the level of actual and committed expenditure for the period ending 31 October 2020.**

16 COMBINED RISK AND PERFORMANCE REPORT QUARTER 2 PROGRESS REPORT

- 16.1 MMcA presented a report to the Board with the quarterly progress update on progress against the strategic outcomes and objectives. The following key points were highlighted:

- Progress against the Annual Operating Plan (AOP) 42 actions - 32 green, 10 amber. This continued to be a live part of the process and may be revised if impacted by COVID.
- Performance Management Framework – Two indicators showing red related to Home Fire Safety Visits (HFSV) due to changes in delivery and Accidental Dwelling Fires (ADF) High Severity due to the increased fatalities earlier in the year.
- Increase in Response Times. This could be broken down into 3 elements - call handling/mobilising, mobilising time and attendance time. Report was being prepared for the Strategic Leadership Team early in 2021 and the option for an update at a future Board Strategy Day would be considered.

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- 16.2 MMcA advised the Board that there was a technical issue within InPhase relating to the weighting of milestones which impacts on the RAG status. This would be reviewed and resolved by the Software Developer in early 2021. The Board commented on the importance of capturing the accurate update position within the narrative.
- 16.3 The Board requested an update on the Substance Screening Programme/Substance Misuse Policy. LBa advised the Board that the introduction of this programme had been delayed due to the consultation required to be undertaken. LBa confirmed the current procedures and policies in place.
- 16.4 MMcA advised that a full update on the development of the risk element within InPhase would be provided at the next Audit and Risk Assurance Committee (21 January 2021).
- 16.5 **The Board scrutinised the Combined Risk and Performance Report Quarter 2 Progress report.**
- 17 AGILE WORKING FRAMEWORK**
- 17.1 LBa presented a report to the Board providing an overview of the SFRS Agile Working Framework following formal consultation with management and Trade Union representatives. The following key points were highlighted:
- Creation of framework expedited due to COVID and supported by the Homeworking and Flexible Working policies.
 - Supports strategic objective 3 making the SFRS a great place to work and an attractive employer.
 - Key enabler for the reset and renew routemap.
 - The framework combines needs of the Service and needs/wishes of employees.
 - Guiding principles were Workforce and Cultures, Workplace and Workspaces and Digital.
 - Scrutinised by Senior Management Board and Rep Bodies with the overarching view on the high focus of employee wellbeing and preferences, significant change in workplace cultures and environmental benefits.
 - Launching in Spring 2021, following due diligence. Next steps include the development of toolkits and training packages for managers, dedicated iHub advice/information section, communication plan and establishment of a Forum to promote and monitor the development of agile working within the Service.
- 17.2 The Board were informed that the Homeworking Policy has been amended to include a package of automatically generated processes to ensure that appropriate equipment, safety assessments, etc are reviewed. This had been undertaken in conjunction with ICT/Finance.
- 17.3 LBa intimated that the Service needed to be more creative and open to alternative work locations to maximise the benefits for the Service and its employees.
- 17.4 The option for the Board to continue to hold regular virtual meetings and show best practice would be considered in the future.
- 17.5 LBa informed the Board that working arrangements would be tailored to the individual employee needs, whilst taking consideration of the wider team needs and other specific attendance obligations.
- 17.6 The Board queried whether there were any known risks. LBa noted that there were potentially risks relating to ICT security, breaching trust/abusing the system and loss of working relationships.

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17.7 The Board commented on the potential for individuals to work beyond their contracted hours which could negatively impact on their health and wellbeing and the cultural adjustment for managers. LBa highlighted several initiatives including informal coffee chats, exercise sessions, etc within the POD Directorate to instil a healthy work life balance. LBa acknowledged the cultural adjustment for managers and noted that support and guidance would be provided as necessary.

17.8 **The Board noted and endorsed the Agile Working Framework report.**

18 REVIEW OF EXTERNAL LOCAL SCRUTINY ARRANGEMENTS

18.1 The Board noted and welcomed the report which provided an overview following a recent review of External Local Scrutiny arrangements of SFRS. They thanked the Executive for a good report that generally appears the Service is doing well.

18.2 **The Board noted the Review of External Local Scrutiny Arrangements.**

19 SFRS/ANTHONY NOLAN PARTNERSHIP – ANNUAL REPORT – ACADEMIC YEAR 2019/20

19.1 The Board noted the report which provided an overview of the achievements of the SFRS/Anthony Nolan Partnership during the 2019/20 Academic Year and gave praise to the report and efforts of everyone involved.

19.2 **The Board noted the SFRS/Anthony Nolan Partnership Annual Report 2019/20.**

20 RISK THEMES

20.1 None.

21 FORWARD PLAN

21.1 The Forward Plan was noted and would be kept under review.

22 DATE OF NEXT MEETING

22.1 The next meeting of the Board is scheduled to take place on Thursday 25 March 2021 at 1000 hrs.

22.2 On behalf of the Board, the Chair gave special thanks to Vlad Valiente (SFRS Legal Services Manager) for his hard work and efforts during his time with the Service and wished him every success for the future in his new role within Dumfries and Galloway Local Authority.

22.2 There being no further matters to discuss in public, the meeting closed at 1330 hours.

PRIVATE SESSION**23 MINUTES OF PREVIOUS PRIVATE MEETING: THURSDAY 29 OCTOBER 2020**

23.1 The minutes were approved as an accurate record.

24 PRIVATE ACTION LOG

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

24.2 The Board agreed to close action Item 26.8 (Strategic Review Development Option) due to the change in position.

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- 25 LONG TERM VISION; SERVICE PORTFOLIO OFFICE CHANGE PROPOSALS AND COMMUNITY ENGAGEMENT IN DECISION MAKING: UPDATE**
- 25.1 MMcA presented an update to the Board on the long-term vision, plans to build the capacity and capability of the Portfolio Office and to set out developments for engaging the public in the development of Service change proposals.
- 25.2 **The Board scrutinised the Long Term Vision report.**

There being no further matters to discuss in public, the meeting closed at 1330 hours.



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PUBLIC SPECIAL MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 25 FEBRUARY 2021 @ 0930 HRS

BY CONFERENCE FACILITIES

PRESENT:

Kirsty Darwent (Chair) (KD)
Brian Baverstock (BB)
Anne Buchanan (AB)
Fiona Thorburn (FT)
Malcolm Payton (MP)
Mhairi Wylie (MW)

Nick Barr (NB)
Lesley Bloomer (LBI)
Marieke Dwarshuis (MD)
Bill McQueen (Deputy Chair) (BMcQ)
Tim Wright (TW)

IN ATTENDANCE:

Martin Blunden (MB)
Ross Haggart (RH)
Liz Barnes (LBa)
John Dickie (JD)
Mark McAteer (MMcA)
Sarah O'Donnell (SO'D)
Stuart Stevens (SS)
Paul Stewart (PSt)
Richard Whetton (RW)
Alasdair Cameron (AC)
Debbie Haddow (DH)

Chief Officer
Deputy Chief Officer
Director of People and Organisational Development
Assistant Chief Officer, Director of Training, Safety and Assurance
Director of Strategic Planning, Performance and Communications
Director of Finance and Contractual Services
Assistant Chief Officer, Director of Service Delivery
Assistant Chief Officer, Director of Service Development
Head of Governance, Strategy and Performance
Group Commander Board Support
Board Support/Minutes

OBSERVERS:

Heather Greig Board Support Executive Officer

1 CHAIR'S WELCOME

1.1 KD opened the meeting and welcomed those present and participating via MS Teams.

2 APOLOGIES

2.1 Primrose Stark, Board Member

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

3.1 The Board formally agreed the Liability Claims (previously circulated by email for approval), Draft Long Term Strategic Vision and High Level Timelines Change would be taken in private due confidential matters relating to individuals (Standing Order 9A) and confidential matters subject to consultation/negotiation (Standing Order 9F), respectively.

3.2

No further private items were identified.

4 DECLARATION OF INTERESTS

4.1 None.

5 BUDGET STRATEGY 2021-22

5.1 SO'D presented the Budget Strategy 2021-22 for approval. The Scottish Government's *Scottish Budget 2021/22* only covers the period of one financial year and may require further revision following the publication of the UK Government's budget on 3 March 2021. The following key areas were highlighted:

- Draft SFRS budget 2021/22 increased from previous year by 2.8%.
- In recognition of the continuing impact of COVID, budgets would be re-baselined on pre-COVID annual activities whilst taking cognisance of significant recovery elements would be required in identified areas.
- Assumption of ring-fenced funding being provided for the Emergency Services Mobile Communications Programme (ESMCP) and the COP26 summit.
- Recognition of the Scottish Public Sector Pay Policy (PSPP) (support staff pay) and continued involvement in UK-wide National Joint Council arrangements (uniformed staff pay).
- Consumer Price Inflation (CPI) projections would be continually monitored and non-pay budgets set accordingly.
- Three-year capital programme to be refreshed with firm proposals for 2021/22.
- Continue to explore and maximise opportunities for co-location, as well as identifying and bidding for funding to support our SFRS Carbon Management Plan,
- Future anticipated sale of both Maddison and Thornton sites.
- Programme 2020/21 re-profiling, due to COVID, would be considered when setting the budget for the coming year.
- Draft Capital budget (£32.5m) not sufficient to address the significant investment required in the medium to longer term.

5.2 The Board asked for clarity on the application of the Public Sector Pay Policy across all staff. SO'D noted that the PSPP does not apply to uniformed staff, however, the Service felt that the same level of uplift would be appropriate. The Service would use their influence within the NJC to seek an uplift in line with PSPP. It was noted that the NJC were commencing pay negotiation discussions with the Fire Brigade Union.

5.3 In relation to baselining, SO'D commented the challenges in estimating the current budget, requirement to identify an appropriate budget for the longer term and noted that further work was required to qualify catch up elements. SO'D reminded the Board that the financial monitoring reports contain details of any savings/costs incurred because of COVID as well as the net position.

5.4 The Board suggested that further consideration could be given to the Resource Strategy and potential efficiencies. SO'D indicated that going forward the Long-Term Vision and Service Delivery Model Programme (SDMP) agendas would offer a wider scope to develop a more strategic and longer term sustainable approach to the resource budget.

5.5 **The Board approved the Budget Strategy 2021-22.**

6 STAFF ENGAGEMENT PROCESS FOR THE DEVELOPMENT OF A LONG TERM STRATEGIC VISION FOR SFRS

6.1

MMcA presented the Board with a report providing full thematic analysis of the feedback received from the staff engagement on the Scottish Fire and Rescue Service (SFRS) long-term strategic vision. The following key points were noted:

- Engaged with staff on what were the key issues facing the Service over the next 5-10 years to allow them to influence and shape the long-term vision.

- Specific public engagement yet to be undertaken, however the Service are building on the previous public consultation carried out ie service transformation agenda. Intention to hold a public consultation exercise on the draft vision following the period of purdah, building on the previous public consultation carried out ie service transformation agenda.
- Extensive consultation undertaken on the Strategic Plan and Local Plans.
- Previous consultation had been on the themes of change and the public's perception has been used to shape the discussions/dialogue with staff.
- Reason for methodology being qualitative was to allow for an open response from staff without directing the conversation.
- Further staff engagement session with the vision to be scheduled, prior to public consultation, and would gather all quantitative data on the emerging vision.
- Engagement process commenced with 3 online leadership events for senior management (September 2020), independently facilitated workshops, staff survey and station-based staff feedback.
- Discussions focused on how the Service works and what the culture was rather than the future vision. 90% of staff answered that change was either important or very important. Key themes included the need for localisation and employment; strong support for working with Scottish Ambulance Services (SAS); need to get organisational basics right, remove unnecessary centralisation; need to clarify priorities; appropriate change management processes; creating capacity for change; greater utilisation of technology and support staff; change fatigue; modernising RVDS model.
- Intention to hold further staff engagement (You said, We did) approach prior to purdah and public consultation following purdah. Vision to be brought back to the Board for decision later in the year.

6.2 MB offered the Board his opinion on the consultation feedback and the outcomes of the focus groups including the tendency to focus on the individuals own area within the Service. MMcA noted that the purpose of the consultation and engagement was to begin discussions with staff to ensure they feel invested and fully involved in shaping the future vision of the Service.

6.3 In regard to OHCA response, MMcA noted that staff were fully aware of the benefits to local communities but there were still some reservations.

6.4 MMcA confirmed that Improvement Services facilitated the focus groups, which were constructed to ensure a balanced representation of roles, in order to provide an environment to encourage open discussion and exchange of views. MMcA to circulate the original report compiled by Improvement Services.

ACTION: MMcA

6.5 MMcA to circulate copies of the Slido Polls results as contained within Appendix A. He noted that all background documents would be published online in due course.

ACTION: MMcA

6.6 In regard to the concerns raised about promotions, training, division between staff and management. MMcA noted that these mirrored the issues raised through the staff survey. He noted that although these issues were raised, the results of the staff survey found that individual relationships with line managers were good and these issues may be due to the size of the organisation and perceptions. MMcA noted that staff wanted clarity on national policy/priorities/framework with the flexibility to make this work at a local community level to achieve local outcomes.

6.7 The Board stated thatl getting the basics ie processes, bureaucracy, etc, right was fundamental. MMcA noted that the People, Training, Finance and Assets (PTFA) project would create processes and systems that benefit the Service.

6.8 MB commented on the benefits from receiving staff feedback, ensuring clear communication on potential changes including the rationale, provide follow up on 'You Said, We Did' information, and the need to be consistent with our approach to staff engagement. MMcA noted that lessons have been learnt from previous engagement and also through various gateway reviews, these will be reflected in the approach moving forward.

6.9 The Board commented on the sense of constant change or no progress, noting that this primarily depends on the staffing groups but nevertheless both cause change fatigue. In reflection, the Service needs to more proactive to introduce and make changes.

6.10 A discussion took place on the importance of consistency of communication, creating an environment of trust and support, equipping managers to lead their teams and deliver the SFRS future vision. It was recognised that this would be a period of significant cultural change for the Service going forward.

6.11 MB informed the Board that the Annual Operating Plan would be further refined and the 3 areas of priority would be clearly communicated within the Service. It was noted that there should be clear communication on areas which were no longer a priority and therefore not being progressed further. The Service needs to be consistent in their approach and remain aligned at every stage.

6.12 MMcA reminded the Board that a Consolidated Local Plan Review Report would be presented to the March meeting. The report outlines the view of the communities and key partners on local plan engagement. MMcA agreed to discuss with MW (off table) the potential of individual's bias potentially affect the perception of their communities' views.

6.13 In relation to culture change, LBa stated that this was a key focus for the Service going forward. She commented on the positive responses within the recent Wellbeing survey on the level of support provided by the Service during this difficult period. The approach currently being rolled out to managers was that change is not a separate thing, change it is now the Service and staff would be engaged in all areas.

6.14 LBa reminded the Board of the significant changes made as to how the Service had worked over the past year and the potential to further refine and personalise this for individuals.

6.15 The Board asked how the Service could embed cultural change. LBa stated that this would be achieved through the formal route of Building the Future Together Programme and the more informal route of changing behaviours/practices, consistently repeated until they are naturally embedded.

6.16 **The Board scrutinised the report.**

7 DATE OF NEXT MEETING

7.1 The next meeting of the Board is scheduled to take place on Thursday 25 March 2021 at 1000 hrs.

7.2 There being no further matters to discuss in public, the meeting closed at 1105 hours.

PRIVATE SESSION

- 8** **LIABILITY CLAIM AGAINST THE SCOTTISH FIRE AND RESCUE SERVICE**
- 8.1 SO'D presented 2 reports to the Board for formal submission, noting both reports had previously been circulated, by email on 8 January 2021 and 14 January 2021, and approved.
- 9** **DRAFT LONG TERM VISION**
- 9.1 MMcA presented a report to the Board setting out the draft Long Term Strategic Vision for the Service for their scrutiny.
- 10** **HIGH-LEVEL TIMELINE FOR CHANGE**
- 10.1 RH presented a report to the Board outlining the high-level timeline to the Board, that had been created to co-ordinate activities around three key pieces of strategic work being undertaken, for their scrutiny

DRAFT

SFRS BOARD MEETING – ROLLING ACTION LOG



Background and Purpose

A rolling action log is maintained of all actions arising or pending from each of the previous meetings of the Board. No actions will be removed from the log or the completion dates extended until approval has been sought from the Board.

The status of Actions are categorised as follows:

- Task completed – to be removed from listing
- No identified risk, on target for completion date
- Target completion date extended to allow flexibility
- Target completion date unattainable, further explanation provided.

Actions/recommendations

Currently the rolling action log contains 6 Actions. A total of 5 of these actions have been completed.

The Board is therefore asked to approve the removal of the 5 actions noted as completed (Blue status), note the no actions are categorised as Green status and note there is one action categorised as Yellow status on the action log.

NOT PROTECTIVELY MARKED

Board Meeting: 27 August 2020						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
Item 12.3	<p>Review of Suspension of Public Access to SFRS Board Public Meetings - Further review to be undertaken to identify future longer term options to allow public Board/Committee to be wider publicly accessible. The Board agreed that the status quo would remain during these challenging times and until such time further consideration could be given to longer term options. Update to be provided at the Oct meeting on progress.</p>	RW	October 2020			<p>Update (29/10/20) – Further work has commenced to explore longer terms options for broadcasting SFRS Board meetings over the web.</p> <p>Update (17/12/20) – This work continues with in-house solutions being considered and the equipment/expertise that would be required to facilitate this option. Meantime Microsoft Teams, is now being rolled out and it is the intention for the Board to begin using this from January 2021 further to which the functionality of this platform will be fully considered and the options this new system provides discussed with the Board in due course.</p> <p>Update (25/03/21) – Following the roll out of MS Team, all Board and Committee meetings are being held via this platform. A trial recording of the Service Delivery Committee (11 March) and Board (25 March) would be captured. As part of this trial, these recordings would be reviewed by the Board/SLT. From April 2021, the intention would be to record and publish all public meetings of the Board/Committees which are conducted remotely. As a result of this trial we can consider how this impacts on future longer term options.</p>
Item 13.2	<p>Internal Audit Plan 2020/21 – Details of the Implementation of SFRS Corporate Governance structure, Strategy and Reporting review would be circulated to the Board in due course.</p>	MMcA	October 2020		January 2021	<p>Update (29/10/20) – Awaiting draft report.</p> <p>Update (17/12/20) – Awaiting draft report.</p> <p>Complete (25/03/21) – Final report submitted to ARAC in January 2021.</p>

NOT PROTECTIVELY MARKED

Item 22.2	SFRS Long Term Strategic Vision: Internal Engagement Plan - A detailed report on the emerging themes would be provided following the engagement events.	MMcA	October 2020		February 2021	<p>Update (29/10/20) – The initial leadership engagement work has been completed with a further 16 workshops and online survey now underway. The engagement sessions are due to conclude mid November 2020. A report will be prepared for the board in January 2021.</p> <p>Update (17/12/20): The Future Vision engagement process concluded in November. Feedback from more than 700 members of staff has been gathered through workshops, surveys and station engagement. Work is now underway to analyse these responses and identify key themes to support the development of a future vision for SFRS. The report will be finalised in January.</p> <p>Complete (25/03/21): Engagement exercise now complete and summary analysis report and draft vision will be presented to Board in February 2021.</p>
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Board Meeting: 17 December 2020

Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
Item 11.3.3	Staff Governance Committee (SGC) - Outcomes of Panel's decisions on the COVID Employee Recognition Scheme to be shared with the Board.	LBa	March 2021		March 2021	Complete (25/03/2021): Following Recognition Panel meetings on 3 and 22 February 2021 to review nominations, a total of 647 vouchers were issued. 504 of these were awarded to SFRS employees and volunteers, and issued via email on 18 March 2021. 143 of these were awarded to on-site Sodexo staff and sent to Sodexo for onward correspondence on 18 March 2021.
Item 13.6	Carbon Management Plan 2020-2025 - Estimated capital cost of financing the Carbon Management Plan to be reviewed and amended as necessary	SO'D	March 2021		December 2020	Complete (25/03/2021): Carbon Management Plan was reviewed and amended on 18 December 2020.

NOT PROTECTIVELY MARKED

Special Board Meeting: 25 February 2021						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
Item 6.4	Staff Engagement Process for the Development of a Long Term Strategic Vision for SFRS - MMcA to circulate the original report compiled by Improvement Services following the workshops.	MMcA	March 2021		March 2021	Complete (25/03/2021): Improvement Service report extracted from main report and shared via the Board Sharepoint site.
Item 6.5	Staff Engagement Process for the Development of a Long Term Strategic Vision for SFRS - MMcA to circulate copies of the Slido Polls results as contained within Appendix A.	MMcA	March 2021		March 2021	Complete (25/03/2021): Slido Poll (x3) extracted from main report and shared via the Board Sharepoint site.



SFRS BOARD MEETING DECISION LOG

PURPOSE

Decisions made at the meetings of the Board of the Scottish Fire and Rescue Service (SFRS) are recorded in the minutes of these meetings and published on the SFRS website. This ensures that all decisions of public interest are accurately documented and made available for public scrutiny. The Standing Orders for Meetings of the Board and its Committees state that a decision made by the Board cannot be changed within 6 months, unless the Chair rules that there has been a material change of circumstances.

The attached decision log therefore provides a record of all significant decisions made by the board at its meetings held in the most recent 12 months, and in accordance with Standing Orders, notes the earliest date for reviewing each decision. The decision log will also ensure there is a means for the Board to keep sight of their recent decisions and the follow up actions put in train, and helps to maintain high standards of corporate governance.

RECOMMENDATION

The Board is invited to note the contents of the decision log.

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 27 February 2020 (Special Meeting)				
ITEM 6	BUDGET STRATEGY 2020-21	The Director of Finance and Contractual Services sought approval from the Board for the proposed Budget Strategy for financial year 2020/21, which outlines the approach to developing both Resource and Capital budgets, within the context of the Scottish Government's budget proposals.	The Board approved the Budget Strategy 2020-21.	July 2020

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 26 March 2020				
ITEM 12	RESOURCE BUDGET 2020/21	The Director of Finance and Contractual advised the Board of the proposed Resource Budget for 2020/21 and sought approval for the proposals to be submitted to the Board. The total Resource Budget for 2020/21 will be set at £276.0million, in line with resource budget funding from the Scottish Government.	The Board approved the proposed Resource Budget 2020/21.	September 2020
ITEM 13	CAPITAL PROGRAMME 2020-2023	The Director of Finance and Contractual Services advised the Board of the proposed Capital Programme for 2020 – 2023 and sought approval for the proposals to be submitted to the Board. Total proposed expenditure is £99.060million, funded by Capital DEL budget of £97.500million, plus capital receipts from Strategic Intent of £1.560million.	The Board approved the proposed Capital Programme for 2020-2023.	September 2020

ITEM 14	DRAFT ANNUAL OPERATING PLAN 2020/21	The Director of Strategic Planning, Performance and Communications presented the draft Annual Operating Plan 2020/21 for approval. The AOP 2020/21 has been prepared from Year 1 actions of the Strategic Plan three-year Programme of Work. Any activity identified as transformation or major projects has not been included in this Plan to avoid duplication of reporting and scrutiny	The Board approved the Draft Annual Operating Plan 2020-21 and that the revised Plan is brought back to the next meeting	September 2020
ITEM 15	PERFORMANCE MANAGEMENT FRAMEWORK	The Director of Strategic Planning, Performance and Communications presented the revised Performance Management Framework to the Board for approval.	The Board approve the revised Performance Management Framework.	September 2020
ITEM 18	SUSPENSION OF PUBLIC ACCESS TO SFRS BOARD PUBLIC MEETINGS	Under normal circumstances the Fire (Scotland) Act 2005 requires that the SFRS committees and subcommittees are held with access to the public. However, the COVID 19 is an exceptional situation requiring a significant change to normal business and the SFRS has a duty of care to all concerned. As such it is neither advisable nor wholly possible for SFRS to allow for normal public access for the foreseeable time. As from the 25 March 2020 the SFRS will hold all Board and Committee meetings without public access, until further notice. The SFRS Board will publish a statement that outlines its approach on the SFRS Website.	The Board reiterated their approval of the decision (agreed by email) to suspend public access to SFRS Board public meetings.	September 2020

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 30 April 2020				
ITEM 12	AMENDED ANNUAL OPERATING PLAN 2020-21	The Director of Strategic Planning, Performance and Communications presented the amended Annual Operating Plan 2020/21 for approval. It is noted that COVID-19 is likely to have an impact on our ability to deliver the actions as presented. The full extent of this will be assessed and reported later in the year.	The Board approved the Amended Annual Operating Plan 2020/21.	October 2020
ITEM 13	ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS	The Director of Strategic Planning, Performance and Communications asked the Board to approve the proposed amendments outlined in the revised Standing Orders for Meetings of the Board and its Committees, Scheme of Delegations and other associated documents to ensure the continued effectiveness of the governance arrangements of the SFRS Board and its Committees. These arrangements are intended to ensure that the SFRS Board and its Committees continue to meet their statutory requirements and strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland, together with the expectations of Scotland's communities.	The Board approved the review and amended governance related items of the Board and its Committees.	October 2020

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 25 June 2020				
ITEM 12	ENVIRONMENTAL POLICY UPDATE	The Director of Finance and Contractual Services presented a report seeking approval of the updated Environmental Policy 2020.	The Board approved the revised Environmental Policy 2020.	December 2020
ITEM 13	ENERGY AND CARBON STRATEGY 2020-2030	The Director of Finance and Contractual Services presented a report seeking approval of the Energy and Carbon Strategy 2020-30.	The Board approved the Energy and Carbon Strategy 2020-2030.	December 2020
ITEM 14	ARRANGEMENTS AND OUTCOMES OF ANNUAL REVIEW – EFFECTIVENESS OF BOARD	The Director of Strategic Planning, Performance and Communications asked the Board to acknowledge and approve the progress made around the arrangements for reviewing the effectiveness of the SFRS Board during 2019/20. This is intended to ensure that the SFRS Board continues to develop and improve to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland 2016 and the expectations of Scotland's communities.	The Board approved the arrangements for reviewing the effectiveness of the Board.	December 2020

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 30 July 2020 (Special Meeting)				
ITEM 5	WEST ASSET RESOURCE CENTRE (ARC)	The Director of Finance and Contractual Services presented a report seeking approval from Board to recommence the project to develop a West Asset Resource Centre at the National HQ/Training Centre site in Cambuslang.	The Board approved the West Asset Resource Centre project to be developed within the SFRS HQ/ National Training Centre site at Cambuslang.	January 2021

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 27 August 2020				
ITEM 12	REVIEW OF SUSPENSION OF PUBLIC ACCESS TO SFRS BOARD PUBLIC MEETINGS	The Head of Corporate Governance presented a report seeking approval of most suitable approach going forward. Under normal circumstances the Fire (Scotland) Act 2005 requires that the SFRS committees and subcommittees are held with access to the public. However, the COVID 19 is an exceptional situation requiring a significant change to normal business and the SFRS has a duty of care to all concerned. Following a review and as a result of developing strict protocol arrangements the Board were asked to consider various options and decide the most suitable approach moving forward. The SFRS Board will also publish an updated statement that outlines its approach on the SFRS Website.	Following consideration of the proposed options, the Board requested that further longer terms options be investigated and brought back for decision.	N/A

Item 13	INTERNAL AUDIT PLAN 2020/21.	The Chair of the Audit and Risk Assurance Committee asked the Board to approve the SFRS Internal Audit Plan 2020/21. This set out a timetable of the main reviews of key activities during 2020/21 that are intended to assist in ensuring effective governance and monitoring arrangements within SFRS which link to the Services purpose, outcomes and risks.	The Board approved the Internal Audit Plan and Charter.	February 2021
Item 14	STANDARD STATION DESIGN PRINCIPLES	The Director of Finance and Contractual Services presented a report seeking support for the design principles to be adopted in the future development of fire stations within the Scottish Fire and Rescue Service.	The Board approved the principles of the standard station design.	February 2021
Item 15	DEBT WRITE OFF	The Director of Finance and Contractual Services submitted a report requesting Board approval to approach Scottish Government to write off a commercial debt of £2,280.	The Board approved the request to seek Scottish Government's approval to write off this debt.	February 2021
Item 16	ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1 APRIL 2019 – 31 MARCH 2020	The Director of Finance and Contractual Services presented the Annual Procurement Report for the period 1 April 2019 – 31 March 2020, as required under the Procurement Reform (Scotland) 2014.	The Board approved the Annual Procurement Report for the period 1 April 2019-31 March 2020.	February 2021

Item 27	ANNUAL PERFORMANCE REVIEW REPORT 2019/20	The Director of Strategic Planning, Performance and Communication presented the Board with the draft Annual Performance Review Report 2019/20 which will be used to inform a public meeting held by the Minister for Community Safety in September 2020. The Annual Performance Review Report contains details of our performance against the targets set within the Fire and Rescue Framework for Scotland 2013 and provides information on our activities against the priorities of the revised Fire and Rescue Framework for Scotland 2016.	The Board approved the Annual Performance Review report, subject to the above amendments.	February 2021
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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 27 October 2020				
ITEM 12	BOARD FORWARD PLAN SCHEDULE 202-22	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve a proposal setting out a Meetings Schedule for the Board and its Committees and Board Forward Plan until March 2022. These set out the Board's programme of scrutiny and key decisions for 2021-22. The proposal will ensure that the business being brought forward is strategic in nature and aligning with the Service's planning cycle, governance policies, procedures and priorities.	The Board approved the proposed 2021/22 Forward Plan Schedule.	April 2021

ITEM 13	BOARD REMUNERATION REVIEW	The Chief Officer (Accountable Officer) asked SFRS Board to confirm they were content to receive their annual remuneration (pay uplift) for both 1 April 2019 and 1 April 2020. Since the formation of the SFRS the remuneration (daily rate fee) for all Board Members has remained unchanged. This review ensures SFRS Board Member remuneration will now be monitored annually and kept in line with similar roles, taking cognisance of wider implications, while ensuring the role remains attractive to a diverse range of people, with the necessary skills, as part of any future SFRS Board public appointments. It was therefore proposed and agreed that this be brought forward on an annual basis to the Remunerations, Appointments and Nominations Sub-Committee, aligning with the annual Public Sector Pay Policy review outcomes and timescales. This proposal ensures due consideration is given when applying what Public Sector Pay Policy entitles SFRS Board Members to for any given year.	The Board agreed that Board member remuneration from April 2019 be adjusted in line with PSPP and that henceforth the application to Non-Execs be reviewed by RANSC on an annual basis. Any recommendation to defer from that would be brought back to the Board.	April 2021
ITEM 24	DRAFT ANNUAL REPORT AND ACCOUNTS 2019/20 (PRIVATE)	The Director of Finance and Contractual Services presented the Draft Annual Report and Accounts for the year ended 31 March 2020, showing a Resource budget underspend of £1.392 million and a Capital budget underspend of £0.002 million.	The Board approved the Annual Report and Accounts 2019/20 and authorised the Chief Officer, as the Accountable Officer, to sign and submit this on behalf of the Service.	April 2021

ITEM 25	EMPLOYERS LIABILITY CLAIM AGAINST THE SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)	The Director of Finance and Contractual Services sought approval to authorise Clyde & Co (Scotland) Ltd, acting on behalf of Zurich Municipal Insurance, to settle the claim the value of which has yet to be determined by Counsel, but is anticipated to be contained within the reserve set by Zurich.	The Board approved the recommendation to instruct Clyde & Co, acting on behalf of Zurich Municipal Insurance, to settle the claim.	April 2021
ITEM 26	STRATEGIC REVIEW DEVELOPMENT OPTIONS (PRIVATE)	The Director of Service Development sought approval of the recommended option from the Strategic Leadership Team (SLT) for strengthening our portfolio and programme management capability and capacity.	The Board approved the Strategic Leadership Team's recommendation to progress Option 5 (Blended Approach).	April 2021

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 17 December 2020				
ITEM 12	COMMODITY STRATEGY – HARD FACILITIES MANAGEMENT	The Director of Finance and Contractual Services sought approval of the Commodity Strategy to procure Hard Facilities Management services for the period December 2021–November 2026, with the potential to extend for a further three 1-year periods.	The Board approved the Commodity Strategy for Hard Facilities Management.	June 2021
ITEM 13	CARBON MANAGEMENT PLAN 2020-2025	The Director of Finance and Contractual Services presented a report seeking approval for the Carbon Management Plan 2020-2025.	The Board approved the Carbon Management Plan 2020-2025.	June 2021

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 25 February 2021 (Special)				
ITEM 5	BUDGET STRATEGY 2021-22	The Director of Finance and Contractual Services asked the Strategic Leadership Team to recommend to the Board, for approval, the proposed Budget Strategy for 2021/22, which outlines the approach to developing both Resource and Capital budgets, within the context of the Scottish Government's budget proposals.	The Board approved the Budget Strategy 2021-22.	October 2021
ITEM 7	LIABILITY CLAIMS AGAINST THE SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)	The Director of Finance and Contractual Services sought authority to settle the claim. The report provided the background to the claim, the risk factors associated with liability advice provided and assurance that lessons taken from the event have been implemented.	The Board approved the recommendation to instruct Clyde & Co, acting on behalf of Zurich Municipal Insurance, to settle both claims.	October 2021

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 25 MARCH 2021****CHAIR'S UPDATE – JANUARY-MARCH 2021****Wednesday 6 January 2021**

Regular catch up meeting with CO Blunden.

Friday 8 January 2021

Virtual meeting of National Joint Council Employers I/FBU Lead Members

Monday 11 January 2021

Integrated Governance Forum Pre-agenda meeting

Tuesday 19 January 2021

Regular catch up meeting with CO Blunden.

Mid Year Review Meeting with Wendy Wilkinson, Deputy Director Safer Communities

Wednesday 20 January 2021

1:1 Board Member Meeting

Thursday 21 January 2021

Integrated Governance Forum

Monday 25 January 2021

Virtual meeting of National Joint Council Employers/FBU Lead Members

Tuesday 26 January 2021

Staff Governance Committee Workshop (Annual Governance)

Wednesday 27 January 2021

Virtual meeting with Joe Griffins, Director of Community Safety and Wendy Wilkinson, Deputy Director Safer Communities

Thursday 28 January 2021

Board Strategy Day

Friday 29 January 2021

1:1 Board Member Meeting

Monday 1 February 2021

Public Appointment – SFRS Board Members Recruitment Planning Meeting

Wednesday 3 February 2021

Regular Chair/Board Support Team meeting

Thursday 4 February 2021

Transformation and Major Projects Committee Workshop (Annual Governance)

Tuesday 9 February 2021

National Joint Council Employers/NFCC meeting

Friday 12 February 2021

Public Access to Board Meetings discussion with R Whetton
National Joint Council Fire Employers Meeting

Monday 15 February 2021

National Joint Council Employers/FBU Lead Members meeting

Tuesday 16 February 2021

Audit & Risk Assurance Committee Workshop (Annual Governance)
Regular catch up meeting with CO Blunden.

Thursday 18 February 2021

Board Strategy Day Communications Session discussion with M Waters

Tuesday 23 February 2021

National Joint Council Fire Employers Meeting

Thursday 25 February 2021

Special Board meeting
Balmoral Bar Presentation
Board Development/Information Day

Friday 26 February 2021

Regular Chair/Board Support Team meeting
1:1 Board Member Meeting

Monday 1 March 2021

Lord Greenhaigh Address to LGA Fire Conference

Wednesday 3 March 2021

Public Appointment - Board Member Online Information Event

Thursday 4 March 2021

Remuneration, Appointments and Nominations Sub Committee
Staff Governance Committee
Regular Meeting with Ash Denham, Minister for Community Safety with CO Blunden

Monday 8 March 2021

Regular catch up meeting with CO Blunden.

Thursday 11 March 2021

Service Delivery Committee
Joint Workshop – Command and Control Mobilising System

Monday 15 March 2021

SFRS Board Pre-Agenda meeting
Integrated Governance Forum Pre-Agenda meeting

Monday 16 March 2021

Standardisation of RDS T&Cs meeting with

Wednesday 17 March 2021

Regular Chair/Board Support Team meeting

Thursday 18 March 2021

Board Strategy Day

Tuesday 22 March 2021

Regular catch up meeting with CO Blunden.

Wednesday 24 March 2021

Integrated Governance Forum

Thursday 25 March 2021

SFRS Board meeting

In addition to the above diarised events, the Chair's duties involved responding to written correspondence, dealing with enquiries and numerous ad hoc teleconference calls.

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 25 MARCH 2021****CHIEF OFFICER'S UPDATE – March 2021****Tuesday 5 January 2021**

SLT Gold Meeting
Franklin Covey SLT Leadership Sessions 1 & 2
Regular CO Business Support team meeting

Wednesday 6 January 2021

Reform Collaboration Group Meeting
Franklin Covey SLT Leadership Session 3
Regular Chief/Chair Meeting

Thursday 7 January 2021

Franklin Covey SLT Leadership Session 4
Regular 1:1 with ACO

Friday 8 January 2021

SDMP session with SLT
SLT GOLD Meeting
National Employers Meeting

Monday 11 January 2021

Capital Programme Discussions/Meeting
IA Corporate Governance Review
Regular Staff Appraisal

Tuesday 12 January 2021

Interview Feedback Meeting
Regular Board Member 1:1
Regular 1:1 with DCO

Wednesday 13 January 2021

Sick Leave

Thursday 14 January 2021

Sick Leave

Friday 15 January 2021

Sick Leave

Monday 18 January 2021

Regular meeting with Sponsor Unit
Regular CO Business Support Meeting

Tuesday 19 January 2021

Regular Chief/Chair meeting
SFRS Mid-Year Review with SG

Wednesday 20 January 2021

Meeting with Director of Finance & Contract Services
Introductory talk to Whole Time (WT) RVDS support Watch Commanders course

Thursday 21 January 2021

Regular 1:1
IGF Meeting
CCF Update Meeting

Friday 22 January 2021

Regular 1:1 with Liz Barnes
Gold Meeting
Long Term Vision SLT meeting

Monday 25 January 2021

Meeting with CEO of Aberdeenshire Council re LSO

Tuesday 26 January 2021

Strategic Resilience Board Meeting
Regular Board Member 1:1
Franklin Covey 1:1 Session

Wednesday 27 January 2021

1:1 with DCO
Data Security Meeting
Regular meeting with Sponsor unit
Regular meeting with FBU Executive Member

Thursday 28 January 2021

Board Strategy Day

Friday 29 January 2021

Weekly Gold Meeting
Formal SLT Meeting

Monday 1 February 2021

Meeting with Accenture
Internal Audit Planning 2021/22 Meeting

Tuesday 2 February 2021

Monthly CPD
National Employers Advisory Forum
Meeting with CEO Aberdeen City Council re LSO

Wednesday 3 February 2021

Regular catch up with HMFSI
Regular meeting with FOA
Covid Recognition Scheme meeting

Thursday 5 February 2021

Franklin Covey Programme Review meeting
Technical reading

Friday 5 February 2021

Meeting with Coach
Weekly Gold Meeting
ICT & Data Security meeting
Executive Leadership Programme Action Learning Set Review

Monday 8 February 2021

Board Member 1:1
Monthly CPD

Tuesday 9 February 2021

Franklin Covey SLT Leadership Session 5

Wednesday 10 February 2021

Technical reading
Meeting with CEO Moray Council re LSO
Regular CO Business Support Team Meeting

Thursday 11 February 2021

Long Term Vision Meeting
SLT Wildly Important Goals Session
Regular meeting Police Scotland
Procurement Meeting re High Reach Appliances

Friday 12 February 2021

Formal SLT Meeting
NJC National Employers Meeting

Monday 15 February 2021

Regular meeting with LFB
Physio
CPD

Tuesday 16 February 2021

ARAC Meeting
Regular Chair/Chief Meeting

Wednesday 17 February 2021

Technical Reading Day

Thursday 18 February 2021

Franklin Covey 1:1 staff reviews Resource Budget Development Meeting

Friday 19 February 2021

Gold Meeting
Franklin Covey 1:1 staff review
Technical reading
Forward Planning

Monday 22 February 2021

Covid Recognition Meeting
Regular 1:1 Liz Barnes
Franklin Covey 1:1 staff review
Scottish Leaders Forum session (virtual)

Tuesday 23 February 2021

NJC National Employers Meeting
NJC FRS Meeting
Meeting with Sponsor unit
Meeting with Director for Community Safety
Regular CO Business Support Meeting

Wednesday 24 February 2021

Regular 1:1 staff meeting
Long Term Vision Meeting
Regular meeting with Sponsor Unit
Pension Scheme Discussion Meeting

Thursday 25 February 2021

Special Board Meeting/Board Development Day

Friday 26 February 2021

Gold Meeting
Formal SLT Meeting

Monday 1 March 2021

Franklin Covey SLT Leadership Session 5
Lord Greenhalgh Address to LGA Conference
Budget 2021-22 Meeting

Tuesday 2 March 2021

Regular meeting with FBU Executive Member
Preparatory work for forthcoming SLT WIGs workshop
Regular CO Business Support team meeting

Wednesday 3 March 2021

Budget 2021-22 meeting
Meeting with Director of Finance & Contractual Services
Board Member Information Event

Thursday 4 March 2021

RANSC meeting
Chair/Chief regular meeting with Minister, Ash Denham
Physio

Friday 5 March 2021

GOLD Meeting
Ops Analysis Discussion meeting
Weekly planning session

Monday 8 March 2021

999 Cenotaph Meeting
Regular Chair/Chief meeting
Meeting with Director of SPPC
Technical Reading

Tuesday 9 March 2021 – Friday 12 March 2021

Annual Leave

Monday 15 March 2021

Regular HMFSI meeting
Pre-Agenda Board Meetings
Regular 1:1 Board Member meeting

Tuesday 16 March 2021

FBU Meeting re RVDS Ts&CS
Regular CO Business Support Team Meeting
Meeting with Head of Comms
Strategic Contest Board for Scotland

Wednesday 17 March 2021

Year end staff appraisals x 2
National Leadership online virtual event – Community Testing Programme
Monthly CPD

Thursday 18 March 2021

Board Strategy Day

Friday 19 March 2021

Year end staff appraisal
Meeting with Director of SPPC
Weekly planning session

Monday 22 March 2021

Future Vision virtual National Leadership event

Tuesday 23 March 2021

Future Vision virtual National Leadership event
Pensions Meeting

Wednesday 24 March 2021

Regular meeting of ARAC
Regular meeting of IGF

Thursday 25 March 2021

Board Meeting
Regular call with LFB Commissioner

Friday 26 March 2021

Staff catchup with CO
Visit by Aimee Saunders to NHQ

Sunday 28 March 2021

Cheapside Street Memorial

Monday 29 March 2021

SLT WIGs meeting
Technical reading

Tuesday 30 March 2021

Formal SLT
Regular meeting with Sponsor Unit

Wednesday 31 March 2021

Meeting with SPA to discuss McCloud Remedy
Chair/Chief meeting with FBU General Secretary



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PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

THURSDAY 10 DECEMBER 2020 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Nick Barr (Chair) (NB)
Malcolm Payton (MP)
Tim Wright (TW)

Lesley Bloomer (LBI)
Fiona Thorburn (FT)

IN ATTENDANCE:

Ross Haggart (RH)
John Dickie (JD)
Stuart Stevens (SS)
Chris Fitzpatrick (CF)
Roy Dunsire (RD)
Kirsty Darwent (KD)
Alasdair Cameron (AC)
Heather Greig (HG)
Debbie Haddow (DH)

Deputy Chief Officer
Assistant Chief Officer, Director of Training, Safety and Assurance
Assistant Chief Officer, Director of Service Delivery
Team Leader, Performance Data Services
Group Commander, Prevention and Protection (Item 8.3 only)
Chair of SFRS Board
Group Commander, Board Support Manager
Board Support, Executive Officer
Board Support Team/Minutes

OBSERVERS

Marieke Dwarshuis, Board Member
Fraser Johnston, Watch Manager, Service Delivery

1 WELCOME

1.1 The Chair opened the meeting and welcomed those present, in particular observing Board Member, Marieke Dwarshuis. Thanks were extended to those who attended the Committee workshop on 10 November 2020. Issues discussed included firefighters competencies and currencies, Unwanted Fire Alarm Signals (UFAS) rules and regulations, concurrency of events and the scrutiny and assurance role of the Committee.

2 APOLOGIES

2.1 Richard Whetton, Head of Governance, Strategy and Performance

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

3.1 The Committee discussed and agreed that Item 15 (COVID-19 Reset and Renew) would be heard in private session due to the confidential nature of the issues in line with Standing Orders (Item 9G).

3.2 There were no further items to be considered in private.

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS MEETING: 17 SEPTEMBER 2020

5.1 The following amendment were noted and agreed:

Apologies - Paul Stewart to be removed as not required to attend.

Paragraph 8.2.5 to be amended to read “..consideration to be given whether it was possible to look at identifying the relevant criticality of recommendations.” instead of “..consideration to be given on providing further information on the grading of recommendations.”.

Paragraph 8.2.7 to be amended to read “..Health and Safety Improvement Plans ..” instead of “.. Health and Safety Implementation Plans ..”.

Paragraph 8.3.3 to be amended to read “..retro-fitted ..” instead of “.. retro-applied ..”.

5.2 **Subject to the above amendments, the minutes of the meeting held on 17 September 2020 were approved as a true record of the meeting.**

6 ACTION LOG

6.1 There were no outstanding open actions to report.

7 SERVICE DELIVERY UPDATE

7.1 RH presented the update report detailing relevant matters from a SFRS service delivery perspective and highlighted the following key areas:

- Reporting period 3 September -26 November 2020 with caveat that work may have commenced prior to and continues outwith this period.
- Service Delivery Directorate section reports on the main functions - Prevention and Protection, Response and Resilience and Service Delivery areas.
- Training, Safety and Assurance section reports on Operational Assurance, Operational Training and Command and Control Futures Project.
- Implications of COVID and concurrent events.

7.2 In relation to the suite of Operational Availability Management documents developed to supersede the SFRS Appliance Withdrawal Strategy, SS stated that this now includes the option for withdrawal of specialist resources/capabilities. This would be applied in a strategic manner to manage availability and provide a framework for managers/Operations Control to adhere to. SS reminded the Committee of the recall to duty process should the need arise.

7.3 SS stated his intention to submit the findings and outcomes of the Strategic Review of Response and Resilience to the next meeting (March 2021) for information following approval by the Senior Management Board/Strategic Leadership Team.

7.4 Due to ongoing consultation and in line with Standing Orders (Item 9F), it was agreed that an update on the review of Local Senior Officer structure would be provided in the private session.

7.5 In relation to the Emergency Service Mobile Communication Programme (ESMCP), SS confirmed that this was UK central government project, in conjunction with devolved administrations, and the business case was currently being revised. SS stated that the Service had commenced preparations for this major project, including the convening of the ESMCP project board, in anticipation of UK governments notification.

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- 7.6 JD confirmed that, in terms of the Airwave platform, there was no impact on the Command and Control Future Project as Airwave would remain in place until ESMCP was available.
- 7.7 SS reminded the Committee that the '*Make the Call*' campaign was launched on all social, radio and tv platforms and had secured additional funding to extend the campaign throughout the winter period.
- 7.8 The Committee requested an update on the virtual delivery of the Youth Volunteer Scheme. SS confirmed that the feedback continued to be positive with good levels of engagement and support being maintained especially during the bonfire period. SS stated that following the initial rollout and evaluation of same, the ambition would be to expand and develop the scheme.
- 7.9 SS reminded the Committee of the recent positive engagement with Public Health Scotland in relation to consistently applying Test and Protect processes across Scotland. The Service continues to engage with Public Health Scotland to ensure this position continues.
- 7.10 It was confirmed that the Operational Assurance Thematic Audit of Operational Discretion was carried out by the Operational Assurance team, who are independent from the Service Delivery team.
- 7.11 **The Committee scrutinised the report.**

8 SERVICE DELIVERY PERFORMANCE REPORTING

8.1 Quarterly Performance Report for Q2 2020-21

- 8.1.1 SS introduced CF to the Committee, who presented the performance report for quarter 2, highlighted with following key areas:
- Format continues to be revised to improve presentation of data.
 - Number of incidents reduced by 8% from previous quarter and 3% on the 3-year average.
 - Following further analysis, the notable increase in deliberate fires in the North Service Delivery Area (SDA) (up 33%) statement was retracted. Analysis of data for the previous 6 years, revealed that Q2 2019/20 recorded the lowest number of incidents. This subsequently impacted on the analysis of the current Q2 data which was shown to be in line the previous 6 years.
 - Decrease in accidental dwellings fire and casualties.
 - Increase in accidental dwelling fire fatalities.
 - Increase in high severity accidental dwelling fires on the three-year average, however both East and North SDAs reported fewer high severity fires in Quarter 1 and the previous Quarter 2 (2019/20).
 - Decrease in accidental non-domestic fires, RTC and UFAS.
 - Decrease in calls to assist other agencies and effect entry/exit on previous years figures. However, the 3 year average figures for effecting entry/exits indicates an increase and indicates no change for assist other agencies.
 - Home Fire Safety Visits (HFSV) decreased from previous years.
 - Number of hydrant inspections were increasing but were still lower than previous year due to the current restrictions.
 - Wholetime Availability (99%) and RDS Availability (72%)
 - Figures for total working days lost both short and long-term absences.
 - Increase in Call Handling and Response Times. Further analysis to be undertaken to identify reasons for this increase. It was noted that additional call challenging questions may be attributing factor.

- 8.1.2 In relations to hydrant inspections, it was noted that during the early stages of the pandemic hydrant operatives were unable to undertake their duties. Further discussion and consideration to be given to revisit the operational risk regarding hydrants.
- 8.1.3 In relation to fire safety enforcement work, SS stated that there were several factors such as varying numbers of officers and competency levels, undertaking operational duties, shielding, etc which would impact on the differing level so audits carried out within the individual areas.
- 8.1.4 In relation to the increased call handling/response times in the North SDA, CF indicated that this could be attributed to non-addressable incidents which could be difficult to locate accurately. SS reminded the Committee of the spate conditions experienced during Quarter 2, which would have resulted in increased calls received and calls being stacked.
- 8.1.5 The Committee queried the number of incidents recorded in the West SDA for Quarter 2. SS confirmed that the figure (10,777) was accurate and were coincidentally the same as Quarter 1.
- 8.1.6 AC indicated that the performance management framework would be discussed at the Committee Workshop and Board Strategy Day in February 2021.
- 8.1.7 **The Committee scrutinised the report.**
- 8.2 HMFSI Action Plan Updates**
- 8.2.1 RH presented the report to the Committee to provide an update on the following audit and inspection action plans:
- Fire Safety Enforcement (FSE) - 94% complete
 - Local Area Inspection National Recommendations - 63% complete (rolling action plan)
 - Management of Fleet and Equipment – 95% complete
 - Provision of Operational Risk Information – 91% complete
- 8.2.2 The action plans were previously submitted to the Senior Management Board's September and October meetings and progress had continued to be made since.
- 8.2.3 Within the covering report, typographical errors relating to appendices numbering were noted and amended post meeting.
- 8.2.4 Fire Safety Enforcement (FSE) Action Plan
The Committee were informed that the Local Enforcement Delivery Plans were publicly available on the SFRS website and details the methodology used for the Fire Safety Enforcement Policy Framework.
- 8.2.5 The Committee commented on the due dates which had past and questioned whether these should be revised to provide reassurance of the expected closure. RH noted the reasons for not adjusting the original due dates, however, it was agreed that additional narrative providing an anticipated completion date would be included.
- 8.2.6 The Committee commented on the timing of action plan updates being brought forward. RH confirmed that SMB meet monthly, however reporting on individual action plans are staggered to ensure the volume of business was appropriate and manageable. RH further confirmed that the action plans presented to the Committee were the most up to date versions, as submitted to the SMB.

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8.2.7 Management of Fleet and Equipment Action Plan

The Committee commented on the new suite of KPIs (Rec 15) which would form part of the consideration for the Board's set and whether to include some KPIs from fleet service. AC to feedback to Director of Strategic Planning, Performance and Communications/Head of Governance, Strategy and Performance.

8.2.8 The Committee were informed that the Wi-Fi upgrade (Rec 21) formed part of the ICT work programme and there were no specific issues of note.

8.2.9 It was noted that the update provided for Recommendation 26 (movement of vehicles) was incorrect and this would reviewed/amended.

8.2.10 Provision of Operational Risk Information Action Plan 4

8.2.10 It was confirmed that the Wi-Fi connectivity (Rec 7) was an external infrastructure issue and were given reassurance that internal processes were in place to ensure that the operational data remained up to date.

8.2.11 **The Committee noted the report.**

8.3 **UNWANTED FIRE ALARM SIGNALS (UFAS) REVIEW PROJECT – UPDATE REPORT**

8.3.1 SS introduced RD who presented a report to the Committee to provide an update on the work that has been undertaken, to take forward the recommendations contained within the UFAS Stocktake Review Report. The following key areas were highlighted:

- Establishment of UFAS Project Board which is chaired by Head of Service Ali Perry.
- Two working groups established to progress recommendations - Recommendation for Improvement Working Group (RIWG) and Recommendation for Change Working Group (RCWG).
- RIWG – Six recommendations complete and remaining 7 recommendations were currently on track for completion.
- Five-stage process developed for assessing viable options for responding to AFA's with shortlisted options being approved by the Strategic Leadership Team (27 November 2020).
- Overview of key milestones and option appraisals process, planning commenced for staff and stakeholder engagement event to identify benefits and risk associated with each option.
- Detailed assessment of option will be submitted for decision to the Strategic Leadership Team (March 2021) and thereafter to the full Board (June 2021).
- Original timeline extended by 2 months to allow additional time to plan stakeholder engagement and public consultation events.

8.3.2 RD informed the Committee that a stakeholder mapping exercise was undertaken in conjunction with Comms & Engagement. This event focused on the key influence /interest stakeholders including key members of staff, ie UFAS champions, Operations Control, Station/Watch based personnel, etc, dutyholders and professional bodies. Draft communications had been prepared and would be issued prior to the holiday period. Further information pack/questionnaire to be circulated early January 2021.

8.3.3 The Committee requested that consideration be given to providing more detailed data on UFAS statistics and how the Committee would be able to monitor progress against any improvement recommendations arising from the UFAS project.

8.3.4 The Committee commented on the 5 bulletpoints detailing the overall aim of the options appraisal and suggested these be reviewed. RD noted that the 5 bulletpoints were used as the assessment criteria for shortlisting the option and would give consideration to amending the terminology, if deemed appropriate.

8.3.5 Under the key strategic implication Workforce section, the Committee commented on the statement that the options would release capacity for personnel to be available for other duties and suggested the wording “other duties” should be strengthened. SS confirmed that he was content that the statement within next section Health and Safety supported the previous statement.

8.3.6 **The Committee noted the report.**

(The meeting broke at 1137 hrs and reconvened at 1145 hrs)

9 OPERATIONAL LEARNING

9.1 SFRS Clinical Governance Arrangements

9.1.1 JD presented a report to the Committee providing an update on the Service’s proposed clinical governance arrangements in partnership with Scottish Ambulance Service (SAS) which were approval by the SMB/SLT (paper circulated to the Committee for information). The Clinical Governance Technical Working Group would be established and all clinical governance arrangements would be developed in partnership with SAS. The Clinical Governance Co-ordinator had been identified and it had been confirmed that SFRS would have access to all 5 Clinical Governance Managers. Some foundation work had already been undertaken and the intended go live date was 1 January 2021

9.1.2 The Committee requested clarification on the scrutiny and assurance processes of the clinical governance arrangements. KD stated that oversight and scrutiny of these arrangements should be carried out by the Service Delivery Committee and then reported to the full Board. JD confirmed the reporting route was to the SMB via the Technical Working Group. Further work and reporting routes to be considered and noted that reports to the Committee could be developed.

9.1.3 **The Committee noted the verbal report.**

9.2 Grenfell Tower Fire – Update Report

9.2.1 SS presented a report to the Committee outlining the work being undertaken by the Service in conjunction with relevant partners, following the Grenfell Tower fire tragedy in June 2017. The following key points were highlighted:

- Eleven actions complete, progress being made on remaining 20 actions.
- Impact of second COVID wave and focus on concurrent events.
- Full action plan includes timescale, prioritisation and progress against actions.
- Publication of Scottish Government’s response to Grenfell Tower Inquiry Phase 1 Report.

9.2.2 The Committee reiterated the usefulness of adding narrative to highlight amended due dates, completion dates, etc. SS stated that the due dates were currently being reviewed, however, he was still confident that the overall plan would be completed by June 2021.

9.2.3 Within the next iteration of the report, it was agreed that commentary would be included to clarify the position of actions not reliant on live exercises.

9.2.4 **The Committee noted the report.**

(R Dunsire left at 1200 hrs)

10 SERVICE DELIVERY RISK REGISTER

10.1 Service Delivery Risk Register

- 10.1.1 SS presented the Service Delivery Aligned Risks noting that the Directorate risk register was reviewed monthly to ensure the probability, impact of the action and control measures in place were appropriate.
- 10.1.2 In regard to Risk SD8 (unintentional harm within our communities), SS indicated that this focussed on partnership and data sharing and the Service ability to effect change and improve community outcomes.
- 10.1.3 In regard to SD10 (enforce fire safety legislation), SS informed the Committee that following a recent review, the current risk rating had been increased to more accurately reflect the current position.
- 10.1.4 In regard to SD1 (failure to mobilise), SS confirmed that this has been recently reviewed and the current risk rating remained unchanged. The Service had undertaken all appropriate and available actions/control measures, however, the risk remained high. He commented on the reliability issues recently experienced with control terminals.
- 10.1.5 In regard to SD2 (inability to plan), SS noted that this risk referred to resourcing as well as planning. Due to the external funding position being unknown, SS confirmed that there remains a possibility that we would be unable to appropriately resources and plan for major events ie COP26.
- 10.1.6 **The Committee noted the report.**

10.2 Draft InPhase Risk Register Example

- 10.2.1 CF presented the Committee with a demonstration of the Draft InPhase Risk Register and highlighted the following:
- Currently still under development. Anticipated to go live in late January 2021.
 - Dedicated pages for Strategic Risks and Directorate Risks showing the inherent, current and target risk ratings.
 - Ability to filter by Risk Owner, focus on individual risks, review data submitted to individual Boards, review control measures and download reports.
- 10.2.2 CF confirmed that the risk information would be available to all InPhase Users.
- 10.2.3 CF anticipated that the InPhase risk reporting would be submitted to the Audit and Risk Assurance Committee meeting (21 January 2021).
- 10.2.4 Following the Data Developer recruitment process, CF confirmed that the successful candidate would take up their position in early January 2021.
- 10.2.5 **The Committee welcomed the demonstration and noted the verbal update.**

11 FORWARD PLANNING

11.1 Committee Forward Plan

- 11.1.1 The Committee noted the forward plan.
- 11.1.2 The following items were noted:
- Three phases of operational assurance (before, during and post) will be discussed consecutively at the next 3 meetings.
 - Further off-table discussions on UFAS reporting and potential to be included into the next iteration of the report.

OFFICIAL**11.2 Items for Consideration at Future IGF, Board and Strategy/Information and Development Day Meetings**

11.2.1 There were no items for consideration.

12 REVIEW OF ACTIONS

12.1 AC confirmed that there were no formal actions recorded during the meeting.

12.1 Informal actions/items to note included Performance Report (missing data), KPI on fleet/equipment and UFAS reporting.

13 DATE OF NEXT MEETING

13.1 The next meeting is scheduled to take place on Thursday 11 March 2021.

13.2 There being no further matters to discuss, the public meeting closed at 1230 hours.

PRIVATE SESSION**7 SERVICE DELIVERY UPDATE**

RH updated the Committee on the proposed changes within the Local Senior Officer structure.

14 MINUTES OF PREVIOUS MEETING: 17 SEPTEMBER 2020

14.1 The minutes were approved as an accurate record.

15 COVID-19 – RESET AND RENEW

15.1 PSt presented a report to the Committee detailing the on-going work to review activity and learn lessons during the COVID-19 pandemic under work entitled Reset and Renew.



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PUBLIC MEETING – STAFF GOVERNANCE COMMITTEE

THURSDAY 3 DECEMBER 2020 @ 1300 HOURS

BY CONFERENCE FACILITIES

PRESENT:

Primrose Stark (Chair) (PS)
Bill McQueen (BMcQ)

Anne Buchanan (Deputy Chair) (AB)
Malcolm Payton (MP)

IN ATTENDANCE:

Liz Barnes (LB)	Director of People and Organisational Development
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Stuart Stevens (SSt)	Assistant Chief Officer, Director of Service Delivery
Scott Semple (SSe)	Head of People and Organisational Development
Ceri Dodd (CD)	Deputy Head of People and Organisational Development
Geri Thomson (GT)	Deputy Head of People and Organisational Development
Rachael Scott (RS)	Deputy Head of People and Organisational Development
George Lindsay (GL)	HR Advisor (Item 9.1 Only)
Julie Harkins (JH)	Health and Safety Manager
Mary Corry (MC)	People and Organisational Development Business Manager
Alasdair Cameron (AC)	Group Commander, Board Support
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS:

Brian Baverstock, Board Member
Fiona Thorburn, Board Member

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those present, in particular observing Board Members Fiona Thorburn and Brian Baverstock.

2 APOLOGIES

- 2.1 Kirsty Darwent, Chair of SFRS Board
Richard Whetton, Head of Governance, Strategy and Performance
Fiona Munro, Head of People and Organisational Development
Karen Lockhart, Head of Safety and Assurance
Paul King, Deputy Assistant Chief Officer Training and Employee Development

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

3.1 The Committee discussed and agreed that the Key Case Update report would be heard in private session due to the small number of individuals involved and confidentiality in line with Standing Orders (Item 9F). The draft minutes/verbal update of the Remuneration, Appointments and Nominations Sub Committee would also be taken in private due to the confidential nature of business taken to this meeting.

3.2 No further items were identified.

4 **DECLARATION OF INTERESTS**

4.1 None.

(L Barnes left the meeting at 1305 hrs)

5 **MINUTES OF PREVIOUS MEETING: 10 SEPTEMBER 2020**

5.1 The following amendments were noted and agreed:

Karen Lockhart's role amended to *Head of Safety and Assurance*.

Paragraph 7.1.7 to be amended to read *"..recruitment health assessments to recommence.."* instead of *"..routine health assessments to recommence.."*.

All items taken in private at the previous meeting to be added under *Consideration and Decision of Any Items to be taken in Private* noting the reasons for same.

5.2 **Subject to the above amendments, the minutes of the meeting held on 10 September 2020 were approved as a true record of the meeting.**

5.3 **Matters Arising**

5.3.1 None

6 **ACTION LOG**

6.1 There were no outstanding open actions to report.

7 **PERFORMANCE AND RISK REPORT QUARTER 2 2020/21**

7.1 **People and Organisational Development (POD)**

7.1.1 SSe presented the Committee with the POD Progress and Performance Report Quarter 2 2020/21, noting the references to work planned in Quarters 3/4 were subject to change due to reprioritisation of Directorate workloads.

The following key areas were highlighted:

- Rescheduled Resolution Advisory Panel (RAP) meeting in respect of Retained Duty System (RDS) Terms and Conditions (T&Cs) to be held in Quarter 3.
- Negotiations concluded in regard to standardisation of Instructors T&Cs with full and final offer issued.
- Increased Cycle to Work Scheme spend limit.
- COVID-19 Employee Recognition process launched to recognise individuals/teams during this period.
- Building the Future Together programme initial work commenced.
- To meet both legal and moral obligations the "We are Positive About Disability Guide to Reasonable Adjustment" has been established.
- Review of Integrity at Work Policy being undertaken.
- Talent management and development online leadership development sessions delivered, Leadership Development Centres for middle managers established and skills bank survey launched.
- Update with People, Training, Finance and Assets project, in particular engagement (in-house), development of communication plan and appointment of a project manager.

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- Update with the Protecting Vulnerable Groups (PVG) Scheme project noting previous significant delays and current progress.
- Delay to the review and relaunch of Equality and Human Rights Impact Assessment process.
- POD Progress and Risk Table including movement of risks.
- Continue to promote Leavers questionnaire, however returns remain low.
- Continuation of recruitment at a reduced capacity due to the impact of COVID-19.
- Benefits of electronic medical records and the positive impact on support provided by the health and safety team.
- Safe system of work/risk assessments in place for carrying out health and wellbeing assessments and routine fitness assessments.
- Musculoskeletal Reduction and Injury Group terms of reference and initial action plan agreed at the National Safety and Assurance Board. Increase in referrals for psychological reasons.
- Wellbeing Group continue to meet to support staff and it is intended that a pulse survey will be issued to gain feedback.
- Mental Health Strategy progressing, in particular the approach to suicide prevention and providing appropriate training.

(B McQueen joined the meeting at 1315 hrs)

- 7.1.2 SSe confirmed that the PVG checks were being undertaken on current and new employees and there were no significant issues to date. It was anticipated that the programme, which was approximately 50% complete, would take up to a further 12 months to finalise. GT commented on the potential issues that may arise and that individual cases would be reviewed as necessary. Due to the significant risk, the Committee requested further coherent information on any potential issues of concern and how these would be addressed. GT confirmed that the Discipline Policy and Employment & Criminal Conviction Policy had been revised and therefore processes were in place. She further commented on the automatic process in place with Disclosure Scotland to highlight any potential issues.
- 7.1.3 As Chair of the Employee Partnership Forum (EPF), AB noted their recent discussions regarding recommencement of health and safety assessments, liability in relation to non-disclosure of pre-existing health conditions and the proactive work within the mental health/suicide prevention areas.
- 7.1.4 In relation to the negotiations of Instructors Terms and Conditions, the Committee were informed that the full and final offer was rejected by the FBU and the future options available to the Service.
- 7.1.5 In relation to the recommencement of health and wellbeing activities, GT outlined the impact on such activities from COVID-19 and the subsequent measures put in place. It was noted that the Risk Assessment and Safe Systems of Work were live documents therefore were continually reviewed/revised to ensure the safety of personnel and the general public.
- 7.1.6 In relation to workforce planning, the Committee requested an update on recruitment /promotion processes. LBa confirmed the recruitment campaign launched and would be progressed as normal. The internal processes for promotions and support staff procedures were progressing virtually with slight delays. The main issue was the capacity to undertake training in a socially distant setting, therefore intake numbers have been reduced. The Committee requested an update on the promotion/recruitment processes be brought to the next meeting.
- ACTION: SSe**
- 7.1.7 The Committee commented on the positive work in regards to modern apprenticeships within the Service and CD noted that an online process for internal assessors/verifiers had been developed to continue progress in this area.

7.1.8 In regard to any potential RDS promotional issues, CD stated that this was being progressed through the Retained & Volunteer Duty System (RVDS) project by moving elements online, undertaking engagement to align and tailor requirements specifically to RVDS and also looking to identify how to proactively prepare individuals for development in advance of any promotion opportunities.

7.1.9 **The Committee scrutinised the report.**

7.2 Training, Safety and Assurance

7.2.1 JD presented the Training, Safety and Assurance Progress and Performance Report 2020/21, noting that the Health and Safety Analysis was not available at this time due to competing demands within the data performance team. The following key areas were highlighted:

- Key successes for the training function within this quarter including premises being made COVID secure, trainee courses commenced, appointment of additional driving instructors and delivery of specialist rescue courses to support this aspect of service delivery.
- Risk regarding COVID impact and capacity have remained static.
- Specialist Rescue spotlight to highlight the reduction in training due to social distancing/travel restrictions. Early decision made to extend the currency of competencies for a number of areas across specialist rescue and work was ongoing to identify and prioritise training to ensure maintenance of these skills, whilst remaining compliant with Scottish Government's guidelines. Where necessary, in conjunction with Service Delivery locally deliverable training was identified, supported and delivered.
- Operational readiness - identifies 95% compliance rate for maintaining training for operational competence.
- Operational core competencies and incident command competencies remain constant. Remote incident command courses developed and piloted. This will be further developed to help delivery of this training remotely going forward.
- Recovery plan being developed to improve the delivery of training such as Urban Search & Rescue (USAR), Mass Decontamination (MD), etc.

7.2.2 In relation to the Incident Command Competency rates for Flexi Duty Officers reducing, the Committee queried what impact this had. JD confirmed that there were remedial actions being taken, competencies were being maintained through daily monitoring and mentoring processes and he was comfortable that this situation was improving.

7.2.3 In relation to how competency levels of dual contracts personnel were recorded, JD confirmed that they were considered as 2 separate contracts and therefore recorded as such. It was noted that there was potential for dual contracts to expedite competency of secondary roles, however this was also dependent on other factors such as availability for training nights, etc.

7.2.4 The Committee thanked the teams for the above reports, noting the format and informative content. The Committee formally acknowledged the level of work undertaken during the pandemic period in continuing to deliver business as usual and develop recovery plans.

7.2.5 **The Committee scrutinised the report.**

7.3 Health and Safety Improvement Plans Q2 2020/21

7.3.1 JH presented a report outlining the progress made against the Annual Health and Safety Improvement Plan 2020/21 and associated bespoke Service Delivery Area (SDA) Directorate plans. The following key areas were highlighted:

- Impacted significantly by COVID-19 however good progress was being made in Quarter 3.
- Positive position in comparison to previous year with 45% completion.

7.3.2 The Committee noted and welcomed the improved position from previous years, particularly in light of the recent circumstances.

7.3.3 **The Committee scrutinised the report.**

8 WORKPLACE CULTURE

8.1 Building the Future Together Programme (Cultural Framework)

8.1.1 CD presented the Committee with an update on the proposed Building the Future Together Programme (Cultural Framework Blueprint) and associated phased programme approach. The following key points were highlighted:

- Seeking to broaden and strengthen current activities/elements that support a positive organisational culture.
- Programme aims to support other key strategic interdependences ie future vision agile working, reset and renew routemap.
- Programme focusses on leadership, learning and development, training, safety and wellbeing and engaging with our people.
- Four key pillars are Staff Governance Charter, Leadership Style, Workforce and Values and Behaviours. These will be complimented by a 5th element which will review ongoing performance monitoring.
- Cultural framework was built on the strong foundations of structure, systems and strategies which would create an environment to support innovative thinking, empower leaders, build on skills, competencies and behaviours to deliver an SFRS that remains fit for the future.
- Engagement workshops scheduled including POD, Trade Unions and Heads of Functions/Senior Management Board (SMB). The Heads of Function/SMB workshop will be looking at defining the project board and membership, identify workstream leads, governance arrangements, capture and track programme benefits and interdependencies.
- Staff Governance Charter (Pillar 1) outlines the 6 commitments which demonstrates the Service's commitment to staff and clarifies expectations and also outlines the 6 key benefits.

8.1.2 In relation to promulgating information to personnel, CD stated that a communications plan would be developed with the aim to deliver consistent information in a concurrent manner.

8.1.3 CD confirmed that the language used within the charter had been lifted from the Strategic Plan and would be further adapted to ensure it is more palatable and would be included in the wider communications plan.

8.1.4 In relation to Rep Bodies forming part of the Programme Board, CD confirmed that this would be discussed at the workshop on 11 December 2020 and would welcome their early involvement and support. How to engage with non-unionised staff would be discussed at the SMB workshop to identify how best to structure these engagements.

8.1.5 It was requested that consideration be given to arranging a workshop for the Committee.

ACTION: CD

8.1.6 **The Committee noted the report.**

8.2 Skills Profiling Project

8.2.1 CD presented an update to the Committee on the Skills Profiling Project noting that it would be undertaken through a phased approach focusing on the development of a Skills Bank with later phases focussing on succession planning. Over 500 responses had been received following the launch of the Skills Bank questionnaire.

8.2.2 CD provided a brief overview to the Committee on the various skills/qualifications declared by employees and further detail would be brought back to the next meeting (March 2021).

ACTION: CD

8.2.3 In relation to succession planning, CD confirmed the importance across all levels within the organisation. Plans and processes were in place, however, there were opportunities to improve and enhance. CD to include talent management/succession planning within the proposed workshop as noted above. (Para 8.1.5)

8.2.3 **The Committee noted the report.**

8.3 **SFRS Staff Survey Update**

8.3.1 CD presented the Committee with an update on employee engagement activities and the proposed approach for the next Staff Survey in line with the Building the Future Together Programme. The following key points were highlighted:

- Next staff survey to be themed around the 6 commitments within the Staff Charter.
- Significant mapping would be required to link back to the 2018 survey to ensure continuity.
- Justification for the delay in the next survey.
- Employee engagement activities such as CO broadcast, COVID-19 recognition scheme, etc.

8.3.2 The Committee accepted the reasons for delaying the survey, cautioned against an extended delay and suggested that short pulse surveys could potentially be carried out in the interim. The Committee requested that a short paper be submitted to the Board to provide an update to highlight the good work ongoing during this period and future intentions.

8.3.3 CD indicated that consideration would be given to map out the proposed timeline, factor in the themes of the staff charter and link back to the 2018 survey. If appropriate, the potential to carry out an interim pulse survey would be considered.

8.3.4 **The Committee noted the report.**

(The meeting broke at 1443 hrs and reconvened at 1450 hrs)

(G Lindsay joined at 1450 hrs)

9 **PAY, REWARD AND BENEFITS**

9.1 **Standardisation of Uniformed Terms and Conditions - Final Review of Detached Duty Provisions**

9.1.1 GL provided an update to the Committee on the conclusions of the final review of the standardised Detached Duty (DD) provisions and noted the following key points:

- Original final review postponed due to the introduction of revised DD zones.
- Findings of interim reviews carried out in June 2019, concerns were raised around transportation of PPE and completion of travel claim forms.
- Final review found that the new DD zones were generally positively received.
- Between January and June 2020, over 8,000 DD occurred with only 80 being deployed outwith the identified DD zones, however, the majority of these were voluntary.
- One station has been identified, due to its geographical location, that may be subject to excessive DD and this would be further investigated with the Local Senior Officer.
- Slight increase in DD cost claims due to the wider revised zones.
- Issues with transportation of PPE and completion of travel claim forms were decreasing. New DD arrangements have received wide acceptance and were working well.

9.1.2 GL informed the Committee that the standardised DD provision savings were approximately £200,000 per annum.

9.1.3 **The Committee scrutinised the report and welcomed the positive outcome.**

(G Lindsay left at 1500 hrs)

9.2 COVID-19 Employee Recognition Process

9.2.1 RS presented the report to the Committee informing them of the introduction of a one off COVID-19 Employee Recognition process, which was approved by the Strategic Leadership Team (SLT) on 12 November 2020. The following key points were noted:

- Launch of the SFRS Employee Recognition Scheme was delayed due to COVID. SLT approved the use of savings from the existing benefits schemes to purchase vouchers from Edenred to be used specifically to recognise staff during the pandemic period.
- Positive opportunity to demonstrate the value of staff and recognising their contributions both within the Service and to the wider community.

9.2.2 **The Committee noted the report and welcomed the recognition scheme.**

10 TRAINING STRATEGY

10.1 JD presented a report to the Committee providing an oversight of the Training Strategy for 2020-2025 and noted the following key points:

- Approved by SLT on 14 July 2020.
- Strategic objective of the training function with 7 priorities to support the delivery of same.
- Key themes outlined to support delivery of the objectives, priorities and provide guidance to managers to focus their attention towards delivery of priorities and strategic objectives.
- Timelines of training strategy key themes.
- Relationship between local and national delivery methods.

10.2 The Committee commented on the high number of deliverable dates recorded as Q4 in future years and asked for this to be reviewed to allow the Committee to clearly monitor progress, etc. JD noted the comments, stating that these were indicative dates and noted that work may have already commenced in some areas. Consideration should be given to raise the Committee's awareness of the scope of the work in responding to the TED programme of work and delivery plan and how effectively progress can be monitored.

10.3 Update to be provided at a future Board Strategy Day session. It was agreed that discussions outwith the meeting would take place on how to capture and monitor progress whilst avoiding duplication of reporting.

ACTION: PS/JD/PK

10.4 **The Committee noted the report.**

11 LEADERSHIP AND DEVELOPMENT

11.1 Learning Needs Analysis

11.1.1 CD presented the report to the Committee with an update on the status of the current Learning Needs Analysis (LNA), the impact of COVID-19 and the resulting requirement to review the 2020-21 LNA. The following key points were noted:

- Review of process to closer align with the business and financial planning cycles, inclusion of additional governance (via SMB).
- Introduction of learning partner approach to ensure regular engagement, appropriate monitoring within the functions, review process and changing priorities of and implementation of LNA to ensure that it remains a live document.

11.1.2 **The Committee noted the report and the revised process going forward.**

12 HEALTH AND WELLBEING

12.1 Re-establishment of Health and Wellbeing Activities

12.1.1 GT presented a report to the Committed outlining how the Health and Wellbeing Department will return to undertaking routine activities following cessation as a result of COVID-19 restrictions. The following key points were noted:

- Medical and fitness questionnaires were issued to employees throughout this period.
- Impact of local restriction levels were being continually monitored.
- Introduced appropriate Safe Systems of Work, risk assessments undertaken and upgrades to equipment and premises.

12.1.2 GT stated that the Service had some dispensation from Scottish Government to move in/out of different tier areas. However, aspects of fitness/medical assessments generate aerosol particles, therefore appropriate measures had to be in place to ensure the safety of all personnel.

12.1.3 **The Committee noted the report.**

13 UPDATE: WORKING TOGETHER FRAMEWORK

13.1 Update from Employee Partnership Forum (EPF)

13.1.1 LB advised the EPF held a meeting on 19 November 2020 and highlighted the following key areas discussed:

- Reduced crewing on appliances and assurance given that this was in response to COVID.
- Increased mobilisation to incidents outwith rolemaps.
- Consultation on Operational Control courses and the FBU's involvement.
- Day duty staff capability progress raised but requested to be raised through the appropriate governance route.
- Other items included the revision of Terms of Reference, format of Chief Officer's report, update on staff survey delay, recommencement of wellbeing activities, building the future together programme and the training strategy.
- Forum agenda to be revised to raise trade union business earlier in the meeting and no AOCB would be accepted.

13.1.2 **The Committee noted the verbal update.**

13.2 Update from Partnership Advisory Forum (PAG)

13.2.1 LB advised the PAG held a meeting on 2 December 2020 and highlighted the following key areas discussed:

- Increased mobilisation to incidents outwith rolemaps. Concern that prior knowledge of Scottish Ambulance Service's non-attendance at this type of incident is known. Assurances given that this was not normal practice, however, the SFRS does have a responsibility to provide humanitarian services. Acknowledged that individual cases would be reviewed, if necessary.

13.2.2 **The Committee noted the verbal update.**

14 STRATEGIC RISK REGISTER

14.1 SSe presented the risk register to the Committee stating that discussions were held within the Directorate to review the risks within the Directorate risk register to ensure that they are succinct, current and dynamic. It was recognised that some Directorate risks have strong links with other Directorates and discussions were ongoing to ensure these were succinct and aligned. Consideration to be given to the best way to highlight any significant high-level risks to the Committee.

14.2 The Committee noted the importance of being alive to the issues and that papers/discussions should link back to any risks.

14.3 **The Committee noted the report.**

15 FORWARD PLANNING

15.1 Health and Safety Policy and Management Arrangements Forward Planning Schedule

15.1.1 JH presented a report to the Committee detailing ongoing work in relation to the development and review of SFRS's Health and Safety (HS) Policy and associated management arrangements. It was noted that the increased workload due to COVID-19 has impacted on the development of management arrangements, however, it would be the intention to progress development and consultation work in Quarter 4 and Quarter 1 (2021/22), respectively.

15.1.2 **The Committee noted the report.**

15.1 POD Policy Review Schedule Update

15.1.1 The POD Policy Review Schedule Update report was presented to the Committee and the key policies review scheduled for the next quarter were highlighted. RS highlighted a review of the position and timescales due to COVID-19 and revised Directorate priorities. The next iteration of the report would reflect this revised position.

15.1.2 **The Committee noted the report.**

15.2 Committee Forward Plan Review

15.2.1 The Committee noted the Forward Plan.

15.3 Items for Consideration at Future IGF, Board and Strategy Day Meetings

15.3.1 The following items were identified for future meetings:

- Staff Survey Update (Board – Date TBC)
- Training Strategy 2020-2025 Update (Strategy Day – Date TBC)
- General issue on the avoiding duplication of reporting (Integrated Governance Forum).

16 REVIEW OF ACTIONS

16.1 HG confirmed the 4 formal actions arising during the meeting.

17 DATE OF NEXT MEETING

17.1 The next meeting is scheduled to take place on Thursday 4 March 2021 at 1300 hrs.

17.2 There being no further matters to discuss, the public meeting closed at 1545 hrs.

PRIVATE SESSION

18 MINUTES OF PREVIOUS PRIVATE MEETING: 10 SEPTEMBER 2020

18.1 The minutes of the private meeting held on 10 September 2020 were approved as a true record of the meeting.

19 REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB COMMITTEE (RANSc) UPDATE

19.1 The draft minutes of the RANSc meeting on 10 September 2020 had been circulated to the Committee. The Committee noted the key issues discussed at the meeting of RANSc that was held earlier today (3 December 2020).

20 KEY CASE UPDATE 2020/21 – QUARTER 2

20.1 RS presented a report providing an overview of the Discipline, Grievance, Bullying and Harassment Statistics for Quarter 2 2020/21.



PUBLIC MEETING - TRANSFORMATION AND MAJOR PROJECTS COMMITTEE

THURSDAY 4 FEBRUARY 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Fiona Thorburn, Chair (FT)
Nick Barr (NB)
Mhairi Wylie (MW)

Marieke Dwarshuis, Deputy Chair (MD)
Brian Baverstock (BB)

IN ATTENDANCE:

Ross Haggart (RH)	Deputy Chief Officer
Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Gillian Buchanan (GB)	Deputy Portfolio Manager
Ali Perry (AP)	Deputy Assistant Chief Officer, Prevention and Protection
John MacDonald (JMacD)	Deputy Assistant Chief Officer, Head of Service Development
David Farries (DF)	Deputy Assistant Chief Officer, Head of Operations
George Lindsay (GL)	HROD Manager (Item 9.4 only)
Gary Belfield (GBe)	ICT Technical Strategy Manager (Item 9.2 only)
Stuart Chalmers (SC)	ICT Business Services Manager (Item 9.2 only)
Alasdair Cameron (AC)	Group Commander Board Support
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Heather Greig	Board Support Executive Officer
Paul McGovern	People, Training, Finance and Assets Programme Manager

1 WELCOME

1.1 The Chair opened the meeting and welcomed those present and participating via conference facilities.

2 APOLOGIES

Darren Riddell, Area Commander Portfolio Manager
Richard Whetton, Head of Governance, Strategy and Performance

- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 3.1 The Committee agreed that the Periodic Update: Command and Controls Futures (CCF) Project (Agenda item 17) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E). It was agreed that future CCF projects updates would be heard in the public session and, if appropriate, any specific commercial sensitivities would be heard in private session.
- 3.2 No further private items were identified.
- 4 DECLARATION OF INTERESTS**
- 4.1 None
- 5 MINUTES OF PREVIOUS PUBLIC MEETING: 5 NOVEMBER 2020**
- 5.1 Minor typographical errors were noted and agreed:
- 5.1.1 **Subject to the above amendment being made, the minutes of the meetings held on 5 November 2020 were approved as a true record of the meeting.**
- 5.2 **Matters Arising**
- 5.2.1 None
- 6 ACTION LOG**
- 6.1 The TMPC Rolling Action Log was considered and actions were agreed and removed.
- Item 7.2.6 Service Transformation Projects ST00009 OHCA/EMR (06/08/2020) –** Following discussions, it was agreed that this action would remain open until the closing report was presented. It was acknowledged that events had overtaken the requirement for an updated business case and costs to be presented. Due date to be revised to May 2021.
- Item 7.4.2 RRU Project Review/Evaluation (06/08/21) –** Due date to be revised to May 2021.
- Item 9.2.7 Major Projects Command and Control Futures – Change Request and Updated Dossier (05/11/20) –** Due to potential sensitivities, the Committee requested further clarification on the activities/issues affecting the Service mobilising system over the bonfire period to be provided in the private session. Following this clarification (in private session), it was agreed that this action would remain closed.
- 6.2 Within future updates, the Committee requested that should any original due date not be met; a brief explanation be provided within the position statement.
- 7 SENIOR MANAGEMENT BOARD (SMB) ACTION LOG**
- 7.1 It was noted that the SMB Action Log was included for information purposes only.
- 8 SERVICE TRANSFORMATION PROJECTS**
- 8.1 **Service Transformation Programme Dashboard**
- 8.1.1 GB presented the Service Transformation Programme Dashboard, noting that all projects were currently showing Green and briefed the Committee on the projects updates being presented.
- 8.1.2 The Committee queried what risk was being highlighted by the statement “the impact of new terms and conditions (T&C) for uniformed staff”. It was recognised that several projects were reliant on the new T&Cs which had not been agreed. It was clarified that the risk statement should read “the impact of the lack of new Terms and Conditions”.

ACTION: GB

8.1.3 In relation to Mass Casualty Event project, the dashboard indicates that this was on hold, therefore was potentially not being progressed by the Service and addressed by the Committee. RH acknowledged the potential for this to be misinterpreted and noted that these arrangements continued to be an area of focus and scrutiny for the Service Delivery Committee. RH advised that the portfolio was currently being reviewed and all Service Transformation projects, with the exception of Safe and Well, would be terminated or closed. The revised dashboard would be presented at the next meeting (May 2021).

8.1.4 For assurance purposes, progress on key milestones being achieved within the period of the report should be included in future dashboard reports.

ACTION: GB

8.1.5 **The Committee noted the report.**

8.2 **Service Delivery Model Programme (SDMP) Update**

8.2.1 JMacD updated the Committee on recent progress including the completion of potential scope of change report which had previously been shared with the SLT and Board. This was a high-level assessment of the Service portfolio. The Committee were given assurance, when looking at the scale of change, that a clear process would be followed, which included

- Understanding profile of risk across the Scotland in order to accurately baseline any potential options for change.
- Operationally model any potential options to assess their viability.
- Impact assessments in terms of the equality impact on people and operational ability to maintain resilience and deliver service. A detailed business case for each individual option would also be required.
- Formal consultation process.

8.2.2 JMacD noted that the further work would be required to develop the potential scale of change. The importance of legal compliance and best practice regarding public consultation was recognised. Due to a number of interdependent projects ie Unwanted Fire Alarm Signals (UFAS), running alongside the SDMP, a review of the wider change portfolio timelines was being undertaken. The impact of these interdependent projects would need to be understood before seeking to take forward any proposed SDMP changes.

8.2.3 JMacD informed the Committee that the Community Risk Index Model (CRIM) was on scheduled for completion by the end of March 2021 and the validation process with Edinburgh University was well advanced. An initial baseline CRIM for the East Service Delivery Area had been produced and had provided assurance that the risk assessment/profiling was accurate. This would enable the Service to target resources appropriate for both prevention and interventions activities.

8.2.4 JMacD advised the Committee that ORH Ltd had been appointed as consultant for operational modelling and noted their positive feedback on the level of information being used by the Service. He noted that the external validation from both Edinburgh University and ORH would help support and evidence the processes being applied by the Service should there be any future external scrutiny.

8.2.5 JMacD noted that the next steps included the planning both internal and external engagement and noted the recruitment for a dedicated full-time co-ordinator position to support the project.

- 8.2.6 The Committee commented on the risk associated with the communications and engagement elements. PS advised the Committee that the communications and engagement risk was a key component by the SDMP. A paper would be presented to the Strategic Leadership Team to discuss the staffing requirements including the recruitment of the co-ordinator role and the links to the wider Communications and Engagement function. He reminded the Committee of the 3 future consultations (Future Vision, UFAS and SDMP) which would be undertaken and noted the revised timelines would assist the Service to manage the process around the SDMP. Given the importance of this area, the Committee requested that as soon as practical the communication and engagement plan be presented for scrutiny and assurance purposes.
- 8.2.7 The Committee commented on the importance of understanding the level of existing communication within local areas and building on this foundation. Also, the importance and benefits of engagement with local communities being undertaken by local teams. JMacD assured the Committee that, from a SDMP perspective, the knowledge and support from the Local Senior Officer's and their teams was essential to understand the local area's needs and requirements.
- 8.2.8 It was confirmed that the updated timeline would be presented to the Board on 25 February 2021.
- 8.2.9 **The Committee noted and welcomed the update.**
- 8.3 **Retained and Volunteer Duty System – Change Request and Updated Dossier**
- 8.3.1 DF presented the Change Request and updated dossier to the Committee noting that the Retained and Volunteer Duty System (RVDS) project had been extracted from the wider SDMP into the Operations function. This would improve alignment with other existing RVDS improvement workstreams, support successful delivery of project objectives and raise the profile of RVDS recruitment, retention and working practices. A Liaison Officer had been appointed to ensure any links with the wider SDMP and updates to the projects were maintained and identified.
- 8.3.2 **The Committee noted the change request and updated dossier.**
- 8.4 **Safe and Well - Change Request and Updated Dossier**
- 8.4.1 AP presented the Change Request and Updated Dossier noting the involvement of ICT in the development of the Safe and Well ICT system following the reallocation of capital funds. An additional milestone for the finalisation of the ICT system build (February 2021) had now been included. The final build would take account of the improvements and refinements identified through the analysis of the initial build and engagement with Community Action Team/LSO teams.
- 8.4.2 AP advised the Committee that he was not aware of any implications for the People, Training, Finance and Assets System project.
- 8.4.3 **The Committee noted the change request and updated dossier.**

(A Perry left at 1115 hrs)

9 MAJOR PROJECTS

9.1 Major Projects Dashboard

- 9.1.1 GB presented the Major Projects Dashboard, noting exceptions were being reported on Command and Control Future project showing Amber for time, cost and quality; McDonald Road Refurbishment project showing Amber for time, cost and skills &

resource due to COVID restrictions; Protection of Vulnerable Groups project showing Red for time and cost and Amber for skills and resource; Emergency Service Network project showing Amber for time and Red for cost; and the People, Training, Finance and Asset project showing Amber for skills and resource

9.1.2 The Committee commented on the benefit of expanding on the information being provided within the covering report to assist them to identify and focus on the important issues. GB noted the comment and would reflect this in the next iteration of the report. GB advised that this forms part of the wider development of the Portfolio Office and future reporting would be via management system rather than a manual process.

9.2 **Emergency Services Network/ESMCP – Implementation Dossier**

9.2.1 PS reminded the Committee that the Emergency Services Network (ESN) was a UK Government led project and the Service continued to seek assurances from Scottish Government on the financial arrangements.

9.2.2 PS presented the updated project dossier to the Committee noting the implementation date has been deferred to 2023 and provided a brief overview of the project.

9.2.3 The Committee sought assurance on how the new Command and Control Mobilising System (CCMS) would integrate with the new ESN system. JD informed the Committee that Systel were working with the Home Office to deliver the ESN software. He also confirmed Systel's existing working relationship with South Yorkshire Fire and Rescue Service, who were the pilot site for the ESN project. JD noted that regular updates were provided at the Command and Control Future (CCF) Board on Systel and the ESN programme, and he does not foresee ESN impacting on the CCF Programme.

9.2.4 The Committee noted that the project risk controls were primarily beyond the scope of the Service and sought assurance that the Service were being as pro-active as possible in this regard.

9.2.5 The Committee were informed that the financial business case had not yet been received by the Service and this was outwith the Service's control. The Service were regularly engaging with Scottish Government and would continue to collate initial and potential reoccurring costs incurred. Procurement processes for equipment would be lead at a national project level. The Committee were reminded that Scottish Government were responsible for funding the project, however some costs would be borne by the Service.

9.2.6 **The Committee noted the updated dossier and verbal update.**

9.3 **West Asset Resource Centre – Change Request**

9.3.1 GB presented the Change Request noting one technical change due to the installation of a 10-tonne crane no longer being required. There was no impact on the project timeline and would reduce the (Stage 2 construction) costs by £97K.

9.3.2 **The Committee noted the Change request.**

9.4 **Protection of Vulnerable Groups Scheme – Change Request and Updated Dossier**

9.4.1 GL presented the Change Request and Updated Dossier to the Committee and outlined the reasons for the 6-month extension period (September 2021) and the measures put in place to address these; the scope of the project to be extended to include all uniformed employees and appointment of new Project Manager.

9.4.2 Due to the lower than anticipated applications being processed, a potential underspend has been identified and highlighted to Finance.

9.4.3 **The Committee noted the change request and updated dossier.**

(G Lindsay left at 1145 hrs)

(The meeting broke at 1145 hrs and returned at 1155 hrs.)

10 GENERAL REPORTS

10.1 Benefits Management Tracker

10.1.1 GB presented the Benefit Management Tracker to the Committee to provide an overview for the business change initiatives and noted its ongoing development by the Portfolio Office and Project Managers.

10.1.2 In relation to the inclusion of detailed cost benefits, GB advised the Committee of the intention to develop a more robust benefit management tracking system. This forms part of the wider review and restructure of the Portfolio Office. Due to the current recruitment of 2 key roles, the timescale for the completion of the revised benefits management system had still to be determined.

10.1.3 The Committee commented on the benefit of highlighting any changes being made to the tracker to ensure appropriate attention can be given to them.

10.1.4 In relation to highlighting revisions within project documentation, RH agreed that this should be applied in a consistent manner.

10.1.5 In order to strengthen the Senior Management Board awareness, RH advised the Committee that a review of the financial aspects of projects was being undertaken. He reiterated the intention for additional financial information to be included in the benefits management tracker. He acknowledged the previous weaknesses in this area and respectfully asked the Committee for their forbearance when reviewing longstanding projects.

10.1.6 Following the appointment of the Head of Function and Programme Manager posts, new processes would be developed and introduced, however this would continue to be an iterative process regarding benefits management.

10.1.7 **The Committee noted the update report.**

10.2 Gateway Review Action Plan

10.2.1 GB presented the Gateway Review Action Plan update report to the Committee and advised that this continued to be developed and updated. The Committee were advised of the training delivered for the various roles across the portfolio.

10.2.2 The Senior Management Board continued to monitor progress and give due regard to the action plan; however, this would eventually be superseded once the Service's Long-Term Vision was agreed by the SFRS Board.

10.2.3 The Committee noted the significant progress being made against all recommendations

10.2.4 **The Committee noted the report.**

11 RISK

11.1 Portfolio Office Risk Log

11.1.1 GB presented the Committee with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office and noted that updates had been provided earlier in the meeting on both the CCF and SDMP. The following key areas were highlighted:

- Seven risks recording ratings of 15 or more.
- Two new risks added (CCF1.7 and SDMP 3/004).
- One risk removed (CCF1.4). Now realigned to Service Delivery due to risk referring to day to day (business as usual) management of the legacy system.

11.1.2 It was clarified that Risk CCF1.1.1 would remain on the Portfolio Office Risk Register as the risk referred the failure to mobilise due to the legacy system with the mitigation being the implementation of a new mobilising system.

11.1.3 The Committee commented on the similarity between the risks CCF1.1.1, CCF1.1.2 and CCF1.1.3 and requested that this be reviewed for the next iteration of the report.

11.1.4 The Committee commented on the potential separation of risk CCF1.1.0 into the 2 individual risks. JD noted the comment and would consider whether any action was required.

11.1.5 **The Committee noted the report.**

11.2 Strategic Risk Register

11.2.1 PS presented the Aligned TMPC Directorate Risks to the Committee noting the revised format and noted that some risks had been discussed earlier in the meeting.

11.2.2 **The Committee noted the report.**

11.3 Spotlight – Portfolio Office Resourcing

11.3.1 PS presented a report to the Committee providing an update on the resourcing of the Portfolio Office (PO) as part of the Service's progress in setting up to deliver future organisational change programmes. The following key areas were highlighted:

- Impact of COVID on the newly formed Service Delivery Directorate's ability to define its role and structure.
- Outcomes of the Strategic Review including setting up to deliver and a path to the future.
- Current recruitment of critical key posts - Head of Function and Programme Manager.
- Review of management and processes from in-flight projects and programme.
- Plan for the Plan's key areas of focus would include benefit trackers, development of process/systems, ensuring consistency of approach, knowledge management/learning.
- Initial consideration has been given to the restructure of the wider Portfolio Office structure.

11.3.2 The Committee welcomed the progress to date, the recruitment of key personnel within the function and the ultimate outcome of the Service being aware of and effectively manage the true cost of change including resources ie SRS and non SFRS people deployed on projects.

11.3.3

The Committee noted the report.

12 COMMITTEE ROLLING FORWARD PLAN**12.1 Committee Forward Plan**

12.1.1 The following was noted:

- RRU Evaluation Plan (May 2021)

12.2 Items for consideration at Future IGF, Board and Strategy Day Meetings

12.2.1 There were no items identified.

13 REVIEW OF ACTIONS

13.1 AC confirmed that 2 formal actions were recorded during the meeting.

14 DATE OF NEXT MEETING

14.1 The next meeting is scheduled to take place on Thursday 6 May 2021 at 1000hrs.

14.2 There being no further matters to discuss, the public meeting closed at 1237 hrs.

PRIVATE SESSION - STARTED AT 1245 HRS**15 MINUTES OF PREVIOUS PRIVATE MEETING: 5 NOVEMBER 2020**

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

16 PRIVATE ACTION LOG

16.1 The Committee considered the action log, noted the updates and agreed the closure of completed actions.

16.2 With regard to Item 9.2.7 Major Projects Command and Control Futures – Change Request and Updated Dossier (05/11/20) recorded on the public action log, the Committee were provided with clarification and it was agreed that this action would remain closed.

17 PERIODIC UPDATE: COMMAND AND CONTROL FUTURES PROJECT – (PHASE 2) IMPLEMENTATION OF A NEW COMMAND AND CONTROL MOBILISING SYSTEM (CCMS)

17.1 JD presented a report to the Committee providing overview of the CCMS project timeline, progress against milestone payment schedule and the continued management of any contingency impacts (including but not limited to) COVID-19 mitigation measures.

17.2 The Committee discussed the overall progress being made, impact of issues and concerns and potential mitigating actions. A joint CCMS workshop with the Service Delivery Committee was scheduled on 11 March 2021.

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/FCS/04-21

Agenda Item: 12

Report To:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE																								
Meeting Date:	25 MARCH 2021																								
Report Title:	RESOURCE BUDGET 2021/22																								
Report Classification:	For Decision	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>																							
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>																	
1	Purpose																								
1.1	The purpose of this report is to seek approval of the proposed Resource Budget for 2021/22.																								
2	Background																								
2.1	The Board, at its Special Meeting on 25 February 2021, approved the Budget Strategy for 2021/22.																								
2.2	The Scottish Parliament, on 9 March 2021, passed the Budget (Scotland) Bill which set the following Departmental Expenditure Limits (DEL) for Scottish Fire and Rescue Service (SFRS), for the forthcoming year only;																								
	<table border="1"> <thead> <tr> <th>SFRS</th> <th>2020/21 (£m)</th> <th>2021/22 (£m)</th> </tr> </thead> <tbody> <tr> <td>Total Budget</td> <td>333.3</td> <td>343.2</td> </tr> <tr> <td>Less Non-Cash</td> <td>24.8</td> <td>26.0</td> </tr> <tr> <td>TOTAL CASH</td> <td>308.5</td> <td>317.2</td> </tr> <tr> <td>Resource (Cash)</td> <td>276.0</td> <td>284.7</td> </tr> <tr> <td>Capital (Cash)</td> <td>32.5</td> <td>32.5</td> </tr> </tbody> </table>		SFRS	2020/21 (£m)	2021/22 (£m)	Total Budget	333.3	343.2	Less Non-Cash	24.8	26.0	TOTAL CASH	308.5	317.2	Resource (Cash)	276.0	284.7	Capital (Cash)	32.5	32.5					
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3	Proposed Resource Budget																								
3.1	It is proposed that the Resource Budget for 2021/22 be set at £284.7million, as outlined in Appendix A, in line with Resource (Cash) funding.																								
3.2	The adjustments required to bring costs into line with available funding are detailed in Appendix B.																								
3.3	Taking account of anticipated pay awards for all staff, and incremental progression where appropriate; alongside funding to complete the harmonisation of uniformed terms and conditions, deliver the final phase of rural full-time post deployment, strengthen corporate structures in key areas such as cyber security, and enable post-Covid recovery; this budget provides for the cost of all anticipated staff in post during 2021/22, based on agreed target operating models, planned recruitment and anticipated leavers across each staffing category.																								

3.4	For non-employee costs, the budget recognises the impact of anticipated price inflation as well as costs arising from capital investment and other pressures, which are offset in part by efficiency savings. Provision has also been made to strengthen support across the asset portfolio, recognising the significant outstanding investment requirement.
3.5	While at this stage there are positive signs of progress in relation to the coronavirus (Covid-19) pandemic, it is not yet clear when the response phase will end. It is anticipated that this will be followed by a period of recovery, where an element of “catch-up” will be required across the Service. The timing and duration of both ongoing response and then recovery, and the associated financial implications, are not yet fully understood but will continue to be closely monitored throughout the year. Where SFRS is involved in providing additional services in support of the national response, eg community testing, it is assumed that costs will be reimbursed.
3.6	During 2021/22, SFRS will be involved in two major UK-level projects, the COP26 climate conference and the Emergency Services Mobile Communications Project (ESMCP), which will provide a new Emergency Services Network across the UK. It is understood that separate ring-fenced funding will be provided for each of these, in addition to the core budget. As such no provision is made for either project.
3.7	SFRS recognises its responsibilities to work together with community planning partners as outlined within the “Agreement on Joint Working on Community Planning and Resourcing” and as such continues to work with local partners to identify and implement practical opportunities to add value in this area. It is considered that SFRS can most effectively contribute through the deployment of its physical and people resources.
4	Recommendation
4.1	The Board is asked to approve the following recommendation; <ul style="list-style-type: none"> That the Resource Budget for 2021/22, as set out in paragraph 3 and detailed in Appendix A, be approved.
5	Key Strategic Implications
5.1	Financial
5.1.1	The financial implications are outlined within the report.
5.2	Legal
5.2.1	There are no legal implications directly associated with this report.
5.3	Performance
5.3.1	Progress against the resource budget is monitored on a monthly basis through the Strategic Leadership Team (SLT) and reported to the Board at each of its meetings.
5.4	Environmental & Sustainability
5.4.1	There are no environmental and sustainability implications directly associated with this report.
5.5	Workforce
5.5.1	Employee implications are outlined within the report and are regularly discussed with representative bodies through the Employee Partnership Forum and other appropriate mechanisms.
5.6	Health & Safety
5.6.1	There are no health and safety implications directly associated with this report.

5.7 5.7.1	Timing This budget relates to the financial year 2021/22.
5.8 5.8.1	Equalities An Equality Impact Assessment (EIA) has been completed which has identified very limited direct relevance to the general equality duty, albeit recognises that a significant proportion of the Resource Budget relates to people resources, and as such it remains partially relevant. The EIA is attached at Appendix D.
5.9 5.9.1	Information Governance There are no information governance implications directly associated with this report.
5.10 5.10.1	Risk The Strategic Risk Register recognises that there is a risk to the Service if it fails to achieve financial sustainability. One of the key building blocks to achieving a sustainable financial position is balancing the budget for the forthcoming year. Appendix C sets out the specific risks that have been identified in relation to operating the Scottish Fire & Rescue Service during 2021/22 within this budget envelope. These have been scored, using the same methodology as the Strategic Risk Register, and mitigating actions have been identified.
5.11 5.11.1	Communications & Engagement Budget plans have been developed in conjunction with budget holders and relevant subject matter experts.
5.12 5.12.1	Training The budget provides for training and development needs across all categories of staff.
5.13 5.13.1	Service Delivery This budget is provided to enable SFRS to enhance the safety and wellbeing of communities across Scotland.
6	Core Brief
6.1	The Director of Finance and Contractual Services advised the Board of the proposed Resource Budget for 2021/22 and sought approval. The total Resource Budget for 2021/22 will be set at £284.7million, in line with resource budget funding from the Scottish Government.
8	Appendices/Further Reading
8.1	Appendix A – 2021/22 Budget, compared to the previous year
8.2	Appendix B – Budget changes from 2020/21 to 2021/22
8.3	Appendix C – Budget Risks
8.4	Appendix D – Equality Impact Assessment
Prepared by:	Marcus Jenks, Decision Support Manager
Sponsored by:	John Thomson, Head of Finance and Procurement
Presented by:	Sarah O'Donnell, Director of Finance and Contractual Services
Links to Strategy	
Working Together for a Safer Scotland	

Governance Route for Report	Meeting Date	Comment
<i>Strategic Leadership Team</i>	<i>23 March 2021</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>25 March 2021</i>	<i>For Decision</i>

Appendix A

SCOTTISH FIRE & RESCUE SERVICE
Resource Budget 2021/22

2020/21 Revised Budget £m	2020/21 Base Budget £m		2021/22 Budget £m
220.003	221.603	Employee Costs	226.605
25.285	23.857	Property Costs	24.520
21.198	20.327	Supplies & Services	23.799
6.123	6.839	Transport Costs	6.724
1.768	1.816	Third Party Payments	1.621
2.437	2.437	Financing	2.343
276.814	276.879	GROSS EXPENDITURE	285.610
(0.807)	(0.872)	Income	(0.903)
276.007	276.007	NET EXPENDITURE	284.707

Appendix B**SCOTTISH FIRE & RESCUE SERVICE
Resource Budget 2021/22**

	£m	£m
2020/21 Resource Budget		276.007
Pay Awards	2.986	
Resourcing - Recovery and Renewal	2.000	
Enhancing Corporate Structures	0.793	
Rural Full Time Posts	0.780	
Uniformed Terms & Conditions	0.325	
Staffing Profile	(1.430)	
Non Employee Cost Pressures & Initiatives	5.773	
Non Employee Cost Savings *	(4.810)	
New Initiatives *	2.283	
Sub Total		8.700
2021/22 Resource Budget		284.707

* Includes some staff-related elements

Scottish Fire & Rescue Service
Resource Budget 2021/22 - Risk Register

Appendix C

Risk Ref. No.	Link to Corporate Risk Register		Date Identified	Risk Appetite Category	Risk Description	Consequence of Risk	Mitigating Actions	Risk Assessment			Risk Owner
	Strategic	Corporate						Probability	Impact	Risk Rating	
Resource 1	SR7 - Financial Sustainability	FCS006 - Financial Planning and Controls	March 2021	Financial	There is a risk that investment in new initiatives is delayed due to recruitment and other challenges, limiting their impact	Budget underspend arises that cannot be carried forward for use when expenditure can be incurred, and benefits of investment are not realised	Close monitoring of budget to identify emerging patterns and ensure early action	4	3	12	All SLT
Resource 2	SR7 - Financial Sustainability	FCS001 - Core Funding	March 2021	Financial	There is a risk that the ongoing impact of COVID19 results in SFRS being unable to address backlogs in training, recruitment, Home Fire Safety Visits etc.	Budget underspend arises that cannot be carried forward for use when expenditure can be incurred	Close monitoring of budget to identify emerging patterns and ensure early action	3	4	12	Chief Officer/Director of Finance & Contractual Services
Resource 3	SR7 - Financial Sustainability	FCS006 - Financial Planning and Controls	March 2021	Financial	There is a risk to SFRS where negotiated pay awards differ from budget provision	Savings may require to be found to cover pay awards; or alternatively money earmarked for pay awards cannot now be spent or carried forward	SFRS involvement in NJC process will ensure early awareness of likely outcome for uniformed award, which represents the largest element of cost. Support staff pay is negotiated within Scotland	3	4	12	Chief Officer/Director of People & Organisational Development
Resource 4	SR7 - Financial Sustainability	FCS006 - Financial Planning and Controls	March 2021	Financial	There is a risk to SFRS where economic conditions result in higher than anticipated price inflation	Non-employee costs are in excess of budget provision	Robust procurement and contract management. Careful monitoring by the Finance Team.	3	3	9	Head of Finance & Procurement
Resource 5	SR7 - Financial Sustainability	FCS001 - Core Funding	March 2021	Financial	There is a risk where significant additional expenditure arising from planning for and responding to extraordinary events eg COP26, ESMCP, COVID19 is not reimbursed	All costs are in excess of budget provision	Ongoing engagement with Scottish Government regarding costs estimates; careful monitoring and reporting by the Finance Team	2	4	8	Chief Officer/Director of Finance & Contractual Services
Resource 6	SR7 - Financial Sustainability	FCS006 - Financial Planning and Controls	March 2021	Financial	There is a risk to SFRS where crewing and shift arrangements are not managed effectively	Additional overtime may be required to maintain operational requirements which may have a significant impact on the financial position	The Operational Availability Group, chaired by the Director of Service Delivery, oversees the management of appliance availability and associated overtime costs.	2	4	8	Director of Service Delivery
Resource 7	SR6 - Adequate operational assets, equipment etc.	FCS004 - Assets Operational	March 2021	Financial	There is a risk to SFRS where the failure of aging assets leads to higher than budgeted unplanned maintenance costs	Due to capital funding constraints assets are maintained beyond their economic life to meet operational needs. Asset failures may increase as a consequence which may impact on service delivery	Maintenance of assets in accordance with manufacturers requirements, asset faults are recorded and monitored	4	2	8	Head of Asset Management

Risk Ref. No.	Link to Corporate Risk Register		Date Identified	Risk Appetite Category	Risk Description	Consequence of Risk	Mitigating Actions	Risk Assessment			Risk Owner
	Strategic	Corporate						Probability	Impact	Risk Rating	
Resource 8	SR7 - Financial Sustainability	FCS006 - Financial Planning and Controls	March 2021	Financial	There is a risk to SFRS where individual retirement decisions differ significantly from those anticipated	Resources are materially greater or less than planned service delivery model or in the wrong locations	Regular workforce planning reviews are undertaken.	2	3	6	Head of POD

RISK APPETITE					
Impact	Political	Operational	Financial	Legal & Regulatory Compliance	Reputational/Stakeholder Confidence
Averse	Minimal tolerance for taking any decisions or actions that could result in increased parliamentary scrutiny or criticism of the Service	Defensive approach - aim to maintain or protect existing ways of working, rather than to create or innovate. Priority for tight management controls and oversight with limited devolved decision making authority. Resources withdrawn for all non-essential activities. General avoidance of system/technology developments	The key objective is to operate in line with the agreed budget profile. Only willing to accept the low cost option	Avoid anything which could be challenged, even unsuccessfully	Minimal tolerance for any decisions that could lead to increased scrutiny or criticism of the Service
Minimalist	Only tolerant of making decisions that contradict or challenge national or local governments where there is no chance of significant repercussions for the Service	Innovations are always avoided unless essential. Decision making authority held by the SLT. Resources allocated to core business. Only essential systems/technology developments	Only prepared to accept the potential for very limited variance in budget lines. Minimising cost is the primary concern	Want to be very sure the Service would win any challenge	Only tolerant of risk taking where there is no chance of significant repercussions for the Service
Cautious	Only tolerant of making statements or taking decisions that impact on the political arena where the Service has the support of key political stakeholders	Tendency to stick to the status quo. Innovations generally avoided unless necessary. Decision making authority generally held by SLT. Resources are generally allocated to core business. Systems/technology developments limited to those which are essential, unless low risk	Prepared to accept the potential for some variance in budget lines and the potential for some minor underspend/overspend. Value for money is the primary concern, with an emphasis on quality as well as price	Limited tolerance for sticking our neck out. Want to be reasonably sure the Service would win any challenge.	Only tolerant of risk taking where there is limited chance of significant repercussions for the Service
Open	Appetite to take decisions which may expose the Service to additional parliamentary or political scrutiny, but only where appropriate steps have been taken to minimise any exposure	Innovation supported as long as there is a commensurate improvement in management control. Responsibility for non-critical decisions may be devolved. Resources are allocated to capitalise on potential opportunities, not just to deliver our current practices. Systems/technology developments considered where these will enable delivery.	Prepared to take some financial risk by investing in new projects or activities (recognising that this could result in overspend / underspend) as long as appropriate controls are in place. In assessing value for money, quality considerations are weighted more than price	Challenge will be problematic but the Service is likely to win it. The gain will outweigh the adverse consequences.	Appetite to take any decisions which may expose the Service to additional scrutiny, but only where appropriate steps have been taken to minimise any exposure
Hungry	Appetite to take decisions which are likely to expose the Service to additional political, media and parliamentary scrutiny where the potential benefits to the Service outweigh the risks	Innovation pursued, desire to break the mould and challenge working practices. High levels of devolved authority, management by trust rather than tight control. Resources are allocated to areas of work where there are guarantees of success - investment capital type approach. New technologies viewed as a key enabler of operational delivery.	Prepared to take financial risks by investing for the best possible reward, accepting that this brings the possibility of underspend/overspend.	Chances of losing are high and consequences serious. But a win would be seen as a great coup.	Appetite to take decisions which are likely to expose the Service to additional scrutiny, if the potential benefits outweigh the risks

Resource 4
 Resource 4
 Resource 6
 Resource 7
 Resource 7
 Resource 7

(Red highlighted Section indicates the risk appetite level determined by the Board and SLT)

The Operational Availability Group, chaired by the Director of Service Delivery, oversees the management of appliance availability and associated overtime costs.

RISK ASSESSMENT					
Impact	Political	Operational	Financial	Legal& Regulatory Compliance	Reputational/Stakeholder Confidence
1	Effective Strategic Decision making, full engagement by Board and SLT and meeting in full the expectation of Scottish Government and Local Communities	No negative impact on our ability to deliver the service.	no impact on our ability to deliver a balanced budget	no adverse reputational damage to the service	Rumours, with potential for local public/political concern
2	Minor reduction in Board engagement, minimal impact upon achievement of strategic objectives and no adverse comment from SG	There will be a very minimal impact on our ability to deliver the service.	our ability to deliver a balanced budget will be realised with minimal adjustments	Potential unexpected external scrutiny of our activities due to non compliance. Some adverse media attention received.	Some negative Local press interest or Local public/political concern.
3	Question raised over effectiveness of strategic decision making, noticeable impact upon service delivery, criticism by external bodies, partners and SG	There will be a reduction in the ability for us to deliver our services and there may be minor service disruption.	action required to ensure delivery of a balanced budget. Potential adverse impact on service delivery.	Prolonged adverse media attention. Criticism of our service as a result of scrutiny by external bodies. Potential legal action.	Limited damage to reputation. Extended negative local press interest. Some regional public/political concern.
4	Ineffective Board engagement, challenge over strategic decision making of SFRS, failure to deliver against agreed priorities and SG criticism and threat of intervention	Service disruption for an extended period. Major consequences.	insufficient finances available to support service delivery	Ineffective governance arrangements identified resulting in Government intervention in the management of the service.	Loss of credibility and confidence in the service. National negative press interest. Significant public/political concern.
5	Failure to deliver against SG priorities, failure of Board and SLT to engage, intervention by SG and external monitoring bodies	Failure to deliver our services	failure to live within our means	failure of the service	Full Public Inquiry. International negative press interest. Major public/political concern.

Probability

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
	1	2	3	4	5

IMPACT

Criteria for Evaluating Risk			
Probability	Description	Numerical Value	Plain English
1	Very Low – Where an occurrence is improbable or very unlikely	1 in 20,000	Never happened and doubt it will

2	Low - Where an occurrence is possible but the balance of probability is against	1 in 2,000	Has happened before but unlikely
3	Medium: where it is likely or probable that an incident will occur	1 in 200	Will probably happen at some point in the future
4	High: where it is highly probable that an incident will occur	1 in 20	Has happened in recent past and will probably happen again
5	Very High: where it is certain that an event will occur	1 in 2	It's already happening and will continue to do so

Equality & Human Rights Impact Assessment Recording Form Scottish Fire and Rescue Service

PART 1 BASIC INFORMATION

Policy Owner	Sarah O'Donnell – Director of Finance & Contractual Services
E&D Practitioner	Denise Rooney
Title (of function/policy to be assessed e.g. name of policy, title of training course)	Resource Budget 2021/22
Date Assessment Commenced	19/03/21

The purpose of the following set of questions is to provide a summary of the function/policy.

Briefly describe the aims, objectives and purpose of the function/policy	Sets out the proposed Resource Budget
Are there any associated objectives of the function/policy (please explain)?	Best value in public services. Effective and appropriate public services.
Does this function/policy link with any other function/policy?	Fire and Rescue Framework Scotland SFRS Strategic Plan This decision relates to a series of work programmes including: <ul style="list-style-type: none"> • Target Operating Models • Anticipated retirement and recruitment projections • Provision for agreed business cases • Resourcing to support Recovery, Reset & Renew
Who is intended to benefit from the function/policy and in what way?	SFRS and communities through the provision of excellent public services that are consistent with the principles of best value and retention of experienced workforce.
What outcomes are wanted from this function/policy?	Agreement on the Resource Budget
What factors/forces could contribute/detract from the outcomes?	In relation to equality issues there are no factors that directly relate to the setting of the annual Resource Budget that could contribute or detract from the intended outcomes.
Who are the main stakeholders in relation to the	Scottish Government SFRS Board and personnel

function/policy?	Communities served
Who implements the policy and who is responsible for the function/policy?	SFRS SLT, Finance and Contractual Services Directorate and budget holders within SFRS

PART 2 ESTABLISHING RELEVANCE

- This section is designed to determine the relevance of the function/policy to equality.
- This section also fulfils our duty to consider the impact of our activities in relation to Human Rights.
- Initial screening will provide an audit trail of the justification for those functions not deemed relevant for equality impact assessment.
- Throughout the process the evidence and justification behind your decision is more important

Q1. *The function/policy will or is likely to influence SFRs ability to....*

- Eliminate discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010 and/or;
- Advance equality of opportunity between people who share a characteristic and those who do not and/or;
- Foster good relations between people who share a relevant protected characteristic and those who do not.

Please tick as appropriate.	Yes/ Potential	No	Don't Know/Don't Have Enough Evidence
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Caring responsibilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage and civil partnership (answer this only in relation to point a above)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion and belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex (gender)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social and economic disadvantage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you have selected 'No' for any or all of the characteristics above please provide supporting evidence or justification for your answers.

AND,

If you have identified any potential links to other functions/policies please comment on the relationship and relevance to equality.

Marriage and civil partnership is only relevant to the public-sector equality duty in relation to the removal of unlawful discrimination– there are no issues within the Resource Budget that relate specifically to employment practice where the marital status of an employee would be a relevant factor.

Q2. Is the function/policy relevant to the Human Rights Act 1998?

Yes **No** **Don't Know**

If you have selected 'No' please provide supporting evidence or justification for your answers

AND,

If you have identified any potential links to other functions/policies please comment on the relationship and relevance to Human Rights.

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Concluding Part 2

Outcome of Establishing Relevance	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input checked="" type="checkbox"/>	Proceed to Part 3 Impact Assessment
It is unclear if there is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 3 Impact Assessment

PART 3 IMPACT ASSESSMENT

Describe and reference:

- relevant issues
- evidence gathered and used
- any relevant resolutions to problems
- assessment and analysis
- decision about implementation
- justification for decision
- potential issues that will require future review
- the results of any consultation required

Characteristic	
Age	The Resource Budget is a high-level document and establishing direct relevance between it and the general equality duty on the grounds of age is not possible. A number of related policy initiatives will provide more direct and significant relevance to the general equality duty – these policy initiatives are necessary in order for the budget to be met and are driven by a number of factors: Scottish government funding, deferred and other retirements, overtime and other cost assumptions.
Caring Responsibilities	See comments relating to age. In relation to caring responsibilities and for the purposes of the high-level Resource Budget it is not possible to be more specific. Relevant initiatives will be subject to their own impact assessment.
Disability	See comments relating to age. In relation to disability there may be some potential link with the general equality duty but for the purposes of the high-level Resource Budget it is not possible to be more specific. Relevant initiatives will be subject to their own impact assessment.
Gender reassignment	See comments relating to age. In relation to gender reassignment there may be some potential link with the general equality duty but for the purposes of the high-level Resource Budget it is not possible to be more specific. Relevant initiatives will be subject to their own impact assessment.
Marriage and Civil Partnership	Not relevant – see Part 2 screening exercise.
Pregnancy and maternity	See comments relating to age. In relation to pregnancy and maternity there may be some potential link with the general equality duty but for the purposes of the high-level Resource Budget it is not possible to be more specific. Relevant initiatives will be subject to their own impact assessment.
Race	See comments relating to age. In relation to race there are no policy initiatives identified at this time as being particularly relevant.
Religion and Belief	See comments relating to age. In relation to religion and belief there are no policy initiatives identified at this time as being particularly relevant.
Sex (gender)	See comments relating to age. In relation to sex (gender) there may be some potential link to the general equality duty but for the purposes of the high-level resource budget it is not possible to be more specific.

	Relevant initiatives will be subject to their own impact assessments.
Sexual Orientation	See comments relating to age. In relation to sexual orientation there are no policy initiatives identified at this time as being particularly relevant.
Social and economic disadvantage	See comments relating to age. In relation to social and economic disadvantage there are no policy initiatives identified at this time as being particularly relevant, however, it is noted that the commitment to no compulsory redundancies is a positive initiative.
Human Rights	There is no evidence that the setting of the Resource Budget has any direct relevance to the Human Rights Act.
Impact on People in General not covered by specific characteristics	

Summary and Conclusion of Impact Assessment

The guidance provided by the Equality and Human Rights Commission on impact assessing budgetary decisions focuses on those decisions that relate to individual policy decisions (e.g. removing funding from an initiative or cancelling a project due to lack of finances) rather than the overall appraisal of setting the annual budget such as that set out in the Resource Budget.

In their guide *Making fair financial decisions* the Equality and Human Rights Commission outline that a robust financial decision will consider the equality impact by:

- Clearly setting out the financial purpose – this would include how the current decision may affect or be affected by other related decisions
- Gathering and using evidence to influence the decision – this would include information about the protected characteristics potentially affected by a decision
- Engaging with those likely to be affected by the decision
- Potential positive and negative impacts have been identified
- Identify, where possible, plans to alleviate any negative impacts
- Identifying plans to monitor the actual impact of the proposal

The SFRS will allocate funding based upon operational requirements and agreed priorities. However, the SFRS is not in direct control of the funding available to support its activities as it is the Scottish Government that will allocate specific budgets for both Resource and Capital.

Taking into account the discrepancy between the nature and format of the Resource Budget and the type of budgetary decisions covered by the EHRC guidance, on impact assessing budgetary decisions, this impact assessment identifies very limited direct relevance between the overall SFRS Resource Budget and the general equality duty and individual protected characteristics. It does, however, identify areas that will be subject to separate consideration, where relevance to the general equality duty is likely to be significant.

The EHRC reference of the need to consider the impact of related decisions in considering any potential cumulative impact is particularly relevant when considering the Resource Budget. The information presented and the relationship to other decisions (harmonisation of RDS terms and conditions from September 2021, provision for previously agreed business cases and resourcing to support Recovery, Reset and Renew) are closely interlinked. The full impact of the budget decision on protected characteristics cannot be fully predicted in the absence of decisions on these other initiatives.

The following areas are potentially relevant to the Resource Budget:

- Target Operating Models
- Anticipated retirement and recruitment projections
- Provision for agreed business cases
- Resourcing to support Recovery, Reset & Renew
- Pay awards
- Overtime analysis

Conclusion

Overall the impact assessment identifies very limited relevance to the general equality duty - and where relevance is established it is indirect in that it will be the individual proposals associated with the budget that may have a direct relevant to the duty.

While the relationship between the Resource Budget and the general equality duty is assessed as only indirectly established, a key purpose is to set out the overall budget for 'people resources.' For this reason, the Resource Budget retains its status as partially relevant to the general equality duty in relation to staffing implications and securing service delivery for communities.

Concluding Part 3

Impact Assessment	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998 and relevant actions are recorded above in Summary and Conclusion	<input checked="" type="checkbox"/>	Proceed to Part 4 Monitoring

PART 4 MONITORING & REVIEW

- The purpose of this section is to show how you will monitor the impact of the function/policy.
- The reason for monitoring is to determine if the actual impact of the function/policy is the same as the expected and intended impact.
- A statement on monitoring is required for all functions/policies regardless of whether there is any relevance to Equality or the Human Rights Act.
- The extent of your answer will depend upon the scope of the function/policy to impact on Equality and Human Rights issues.

If you have provided evidence or justification for believing there is no relevance to Equality or the Human Rights Act in Section 2 Establishing Relevance or Section 3 Impact Assessment:

Q1 How do you intend to monitor and review the function/policy?

If you have provided evidence or justification for believing there is relevance to Equality or the Human Rights Act:

Q2 What will be monitored?

There are no specific equality measures that can be applied directly to the Resource Budget. Monitoring of individual policies and initiatives that will allow the budget to be achieved will be considered for monitoring as part of their impact assessment and referenced on a case by case basis.

Q3 How will monitoring take place?

As Q2 above

Q4 What is the frequency of monitoring?

As Q2 above

Q5 How will monitoring information be used?

As Q2 above

PART 5 APPROVAL

This Equality and Human Rights Impact Assessment was completed by:

Name	Denise Rooney, Equality and Diversity Officer
Date	19/03/2021

This Equality and Human Rights Impact Assessment was approved by:

Name	Sarah O'Donnell, Director of Finance & Contractual Services
Date	19 th March 2021

The Equality & Human Rights Impact Assessment for the 2021/22 Resource Budget remains current with no specific or significant change on the relevant protected characteristics from the previous year.

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service

Report No: B/FCS/05-21

Agenda Item: 13

Report To:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	25 MARCH 2021						
Report Title:	CAPITAL PROGRAMME 2021 - 2024						
Report Classification:	For Decision	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to seek approval of the proposed Capital Programme 2021 – 2024.						
2	Background						
2.1	The Budget (Scotland) Bill, passed by the Scottish Parliament on 9 March 2021, sets Capital DEL funding for the Scottish Fire and Rescue Service (SFRS) at £32.500 million for 2021/22, which represents a “flat cash” position relative to the previous year. The Scottish Government budget for 2021/22 presents figures for a single financial year.						
2.2	In addition to Capital DEL budget, some capital receipts are anticipated over the 3-year period from the 2013/14 Property Estate – Strategic Intent programme. These receipts, which had been anticipated in earlier planning, are being reinvested, with permission from Scottish Government, to develop a fit for purpose support estate for SFRS.						
2.3	In recent years the Service has been successful in securing additional grant funding to support fleet decarbonisation. The nature of this funding is such that expenditure can be incurred in the following financial year. An element of grant funding secured in 2020/21 is being carried forward into 2021/22.						
3	Capital Planning Context						
3.1	Given the long-term nature of capital investment and the timelines for complex project delivery, it is important, to ensure the most effective use of public funds, that the Service sets out its plan for capital investment over the medium term. In so doing it is assumed at this stage that Capital DEL funding for the following 2 financial years will be consistent with 2020/21 at £32.5million.						
3.2	In developing the Capital Programme, additional grant funding has been included where this is confirmed. Known and anticipated capital receipts are also included.						
3.3	As highlighted within the Budget Strategy, work will be undertaken during the year, in conjunction with the Scottish Government, to set out in detail the challenges the Service faces in relation to the level of capital investment available.						
4	Investment Principles						

4.1	<p>The approach to capital investment within SFRS is guided by the approved Asset Management Strategy, which is based around the following principles;</p> <ul style="list-style-type: none"> • We will fully integrate asset management plans with our operational and strategic planning, • We will work with users and communities to design assets that meet their needs, • We will embed health, safety and wellbeing in our asset design and deployment, • We will embrace technological developments, • We will address our environmental responsibilities and reduce harmful impacts, • We will seek best value for taxpayers' investment, • We will collaborate with partners to support communities.
4.2	<p>Over the period of the 3-year Capital Programme, it is anticipated that the Service Delivery Model Programme will report, providing clarity around long term fire station investment needs. Following approval of the Standard Station Design Principles in August 2020, these will be the starting point when making such investments.</p>
4.3	<p>As outlined within the Budget Strategy, future investment will adopt the Scottish Government's Investment Hierarchy, as outlined within the Infrastructure Investment Plan (IIP), which sets out the order in which investment is considered;</p> <ul style="list-style-type: none"> • Determine future need • Maximise the useful life of existing assets • Repurpose and Co-locate • Replace, create or Build New Assets
4.4	<p>A key theme within the IIP is Enabling Transition to Net Zero Emissions and Environmental Sustainability, which is an area of focus for SFRS through the Carbon Management Plan (CMP) 2020-2025, published in December 2020. To implement the CMP, SFRS requires capital investment of £48.4million over a five-year period, predominantly through additional funding. Significant work is ongoing to bid for funding through various mechanisms. Where additional funding is confirmed during the year this will be added to the Capital Programme, along with associated expenditure. Where possible, core capital funding has been aligned with CMP projects.</p>
4.5	<p>The IIP is also focused on Building Resilient and Sustainable Places, with a firm commitment to the "Place Principle", which is predicated on a more joined-up, collaborative approach to public services, enabling better outcomes for communities. In seeking to maximise value from the investments we make, SFRS will continue to engage and collaborate with partners, through the Reform Collaboration Group, and other arrangements, proactively seeking opportunities to work together to address shared infrastructure challenges.</p>
5	Proposed Capital Budget
5.1	<p>The proposed capital programme, which takes account of these principles and considerations, is detailed in Appendix A.</p>
5.2	<p>Total proposed expenditure over the 3-year period is £101.279million, funded by anticipated Capital DEL budget of £97.500million (£32.500m, £32.500m, £32.500m); estimated capital receipts from sale of property of £1.060million (£0.760m, £0.300, Nil); and Net Zero Transition Grants of £2.719million (£2.719m, Nil, Nil).</p>
5.3	<p>Proposed expenditure of £19.392million on Property – Major Works (£6.900m, £7.972m, £4.520m) is to complete refurbishment works at McDonald Road Fire Station in Edinburgh (incorporating the Museum of Fire) and Portlethan Training Centre, to develop the West Asset Resource Centre, and to commence a programme of fire station modernisation, addressing issues of condition, suitability and environmental sustainability.</p>

5.4	Proposed expenditure of £23.320million on Property – Minor Works (£8.050million, £7.220million, £8.050million) will be primarily targeted to elemental upgrades to address aspects of condition, while addressing some immediate priorities in support of workforce diversity; as well as investing in various carbon reduction projects to progress the Carbon Management Plan.
5.5	Proposed investment of £31.050million in Fleet (£8.650million, £11.200million, £11.200million) will enable us to continue the modernisation of our frontline fleet, benefitting from environmental improvements, and will enable the introduction of new vehicles specifically designed to support wildland firefighting. In addition, the programme will support further standardisation of specialist vehicles, and ongoing investment in our light fleet, transitioning towards ultra-low emissions vehicles.
5.6	In ICT , the proposed investment of £11.890million (5.660million, £2.390million, £3.840million) will enable the completion of the new command and control mobilising system, deployed across the 3 control rooms, providing resilience in this critical aspect of service delivery. This budget will also facilitate the ongoing implementation of our Digital Strategy, aimed at putting our people at the heart of a digital community delivering a safer Scotland.
5.7	Proposed investment of £12.908million in Operational Equipment (£4.000m, £4.018m, £4.890m) will enable ongoing significant investment in Personal Protective Equipment for our firefighters, protecting them while performing their traditional firefighting role but also providing fit for purpose protection to support the additional duties of a modern firefighter. This budget also provides for the ongoing standardisation and renewal of the many items of equipment carried on fire appliances and other specialist vehicles, and will enable the introduction of a state of the art wildfire response capability.
5.8	Finally, linked to additional grant funding, proposed investment of £2.719million in Transition to Net Zero (£2.719m, Nil, Nil) will continue the decarbonisation of our light fleet, with investment in both electric cars and the necessary charging infrastructure.
6	Recommendations
6.1	The Board is asked to approve the following recommendation: <ul style="list-style-type: none"> That the proposed Capital Programme for 2021 – 2024, as set out in paragraph 5 and detailed in Appendix A, be approved, recognising that figures for years 2 and 3 are indicative and will be refined in future years.
7	Key Strategic Implications
7.1	Financial
7.1.1	The financial implications are set out within the report.
7.2	Legal
7.2.1	Appendix A details the anticipated legal commitments at 1 April 2021.
7.3	Performance
7.3.1	Progress against the Capital Programme is monitored monthly through the Capital Monitoring Group and reported to the SLT, and reported to the Board at each of its meetings.
7.4	Environmental & Sustainability
7.4.1	Provision is made within the Capital Programme to progress specific carbon reduction projects. Environmental considerations will also be incorporated within all property projects.

7.5 7.5.1	Workforce Employee implications will be addressed within each relevant project.
7.6 7.6.1	Health & Safety Health & Safety considerations will be addressed within each relevant project.
7.7 7.7.1	Timing This Capital Programme covers the 3-year period from 2021 – 2024.
7.8 7.8.1	Equalities An Equality Impact Assessment (EIA) has been completed which has identified very limited direct relevance to the general equality duty, albeit recognises that specific areas will be subject to separate consideration where relevance to the general equality duty is likely to be significant e.g. disabled access within SFRS premises. The EIA is attached at Appendix C.
7.9 7.9.1	Information Governance There are no information governance implications associated with this report.
7.10 7.10.1 7.10.2	Risk Appendix B sets out the specific risks that have been identified in relation to delivering the Capital Programme over the 3-year period 2021-2024. These have been scored using the same methodology as the Strategic Risk Register. All capital risks will be managed and mitigated through the Capital Monitoring Group which meets monthly, chaired by the Director of Finance and Contractual Services, and attended by all capital budget holders.
7.11 7.11.1	Communications & Engagement The proposed Capital Programme has been developed in conjunction with the Asset Management Liaison Board and Strategic Leadership Team.
7.12 7.12.1 7.12.2	Training Provision has been made for the training requirements associated with new assets. This programme includes investment in training facilities.
7.13 7.13.1	Service Delivery Investment in SFRS assets is critical in ensuring that the Service can deliver the most effective service to our communities.
8	Core Brief
8.1	The Director of Finance and Contractual Services advised the Board of the proposed Capital Programme for 2021 – 2024. Total proposed expenditure is £101.279million, funded by Capital DEL budget of £97.500million, capital receipts from sale of property of £1.060million, and specific grants of £2.719million.
7	Appendices/Further Reading
7.1	Appendix A – Detailed Capital Programme 2021 – 2024
7.2	Appendix B – Capital Budget Risks
7.3	Appendix C – Equality Impact Assessment
7.4	Asset Management Strategy 2019 – 2029, SFRS Board, June 2019

Prepared by:	Iain Morris, Head of Asset Management	
Sponsored by:	Sarah O'Donnell, Director of Finance and Contractual Services	
Presented by:	Sarah O'Donnell, Director of Finance and Contractual Services	
Links to Strategy		
Working Together for a Safer Scotland		
Governance Route for Report	Meeting Date	Comment
<i>Strategic Leadership Team</i>	<i>23 March 2021</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>25 March 2021</i>	<i>For Decision</i>

SCOTTISH FIRE & RESCUE SERVICE**Summary of Estimated Capital Expenditure 2021/22 - 2023/24****£000****Capital Expenditure Legally Committed (LC)**

Financial Year			Total
2021/22	2022/23	2023/24	
11,880	-	-	11,880

Capital Expenditure Not Yet Legally Committed (NYLC)

Financial Year			Total
2021/22	2022/23	2023/24	
24,099	32,800	32,500	89,399

TOTAL - LC & NYLC

Financial Year			Total
2021/22	2022/23	2023/24	
35,979	32,800	32,500	101,279

SOURCES OF FUNDING

Source	Financial Year			Total
	2021/22	2022/23	2023/24	
Capital DEL	32,500	32,500	32,500	97,500
Capital Receipts	760	300	-	1,060
Net Zero Transition Grants	2,719	-	-	2,719
TOTAL	35,979	32,800	32,500	101,279

SUMMARY

£000

Category	Estimated Total Net Cost	Funded in Previous Years	Spend Profile							
			2021/22		2022/23		2023/24		Total	
			LC	NYLC	LC	NYLC	LC	NYLC	LC	NYLC
Property - Major Works	35,384	15,992	3,500	3,400	-	7,972	-	4,520	3,500	15,892
Property - Minor Works	29,118	5,798	1,050	7,000	-	7,220	-	8,050	1,050	22,270
Fleet	31,050	-	493	8,157	-	11,200	-	11,200	493	30,557
ICT	20,693	8,803	2,898	2,762	-	2,390	-	3,840	2,898	8,992
Operational Equipment	12,908	-	1,220	2,780	-	4,018	-	4,890	1,220	11,688
Transition to Net Zero (Externally Funded)	2,719	-	2,719	-	-	-	-	-	2,719	-
Sub-total			11,880	24,099	-	32,800	-	32,500	11,880	89,399
TOTAL (LC+NYLC)	131,873	30,594		35,979		32,800		32,500		101,279

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2021/22 - 2023/24

PROPERTY - MAJOR WORKS

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile							
			2021/22		2022/23		2023/24		Total	
			LC	NYLC	LC	NYLC	LC	NYLC	LC	NYLC
McDonald Road Fire Station Refurbishment (including Fire Museum Fit Out)	11,710	9,010	2,700	-	-	-	-	-	2,700	-
North Training Facility - Portlethen	5,778	5,578	200	-	-	-	-	-	200	-
West Asset Resource Centre	10,681	509	300	3,000	-	6,872	-	-	300	9,872
Replacement or Refurbishment of Fire Stations Programme	5,420	-	-	400	-	800	-	4,220	-	5,420
Property Project Costs	1,795	895	300	-	-	300	-	300	300	600
Sub-total			3,500	3,400	-	7,972	-	4,520	3,500	15,892
TOTAL (LC+NYLC)	35,384	15,992		6,900		7,972		4,520		19,392

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2021/22 - 2023/24

PROPERTY - MINOR WORKS

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile							
			2021/22		2022/23		2023/24		Total	
			LC	NYLC	LC	NYLC	LC	NYLC	LC	NYLC
Minor Works - Condition (Elemental Upgrades)	15,000	-	400	4,600		5,000		5,000	400	14,600
Energy & Environmental Projects to Reduce Carbon	5,251	2,401	650	200		1,000		1,000	650	2,200
Dignified & Development Works (Stirling, Inverness, Adrossan, Dumfries)	7,367	3,397	-	1,700		720		1,550	-	3,970
Training Sites Life Cycle Programme	1,500	-	-	500		500		500	-	1,500
Sub-total			1,050	7,000	-	7,220	-	8,050	1,050	22,270
TOTAL (LC+NYLC)	29,118	5,798		8,050		7,220		8,050		23,320

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2021/22 - 2023/24

FLEET

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile							
			2021/22		2022/23		2023/24		Total	
			LC	NYLC	LC	NYLC	LC	NYLC	LC	NYLC
Frontline Appliances	19,950	-	453	5,497	-	7,000	-	7,000	453	19,497
High Reach Appliances	3,000	-	-	-	-	1,500	-	1,500	-	3,000
Specialist Vehicles (Other)	3,100	-	-	700	-	1,200	-	1,200	-	3,100
Light Fleet - Vans & Cars	5,000	-	39	1,961	-	1,500	-	1,500	39	4,961
Sub-total			493	8,157	-	11,200	-	11,200	493	30,557
TOTAL (LC+NYLC)	31,050	-		8,650		11,200		11,200		31,050

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2021/22 - 2023/24

ICT

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile							
			2021/22		2022/23		2023/24		Total	
			LC	NYLC	LC	NYLC	LC	NYLC	LC	NYLC
PC's, laptops, peripherals	820	-	116	84	-	260	-	360	116	704
Replacement & Upgrade of AV Kit	250	-	-	50	-	50	-	150	-	250
Server Infrastructure	640	-	-	180	-	130	-	330	-	640
Software Infrastructure & National Business Systems	1,250	-	-	450	-	400	-	400	-	1,250
Local Area Network Infrastructure & Wide Area Network Infrastructure	1,500	-	-	500	-	500	-	500	-	1,500
Operational Mobilisation Communications	900	-	51	49	-	150	-	650	51	849
Data Centre/Disaster Recovery	500	-	-	200	-	150	-	150	-	500
Telephony	450	-	-	100	-	150	-	200	-	450
Cyber Security Provision	300	-	10	90	-	100	-	100	10	290
Safe & Wellbeing	150	-	-	150	-	-	-	-	-	150
People, Training, Finance & Assets System	2,200	-	159	541	-	500	-	1,000	159	2,041
Command & Control System	11,733	8,803	2,562	368	-	-	-	-	2,562	368
Sub-total			2,898	2,762	-	2,390	-	3,840	2,898	8,992
TOTAL (LC+NYLC)	20,693	8,803		5,660		2,390		3,840		11,890

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2021/22 - 2023/24

OPERATIONAL EQUIPMENT

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile							
			2021/22		2022/23		2023/24		Total	
			LC	NYLC	LC	NYLC	LC	NYLC	LC	NYLC
Operational Equipment	6,908	-	570	1,430		2,018		2,890	570	6,338
PPE	6,000	-	650	1,350		2,000		2,000	650	5,350
Sub-total			1,220	2,780	-	4,018	-	4,890	1,220	11,688
TOTAL (LC+NYLC)	12,908	-		4,000		4,018		4,890		12,908

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2021/22 - 2023/24

TRANSITION TO NET ZERO (EXTERNALLY FUNDED)

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile							
			2021/22		2022/23		2023/24		Total	
			LC	NYLC	LC	NYLC	LC	NYLC	LC	NYLC
Electric Vehicle Charging Points - Phase 2	624	-	624	-	-	-	-	-	624	-
Electric Vehicle Charging Points - Phase 3	1,451	-	1,451	-	-	-	-	-	1,451	-
Electric Cars (3 year Lease) - Phase 2	644	-	644	-	-	-	-	-	644	-
Sub-total			2,719	-	-	-	-	-	2,719	-
TOTAL (LC+NYLC)	2,719	-		2,719		-		-		2,719

Scottish Fire & Rescue Service
Capital Programme 2021 - 2024 - Risk Register

Risk Ref. No.	Link to Corporate Risk Register		Date Identified	Risk Appetite Category	Risk Description	Consequence of Risk	Control Measures Required	Original Risk Assessment			Risk Owner
	Strategic	Corporate						Probability	Impact	Risk Rating	
Capital 1	SR7 - Financial Sustainability	FCS001 - Core Funding	March 2021	Financial	There is a risk to SFRS where future capital funding falls below basic requirements	Negative impact upon Service's ability to deliver services	Active contribution to Government spending review to articulate requirements	4	5	20	Director of Finance & Contractual Services
Capital 2	SR7 - Financial Sustainability	FCS001 - Core Funding	March 2021	Financial	There is a risk to SFRS where additional grant funding cannot be secured to deliver the Carbon Management Plan	Negative impact upon Service's ability to achieve agreed priorities and commitments, and to achieve legal requirements	Active contribution to Government spending review to articulate requirements	4	5	20	Director of Finance & Contractual Services
Capital 3	SR7 - Financial Sustainability	FCS006 - Financial Planning and Controls	March 2021	Financial	There is a risk to SFRS where market conditions result in higher than anticipated prices being incurred by SFRS	Unable to align with Capital Budget - Investment decisions made may be incorrect	For new projects, ensure specification is appropriate to requirements and delivers best value with market movements closely monitored	4	4	16	Head of Asset Management/Head of ICT/Head of Finance & Procurement
Capital 4	SR7 - Financial Sustainability	FCS006 - Financial Planning and Controls	March 2021	Financial	There is a risk to SFRS where external factors prevent sale of key properties	Unable to align with Capital Budget - Performance levels could be adversely impacted	Properties planned for disposal in later years are being prepared for sale as far as possible in advance to facilitate any substitution that may become necessary	3	2	6	Head of Asset Management
Capital 5	SR7 - Financial Sustainability	FCS006 - Financial Planning and Controls	March 2021	Financial	There is a risk to SFRS where capital receipts differ materially from that anticipated	Unable to align with Capital Budget - Impact upon investment decisions - impact upon ensuring best value is achieved	Development plans to bring forward further investment if receipts exceed expectations, sales planned for early in the financial year to ensure any required adjustments can be made	3	2	6	Director of Finance & Contractual Services
Capital 6	SR6 - Adequate operational assets, equipment etc.	FCS003 - Asset Acquisition	March 2021	Operational	There is a risk to SFRS where a delay in agreeing and authorising specifications and scope of works is experienced	Unable to align with Capital Budget - Impact upon Services ability to achieve agreed priorities	Early engagement with client Directorates and other stakeholders	3	4	12	Head of Asset Management/Head of ICT
Capital 7	SR6 - Adequate operational assets, equipment etc.	FCS003 - Asset Acquisition	March 2021	Legal / Regulatory	There is a risk to SFRS where insufficient procurement resources are available to meet Service requirements	Unable to align with Capital Budget - Impact upon Services ability to ensure regulatory compliance	Early engagement with Procurement Team to plan capital requirements, use of existing contracts and frameworks. CPSG in place to manage workplan	3	4	12	Head of Finance & Procurement
Capital 8	SR6 - Adequate operational assets, equipment etc.	FCS004 - Assets Operational	March 2021	Operational	There is a risk to SFRS where unplanned asset failure results in resources having to be diverted	Unable to align with Capital Budget - Investment decisions may not achieve best value - negative impact upon Service budgets	Close monitoring of programme to enable any required changes to be accommodated with minimal disruption	3	4	12	Head of Asset Management/Head of ICT

Risk Ref. No.	Link to Corporate Risk Register		Date Identified	Risk Appetite Category	Risk Description	Consequence of Risk	Control Measures Required	Original Risk Assessment			Risk Owner
	Strategic	Corporate						Probability	Impact	Risk Rating	
Capital 9	SR5 - Skilled, Trained and Motivated Staff	FCS001 - Sufficient Capacity	March 2021	Operational	There is a risk to SFRS where insufficient resources are available to deliver project requirements	Unable to align with Capital Budget - Impact upon ability to achieve service priorities	Planning of workload alongside other commitments	3	4	12	Head of Asset Management/Head of ICT
Capital 10	SR6 - Adequate operational assets, equipment etc.	FCS003 - Asset Acquisition	March 2021	Legal / Regulatory	There is a risk to SFRS where delays in planning consents are experienced	Unable to align with Capital Budget - Adverse scrutiny - Performance levels adversely impacted	Early engagement with Councils	3	3	9	Head of Asset Management
Capital 11	SR6 - Adequate operational assets, equipment etc.	FC002 - Asset Management Planning	March 2021	Operational	There is a risk to SFRS where delays are experienced by external contractors/suppliers due to extreme weather, EU Exit, COVID19 etc.	Unable to align with Capital Budget - Performance levels adversely impacted	Planning of workload to allow contingency arrangements to be identified	4	4	16	Head of Asset Management/Head of ICT

RISK APPETITE					
Impact	Political	Operational	Financial	Legal & Regulatory Compliance	Reputational/Stakeholder Confidence
Averse	Minimal tolerance for taking any decisions or actions that could result in increased parliamentary scrutiny or criticism of the Service	Defensive approach - aim to maintain or protect existing ways of working, rather than to create or innovate. Priority for tight management controls and oversight with limited devolved decision making authority. Resources withdrawn for all non-essential activities. General avoidance of system/technology developments	The key objective is to operate in line with the agreed budget profile. Only willing to accept the low cost option	Avoid anything which could be challenged, even unsuccessfully	Minimal tolerance for any decisions that could lead to increased scrutiny or criticism of the Service
Minimalist	Only tolerant of making decisions that contradict or challenge national or local governments where there is no chance of significant repercussions for the Service	Innovations are always avoided unless essential. Decision making authority held by the SLT. Resources allocated to core business. Only essential systems/technology developments for the Service	Only prepared to accept the potential for very limited variance in budget lines. Minimising cost is the primary concern	Want to be very sure the Service would win any challenge	Only tolerant of risk taking where there is no chance of significant repercussions for the Service
Cautious	Only tolerant of making statements or taking decisions that impact on the political arena where the Service has the support of key political stakeholders	Tendency to stick to the status quo. Innovations generally avoided unless necessary. Decision making authority generally held by SLT. Resources are generally allocated to those which are essential, unless low risk	Prepared to accept the potential for some variance in budget lines and the potential for some minor underspend/overspend. Value for money is the primary concern, with an emphasis on quality as well as price	Limited tolerance for sticking our neck out. Want to be reasonably sure the Service would win any challenge.	Only tolerant of risk taking where there is limited chance of significant repercussions for the Service
Open	Appetite to take decisions which may expose the Service to additional parliamentary or political scrutiny, but only where appropriate steps have been taken to minimise any exposure	Innovation supported as long as there is a commensurate improvement in management control. Responsibility for non-critical decisions may be devolved. Resources are allocated to capitalise on potential opportunities, not just to deliver our current practises. Systems/technology developments considered where these will enable delivery.	Prepared to take some financial risk by investing in new projects or activities (recognising that this could result in overspend / underspend) as long as appropriate controls are in place. In assessing value for money, quality considerations are weighted more than price	Challenge will be problematic but the Service is likely to win it. The gain will outweigh the adverse consequences.	Appetite to take any decisions which may expose the Service to additional scrutiny, but only where appropriate steps have been taken to minimise any exposure
Hungry	Appetite to take decisions which are likely to expose the Service to additional political, media and parliamentary scrutiny where the potential benefits to the Service outweigh the risks	Innovation pursued, desire to break the mould and challenge working practices. High levels of devolved authority, management by trust rather than tight control. Resources are allocated to areas of work where there are guarantees of success - investment capital type approach. New technologies viewed as a key enabler of operational delivery.	Prepared to take financial risks by investing for the best possible reward, accepting that this brings the possibility of underspend/overspend.	Chances of losing are high and consequences serious. But a win would be seen as a great coup.	Appetite to take decisions which are likely to expose the Service to additional scrutiny, if the potential benefits outweigh the risks

(Red highlighted Section indicates the risk appetite level determined by the Board and SLT)

RISK ASSESSMENT					
Impact	Political	Operational	Financial	Legal & Regulatory Compliance	Reputational/Stakeholder Confidence
1	Effective Strategic Decision making, full engagement by Board and SLT and meeting in full the expectation of Scottish Government and Local Communities	No negative impact on our ability to deliver the service.	no impact on our ability to deliver a balanced budget	no adverse reputational damage to the service	Rumours, with potential for local public/political concern
2	Minor reduction in Board engagement, minimal impact upon achievement of strategic objectives and no adverse comment from SG	There will be a very minimal impact on our ability to deliver the service.	our ability to deliver a balanced budget will be realised with minimal adjustments	Potential unexpected external scrutiny of our activities due to non compliance. Some adverse media attention received.	Some negative Local press interest or Local public/political concern.
3	Question raised over effectiveness of strategic decision making, noticeable impact upon service delivery, criticism by external bodies, partners and SG	There will be a reduction in the ability for us to deliver our services and there may be minor service disruption.	action required to ensure delivery of a balanced budget. Potential adverse impact on service delivery.	Prolonged adverse media attention. Criticism of our service as a result of scrutiny by external bodies. Potential legal action.	Limited damage to reputation. Extended negative local press interest. Some regional public/political concern.

4	Ineffective Board engagement, challenge over strategic decision making of SFRS, failure to deliver against agreed priorities and SG criticism and threat of intervention	Service disruption for an extended period. Major consequences.	insufficient finances available to support service delivery	Ineffective governance arrangements identified resulting in Government intervention in the management of the service.	Loss of credibility and confidence in the service. National negative press interest. Significant public/political concern.
5	Failure to deliver against SG priorities, failure of Board and SLT to engage, intervention by SG and external monitoring bodies	Failure to deliver our services	failure to live within our means	failure of the service	Full Public Inquiry. International negative press interest. Major public/political concern.

Probability

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
	1	2	3	4	5

IMPACT

Criteria for Evaluating Risk			
Probability	Description	Numerical Value	Plain English
1	Very Low – Where an occurrence is improbable or very unlikely	1 in 20,000	Never happened and doubt it will
2	Low - Where an occurrence is possible but the balance of probability is against	1 in 2,000	Has happened before but unlikely
3	Medium- where it is likely or probable that an incident will occur	1 in 200	Will probably happen at some point in the future
4	High- where it is highly probable that an incident will occur	1 in 20	Has happened in recent past and will probably happen again
5	Very High- where it is certain that an event will occur	1 in 2	It's already happening and will continue to do so

Equality & Human Rights Impact Assessment Recording Form Scottish Fire and Rescue Service

PART 1 BASIC INFORMATION

Policy Owner	Sarah O'Donnell – Director of Finance & Contractual Services
E&D Practitioner	Denise Rooney
Title (of function/policy to be assessed e.g. name of policy, title of training course)	Capital Programme 2021-24
Date Assessment Commenced	19/03/21

The purpose of the following set of questions is to provide a summary of the function/policy.

Briefly describe the aims, objectives and purpose of the function/policy	Sets out the proposed overall Capital Programme 2021-24.
Are there any associated objectives of the function/policy (please explain)?	Best value in public services. Effective and appropriate public services. Premises and equipment appropriate to needs of personnel and service users.
Does this function/policy link with any other function/policy?	Fire and Rescue Framework Scotland SFRS Strategic Plan Asset Management Strategy
Who is intended to benefit from the function/policy and in what way?	SFRS and communities through the provision of excellent public services that are consistent with the principles of best value and the provision of appropriate premises and equipment suitable to the needs of users.
What outcomes are wanted from this function/policy?	Agreement on the allocation of the Capital Programme for 2021-24.
What factors/forces could contribute/detract from the outcomes?	In relation to equality issues there are no factors that directly relate to the setting of the Capital Programme that could contribute or detract from the intended outcomes.
Who are the main stakeholders in relation to the function/policy?	Scottish Government SFRS Board and personnel Communities served
Who implements the policy and who is responsible for the function/policy?	Scottish Government, SFRS Board, Finance and Contractual Services and budget holders within SFRS

PART 2

ESTABLISHING RELEVANCE

- This section is designed to determine the relevance of the function/policy to equality.
- This section also fulfils our duty to consider the impact of our activities in relation to Human Rights.
- Initial screening will provide an audit trail of the justification for those functions not deemed relevant for equality impact assessment.
- Throughout the process the evidence and justification behind your decision is more important

Q1. *The function/policy will or is likely to influence SFRs ability to....*

- Eliminate discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010 and/or;
- Advance equality of opportunity between people who share a characteristic and those who do not and/or;
- Foster good relations between people who share a relevant protected characteristic and those who do not.

Please tick as appropriate.	Yes/ Potential	No	Don't Know/Don't Have Enough Evidence
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Caring responsibilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage and civil partnership (answer this only in relation to point a above)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion and belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex (gender)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social and economic disadvantage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you have selected 'No' for any or all of the characteristics above please provide supporting evidence or justification for your answers.

AND,

If you have identified any potential links to other functions/policies please comment on the relationship and relevance to equality.

Marriage and civil partnership is only relevant to the public-sector equality duty in relation to the removal of unlawful discrimination– there are no issues within the Capital Programme that relate specifically to employment practice where the marital status of an employee would be a relevant factor.

Q2. Is the function/policy relevant to the Human Rights Act 1998?

Yes **No** **Don't Know**

If you have selected 'No' please provide supporting evidence or justification for your answers

AND,

If you have identified any potential links to other functions/policies please comment on the relationship and relevance to Human Rights.

--

Concluding Part 2

Outcome of Establishing Relevance	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input checked="" type="checkbox"/>	Proceed to Part 3 Impact Assessment
It is unclear if there is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 3 Impact Assessment

PART 3 IMPACT ASSESSMENT

Describe and reference:

- relevant issues
- evidence gathered and used
- any relevant resolutions to problems
- assessment and analysis
- decision about implementation
- justification for decision
- potential issues that will require future review
- the results of any consultation required

Characteristic	
Age	The Capital Programme is a high-level document and establishing direct relevance between it and the general equality duty on the grounds of age is not possible. There is no evidence that the associated initiatives that will arise from the implementation of the Capital Programme will be relevant on the grounds of age as it applies to employees or communities.
Caring Responsibilities	See comments relating to age. The Capital Programme is a high level strategy; it is the projects/plans that are implemented under this programme that will consider potential impacts, (both positive and negative) on the basis of caring responsibilities.
Disability	See comments relating to age. There will be some relevance to disability arising from the commitment to allocating resources from the Capital Programme to improving disability access of premises. There will be further potential relevance in the initiatives that arise from the budget spend on ICT where the SFRS has a responsibility to provide assistive technologies to staff covered by the “reasonable adjustment” provisions of the Equality Act 2010. There may be some additional relevance on the grounds of disability for the expenditure on technological features to be accessed by communities, some fleet and transportation purchases and operational equipment.
Gender reassignment	See comments relating to age. In relation to gender reassignment expenditure associated with the provision of updating stations, dignified facilities and operational equipment will be relevant.
Marriage and Civil Partnership	Not relevant – see Part 2 screening exercise.
Pregnancy and maternity	See comments relating to age. In relation to pregnancy and maternity expenditure associated with the provision of updating stations, dignified facilities and operational equipment will be relevant.
Race	See comments relating to age. In relation to race expenditure associated with the provision of updating stations, dignified facilities and operational equipment may be relevant.

Religion and Belief	See comments relating to age. In relation to religion and belief expenditure associated with the provision of updating stations, dignified facilities and operational equipment may be relevant.
Sex (gender)	See comments relating to age. In relation to Sex (gender) expenditure associated with the provision of updating stations, dignified facilities and operational equipment may be relevant.
Sexual Orientation	See comments relating to age. In relation to Sexual Orientation expenditure associated with the provision of updating stations, dignified facilities and operational equipment may be relevant.
Social and economic disadvantage	See comments relating to age. In relation to social and economic disadvantage there are no policy initiatives identified at this time as being particularly relevant.
Human Rights	There is no evidence that the setting of the Capital Programme has any direct relevance to the Human Rights Act. It is not possible at this time to say if any of the associated initiatives that will arise from the capital spend will have relevance to the Act but will remain under review.
Impact on People in General not covered by specific characteristics	

Summary and Conclusion of Impact Assessment

The guidance provided by the Equality and Human Rights Commission on impact assessing budgetary decisions focuses on those decisions that relate to individual policy decisions (e.g. removing funding from an initiative or cancelling a project due to lack of finances) rather than the overall appraisal of setting the overall budget such as that set out in the Capital Programme 2021-24. Nevertheless, as a corporate decision is being made it was necessary that a screening exercise was conducted against the general equality duty.

This impact assessment identifies very limited direct relevance between the SFRS Capital Programme and the general equality duty and individual protected characteristics. It does, however, identify areas that will be subject to separate consideration and where relevance to the general equality duty is likely to be significant. These are:

- The need to ensure that relevant SFRS premises comply with the Equality Act 2010 in relation to disability access.
- Accessibility on the grounds of disability will also be a feature in the procurement and use of vehicles where the vehicles will be used for the purposes of transporting service users.
- Accessible ICT and assistive technologies to meet the needs of employees and service users.
- Operational equipment including PPE appropriate to the needs of employees, e.g. because of gender, religious observance and disability.
- The provision of dignified facilities in SFRS premises and in some fleet & transportation.

Conclusion

This impact assessment identifies very limited direct relevance between the SFRS Capital Programme and the general equality duty and individual protected characteristics. It does, however, identify areas that will be subject to separate consideration where relevance to the general equality duty is likely to be significant.

Concluding Part 3

Impact Assessment	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998 and relevant actions are recorded above in Summary and Conclusion	<input checked="" type="checkbox"/>	Proceed to Part 4 Monitoring

PART 4 MONITORING & REVIEW

- The purpose of this section is to show how you will monitor the impact of the function/policy.
- The reason for monitoring is to determine if the actual impact of the function/policy is the same as the expected and intended impact.
- A statement on monitoring is required for all functions/policies regardless of whether there is any relevance to Equality or the Human Rights Act.
- The extent of your answer will depend upon the scope of the function/policy to impact on Equality and Human Rights issues.

If you have provided evidence or justification for believing there is no relevance to Equality or the Human Rights Act in Section 2 Establishing Relevance or Section 3 Impact Assessment:

Q1 How do you intend to monitor and review the function/policy?

--

If you have provided evidence or justification for believing there is relevance to Equality or the Human Rights Act:

Q2 What will be monitored?

<p>There are no specific equality measures that can be applied directly to the Capital Programme. Monitoring of individual policies and initiatives that will allow the programme to be achieved will be considered for monitoring as part of their impact assessment and referenced on a case by case basis.</p>

Q3 How will monitoring take place?

As Q2 above

Q4 What is the frequency of monitoring?

As Q2 above

Q5 How will monitoring information be used?

As Q2 above

PART 5 APPROVAL

This Equality and Human Rights Impact Assessment was completed by:

Name	Denise Rooney, Equality and Diversity Officer
Date	19/03/21

This Equality and Human Rights Impact Assessment was approved by:

Name	Sarah O'Donnell, Director of Finance & Contractual Services
Date	19 th March 2021

The Equality & Human Rights Impact Assessment for the 2021-24 Capital Budget remains current with no specific or significant change on the relevant protected characteristics from the previous year.

SCOTTISH FIRE AND RESCUE SERVICE
The Board of Scottish Fire and Rescue Service



Report No: B/POD/04-21

Agenda Item: 14

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	25 MARCH 2021							
Report Title:	STATUTORY REPORTING REQUIREMENTS – MAINSTREAMING REPORT AND EQUALITY OUTCOMES REPORT 2021							
Report Classification:	For Decision	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	Following approval at Strategic Leadership Team (SLT) on 12 March 2021 this paper seeks approval from the Board on: a) the proposed revised Equality Outcomes – attached as Appendix A and; b) the Mainstreaming and Equality Outcomes Report 2021 – attached as Appendix B.							
2	Background							
2.1	Colleagues will recall from the Board Strategy Day on of 28 January 2021 that the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 placed a statutory obligation on the SFRS to: <ul style="list-style-type: none"> • prepare and publish a set of Equality Outcomes • report on progress against the Equality Outcomes every two years • review and revise Equality Outcomes every four years • prepare and publish a report every two year that sets out the steps taken to mainstream equality – the Mainstreaming Report 							
2.2	The Regulations stipulate that Equality Outcomes <ul style="list-style-type: none"> • Should be related to corporate objectives but not be a simple restatement of them • Should be high level outcomes and not objectives or actions • Should incorporate both service provision and employment practice • Should relate to one or more of the protected characteristics • Should be mainstreamed into corporate reporting mechanisms • Should be based on evidence of prioritised need including evidence gathered directly from community groups 							
2.3	Following agreement on the proposed method for developing new Equality Outcomes in November 2020 the proposed Equality Outcomes were tabled at the Board Strategy Day in January 2021.							
2.4	Publication of revised Equality Outcomes and the Mainstreaming Report should take place before 30 April 2021							

3	Main Report/Detail
3.1	<p>The proposed new Equality Outcomes are:</p> <ol style="list-style-type: none"> 1. SFRS services are accessible and appropriate to the needs of Scotland's diverse communities. 2. Scotland will be a safer and fairer place as a result of our collaborative work with other organisations. 3. SFRS is an inclusive employer with a workplace which reflects the diversity of Scottish society. 4. SFRS staff feel valued and have the opportunity to achieve their full potential. 5. SFRS employees are supported on mental health and wellbeing in line with policies and initiatives. 6. SFRS will support Scotland's young people reach their full potential.
3.2	<p>The proposed Equality Outcomes have been developed based on current corporate priorities within the Strategic Plan, the Annual Operating Plan 3-year cycle and functional plans. This will allow performance management of the Equality Outcomes to align with existing corporate reporting mechanisms.</p>
3.3	<p>To support the reporting process the Equality and Diversity Business Partners will work with colleagues to identify relevant content for reporting against the Equality Outcomes and this will form a permanent agenda item on the Equality Partnership Group.</p>
3.4	<p>There is a legal obligation to report biennially on performance made towards the Equality Outcomes. SLT agreed at their 12 March 2021 meeting that SFRS publish an annual review of performance. The formal governance route for this will be:</p> <ul style="list-style-type: none"> • SLT for Recommendation • Good Governance Board for Recommendation • Board for Decision
3.5	<p>With the first annual report to the Board in Quarter 4 2021/22 and a final report not later than April 2025.</p>
3.6	<p>Colleagues should note that while the current statutory timescale for revising the Equality Outcomes is not later than 30 April 2025 we can opt for an earlier review to make an even closer alignment with the new Strategic Plan should we so wish. Indeed, the Scottish Government and Equality and Human Rights Commission review of the Public Sector Equality Duty may require us to revisit them before 2025. SLT has agreed to take this into consideration at the point the review of the Strategic Plan is initiated.</p>
3.7	<p>The Mainstreaming Report includes reference to the proposed Equality Outcomes but is intended primarily as a vehicle to demonstrate the processes that we have in place to mainstream equality and provide an overview of the progress we have made on the existing Equality Outcomes.</p>
3.8	<p>The governance and implementation route for this report agreed by SLT is as follows:</p> <ul style="list-style-type: none"> • SLT for decision on this report – 12 March 2021 • SMB for noting this report – 24 March 2021 • Board presented with an updated version of this report for decision – 25 March 2021 • Publication of Mainstreaming and Equality Outcomes Report 2021– not later than 30 April 2021 • Engagement between E&D Business Partners and Directorates/SDAs from Q1 2021/22 • Inclusion in Equality Partnership Group from Q1 2021/22 • Recommended to Good Governance Board Q4 2021/22 • Recommended to SLT Q4 2021/22 • Board for decision Q4 2021/22

3.9	In collating the evidence for inclusion in the Mainstreaming and Equality Outcomes Report the limitations of the previous reporting model became very evident. It was also evident that there remains a number of improvement measures that SFRS could take to improve its performance on equality, diversity, inclusion and human rights. SLT have agreed the Equality and Diversity Manager will prepare and present to them a proposed improvement route reflecting on the progress made since the 2018 review of performance on mainstreaming equality and aligning this with emerging equality priorities from out-with SFRS.
4	Recommendation
4.1	The Board are asked to agree to: <ul style="list-style-type: none"> • The proposed Equality Outcomes as listed at para 3.1. • The content of the Mainstreaming and Equality Outcomes Report 2021 (Appendix B). • Agree to receive and annual update on progress against the Equality Outcomes and the mainstreaming of equality.
5	Key Strategic Implications
5.1 5.1.1	Financial The process for setting Equality Outcomes and meeting our statutory reporting requirements do not in themselves have financial implications.
5.2 5.2.1	Environmental & Sustainability Nil. There is no evidence that the Statutory reporting requirements and setting of Equality Outcomes would have implications on the grounds of environmental or sustainability matters.
5.3 5.3.1	Workforce The Statutory reporting requirements and setting of Equality Outcomes do not have implications for staffing matters in themselves.
5.4 5.4.1	Health & Safety Nil. There is no evidence that the Statutory reporting requirements and setting of Equality Outcomes would have implications on the grounds of health and safety.
5.5 5.5.1	Training There are no implications on the grounds of training in the Statutory reporting requirements and setting of Equality Outcomes. There may be training implications arising because of the nature of an Equality Outcome but it is not possible to anticipate what that might be at this time.
5.6 5.6.1	Timing The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 state that new Equality Outcomes and a report on performance against existing Equality Outcomes must be published not later than 30 April 2021. This report sets out a governance route that would meet that deadline.
5.7 5.7.1	Performance The proposal in this report to align the new Equality Outcomes more closely with the Strategic Plan and Annual Operating Plan provide an opportunity to streamline and improve the monitoring of performance on a range of equality matters and makes use of existing mechanisms such as the Equality Partnership Group and the Good Governance Board.

5.8 5.8.1	Communications & Engagement The requirement to gather evidence from people with protected characteristics has been met by the engagement and consultation exercise around the development of the Strategic Plan.
5.9 5.9.1	Legal The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 set out the legal requirements for statutory reporting. The non-statutory guidance issued by the Equality and Human Rights Commission (Scotland) sets out the parameters for setting Equality Outcomes. The oversight for both the statutory and non-statutory elements is met by the Equality and Human Rights Commission (Scotland). Failure to meet either the statutory or non-statutory elements is a compliance notice from the Equality and Human Rights Commission (Scotland) instructing remedial action and reputational damage.
5.10 5.10.1	Information Governance <i>DPIA completed No. If not applicable state reasons.</i> The detail of this report and the process of agreeing Equality Outcomes and reporting on them has no relationship with data protection or GDPR. There is no collation, use or storage of personal information.
5.11 5.11.1	Risk The risk to the SFRS arises from a potential failure to meet the requirements as set out in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The risk relates to the failure to meet a statutory obligation and ensuing reputational damage.
5.12 5.12.1	Equalities EIA completed Yes . If not applicable state reasons. An Equality and Human Rights Impact Assessment process has been initiated and will be subject to revision as the draft renewed Equality Outcomes is progressed.
5.13 5.13.1	Service Delivery There are no implications at this time on the grounds of service delivery arising from the requirements for statutory reporting and setting Equality Outcomes.
6	Core Brief
6.1	The SFRS has a duty under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 to report on every two years and set every four years a series of Equality Outcomes which outlines the high-level ambitions this organisation has to improve the life chances and opportunities for communities and employees. This report sets out the programme of activities to allow compliance with this duty by 30 April 2021.
7	Appendices/Further Reading
7.1	Appendix A: Proposed Revised Equality Outcomes
7.2	Appendix B: Mainstreaming and Equality Outcomes Report 2021
Prepared by:	Elaine Gerrard, Equality and Diversity Manager
Sponsored by:	Liz Barnes, Director of People and Organisation Development
Presented by:	Liz Barnes, Director of People and Organisation Development

Links to Strategy and Corporate Values		
<p>The aim of this report is to align SFRS Equality Outcomes with the Strategic Plan and Corporate Values across a range of strategic outcomes, objectives and initiatives. There is relevance to:</p> <ul style="list-style-type: none"> • Work in partnership with communities and others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland. • Outcome 1 – Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth. • Outcome 2 – Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland. • Outcome 3 – We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services. 		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>12 March 2021</i>	<i>Agreed</i>
<i>Senior Management Board</i>	<i>24 March 2021</i>	<i>For Noting</i>
<i>SFRS Board (amended to reflect SLT meetings)</i>	<i>25 March 2021</i>	<i>For Decision</i>

APPENDIX A TO SLT- EQUALITY MAINSTREAMING AND EQUALITY OUTCOMES 2021 REPORT

PROPOSED EQUALITY OUTCOMES

1. SFRS services are accessible and appropriate to the needs of Scotland's diverse communities.
2. Scotland will be a safer and fairer place as a result of our collaborative work with other organisations.
3. SFRS is an inclusive employer with a workplace which reflects the diversity of Scottish society.
4. SFRS staff feel valued and have the opportunity to achieve their full potential.
5. SFRS employees are supported on mental health and wellbeing in line with policies and initiatives.
6. SFRS will support Scotland's young people reach their full potential.

LINKS TO STRATEGIC PLAN AND OTHER CORPORATE PLANS

Equality Outcomes 1 to 5:

- are directly linked to the Strategic Plan 2019-2022 and the Annual Operating Plan
- are relevant to all three elements of the general equality duty
- are relevant to all protected characteristics (with the exception of marriage and civil partnership which is only relevant to Equality Outcome 3)

Equality Outcome 6

- is in recognition of the extensive work the SFRS does around youth engagement and Corporate Parenting and has relevance to the Annual Operating Plan, functional plans and the Corporate Parenting Plan
- is relevant to all three elements of the general equality duty
- is relevant to all protected characteristics (with the exception of marriage and civil partnership)

ILLUSTRATION OF LINK BETWEEN EQUALITY OUTCOMES AND PLANS

EQUALITY OUTCOME 1 - SFRS services are accessible and appropriate to the needs of those who require to access them.

- Protected Characteristics - All
- General Equality Duty: Removal of unlawful discrimination, promotion of equality of opportunity and promotion of good relations.
- Links to Strategic Plan – Outcome 1: targeted prevention and protection activities Outcome 2: emergency response to meet diverse community risk.
- Strategic Objectives Example: 1.1 – We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.
- Links to AOP Example: 72 - Strengthen and improve SFRS approach to accessible communications for service users.

Scottish Fire and Rescue Service Mainstreaming and Equality Outcomes Report 2021

Accessibility Statement

Accessing this report

If you require this Mainstreaming and Equality Outcomes Report 2021 in an alternative format please contact Jenifer Sutherland, Equality & Diversity Assistant on 01698 402231 or by email at ***SFRS.equality@firescotland.gov.uk*** to discuss how we can take steps to accommodate your needs.

The accessibility of our published materials is an important feature in making the Scottish Fire and Rescue Service transparent and accountable. Where we can we will provide printed materials in large print documents and formats suitable for use with screen readers.

Our website functions well with Google Translate to provide individuals access to our web content in languages other than English.

Accessibility of the content of materials is just as important as accessibility of the format. In this regard the Service has written the Mainstreaming and Equality Outcomes Report 2021 with a broad audience in mind. The report must satisfy certain conditions for its content but we have tried to restrict unnecessary detail or multiple examples illustrating the same point to a minimum. Should you require more detail about a particular example described in this report or wish a full list of relevant examples against each Equality Outcome please get in touch with Jenifer Sutherland, Equality & Diversity Assistant.

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Introduction and Purpose

This Mainstreaming and Equality Outcomes Report 2021 is published on behalf of the Board and Chief Officer of the Scottish Fire and Rescue Service (SFRS) and is in accordance with our legal duties under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, as amended.

This is our fifth Mainstreaming Report and continues to provide updates on progress since our previous reports published in 2013, 2015, 2017 and 2019.

Within this report you will find details on the following:

- The steps that the SFRS has taken to mainstream the general equality duty across the organisation
- Progress made towards achieving the SFRS's 5 corporate Equality Outcomes
- A revised set of Equality Outcomes that we will work towards achieving over the next four years
- Employee information together with details on progress that the SFRS has made in gathering and using the information to better meet the general equality duty
- Information on the gender composition of our Board members
- Current pay gap information relating to gender, ethnicity and disability

The Scottish Fire and Rescue Service is a national service providing emergency and preventative interventions working in partnership with communities and others in the public, private and third sectors to improve the safety and well-being of the people of Scotland

As a national service, we are proudly committed to our community planning role. Local Senior Officers engage with local authorities, community groups and partners to better understand local risks and identify best how to respond to them. Our Strategic Plan sets out our priorities and objectives which in turn influence how our resources and assets are used. Our priorities and goals are also aligned to the Scottish Government's National Outcomes including:

- We live longer, healthier lives (National Outcome 6);
- We live our lives safe from crime, danger and disorder (National Outcome 9);
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others (National Outcome 11); and
- Our public services are high quality, continually improving, efficient, and responsive to local people's needs (National Outcome 16).

Mainstreaming Equality in the SFRS

Why we mainstream equality

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires the SFRS to publish a report that demonstrates the steps it has taken to mainstream equality across the organisation and, in particular, what steps it has taken to mainstream the three elements of the general equality duty - the duty to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation (GED1);
- Advance equality of opportunity between different groups (GED2); and
- Foster good relations between different groups (GED3)

Mainstreaming equality has the benefit of ensuring that people's needs are identified and met at the point of service delivery. It has the further advantage of improving the capacity of the organisation to meet those needs, as the responsibility for achievement does not rest with a small number of individuals it rests with everyone. Those individual employees and teams that work with local communities are the ones best able to establish meaningful relationships with communities and ensure that their specific requirements are met. It means that those fulfilling roles as line managers, trainers, HR practitioners and others involved in the employer – employee relationship can respond to employee needs at the closest point of contact.

The profile of the SFRS as a responsive and responsible public service is enhanced when communities believe that their needs are met within the core business functions of the SFRS, not as an afterthought. This in turn encourages participation and engagement from communities. The profile of SFRS as a modern and compassionate employer is validated when employees feel they have contributed and been heard in the design and implementation of workplace practices.

Mainstreaming equality means not assuming that the circumstances, issues, challenges and needs of people who share a protected characteristic will be the same in every case. Recognising that humans are complex is key to developing a person-centred approach to public service provision and employment practice. It is understanding that the protected characteristics can at times be limiting as labels and categorisations when trying to address underlying inequalities, improve social justice and enhance the life chances of people in Scotland. Intersectionality across protected characteristics is central to the SFRS's approach to equality, we understand that a person's identity and needs is not comprised of just a single characteristic they may hold, indeed that possession of a particular protected characteristic may not be of great meaning to everyone who holds it.

Finally, the SFRS accepts that mainstreaming equality means more than simply having equality as a standing agenda item at every meeting. In everything that it does and in the decisions it makes, it must consider the needs of those affected, how best it can improve the circumstances of employees and communities and remember the reason it is doing this is to improve the wellbeing, health and prosperity of the people living and working in Scotland.

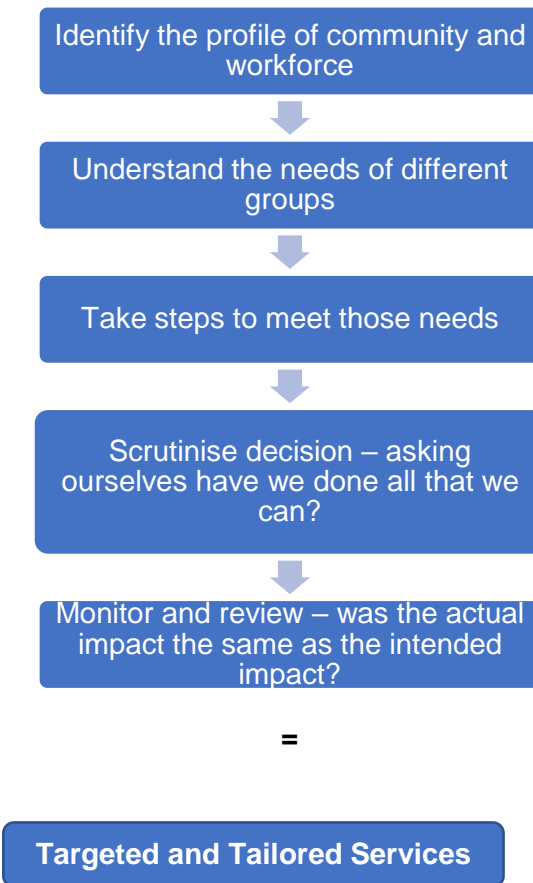
How we mainstream equality

Mainstreaming equality lies at the heart of our governing documents. The Fire and Rescue Framework for Scotland 2016 and the SFRS Strategic Plan 2019-2022 set out in detail how we will respond to the needs of Scotland's diverse communities. At this strategic level the importance we place on providing fair and equitable access to our services and considerate workplace practices is clear to see.

At a practical and operational level the Equality and Diversity Charter is central to our approach for mainstreaming equality. Setting out roles and responsibilities it outlines our decision making pathway to ensure that equality is embedded throughout our activities.



The decision making pathway for mainstreaming equality



Leadership and Scrutiny

Whilst it is recognised that all employees of the SFRS have a role to play in mainstreaming equality and acting as leaders who implement our values and principles it is also accepted that strong, committed direction from the most senior members of our organisation is vital to foster a culture where equality is given priority status.

The Board and Strategic Leadership Team have a critical role in ensuring that the decisions the SFRS makes support the general equality duties. Part of this role includes scrutinising the equality impact assessments of any policy decisions that they are being asked to make. The handling of equality issues is covered in guidance notes issued to the Strategic Leadership Team and the Chairs of the SFRS Committees.

Importantly, visible leadership on equality issues is important for any organisation mainstreaming equality. During 2020 senior Equality Champions for age, disability, women, care experienced/carer providers, LGBT, tackling domestic abuse and race were identified and are providing visible leadership to our corporate messaging on a range of issues such as positive action in recruitment to Corporate Parenting.

The Strategic Leadership and Senior Management Teams, supported by other senior managers within the directorates, are focused on ensuring that the SFRS develops an inclusive culture where mainstreaming is ingrained through the integration of positive behaviours in everything we do.

Specialist Equality Support

The SFRS includes within its structure a small corporate team of professional equality and diversity (E&D) specialists whose primary role is to support the mainstreaming of equality across the organisation operating under a 'business partner' model. The E&D Team provide advice and guidance to Directorates and Service Delivery Areas to assist them to identify and meet the equality obligations in each of their functions of the SFRS.

The E&D Team provide a co-ordinating role for corporate, multi-function equality initiatives such as Corporate Parenting and provide the main focus of contact between the SFRS and national equality bodies. Partnership working with colleagues from across the public sector but especially Scottish Government, Police Scotland and the Scottish Fire and Ambulance Service is an invaluable tool in meeting our own and our combined equality responsibilities. Participating in the Scottish National Equality Improvement Project, the Cross Justice Working Group on Service Monitoring and Justice Advisory Group on BSL provide for a common approach to shared concerns to be shared across our related public bodies. Working with organisations such as the

Asian Fire Service Association, Stonewall Scotland and Deaf Action provide a direct link to the communities we serve.

The E&D Team lead the Equality Partnership Group which was set up following the Equality and Diversity Mainstreaming Review project in 2018 to provide a forum for representatives from all Directorates and Service Delivery Areas to meet and share good practice and discuss common areas of concern relating to equality, diversity, inclusion and human rights.

Equality and Human Rights Impact Assessment Process

The Equality and Human Rights Impact Assessment Process continues to be one of the most important tools that the SFRS uses to mainstream equality.

This process allows equality and human rights to be embedded in to policy design and the SFRS regards Equality and Human Rights Impact Assessments as being an integral part of the overall policy. All staff, not just managers or those responsible for developing policies, are encouraged to read and familiarise themselves with the Assessments as it may provide instruction for policy implementation as well as a means of assessing performance and identifying any discrepancy between intended impact and actual impact.

Within the SFRS impact assessment process we not only incorporate all of the protected characteristics as required by law but we also look at the needs of those with caring responsibilities, are care experienced, socio-economic disadvantage, as well as considering the human rights implications for our decision-making and policy developments. In 2020 we took steps to extend the impact assessment to include our obligations for Island Impact Assessments and in 2021 we will work towards incorporating a broader assessment of mental health and wellbeing. Social and economic disadvantage may lack the legal basis that the protected characteristics possess in relation to impact assessments but the SFRS maintains the issue on an equal basis with those characteristics defined by the Equality Act 2010. In part this is in recognition of the close link between protected characteristics and socio-economic inequality, such as the link between disability and unemployment or the link between older people and social exclusion. A further consideration for the SFRS is the link between the incidents of fire and other emergencies and socio-economic inequality. The SFRS recognises social and economic disadvantage in its widest sense from poverty or low levels of economic activity to lifestyle factors such as drug or alcohol dependency.

As part of the 'business partnership' approach described above, the E&D team work in close collaboration with policy owners to ensure that equality considerations are fully incorporated into the full development, implementation and monitoring of policies and other relevant activities.

Whilst the policy owners remain in control of the Impact Assessment the E&D practitioners provide support and guidance in identifying negative impacts and maximising opportunities to promote potential positive impacts. To develop greater capacity and confidence amongst policy owners to mainstream equality and human rights into their work, the E&D Team have developed and delivered an ongoing programme of classroom based training which aims to raise awareness and improve the practical skills of policy owners. These training sessions are delivered on a rolling basis to small groups of staff who may be involved in the impact assessment process and includes refresher training.

Equality and Service Provision

In 2017 the SFRS introduced five Equality Outcomes, three of which are directly related to service provision and are outlined below. The examples in this section illustrate some of the progress that SFRS has made towards these outcomes, as well as illustrating how these examples are evidence of a mainstreamed approach to equality within SFRS. A full analysis of the progress made against each Equality Outcome is available by contacting ***SFRS.equality@firescotland.gov.uk***

Equality Outcome 1: People from all Scotland's community groups are safer in their homes and on our roads.

Equality Outcome 3: People from across all communities are enabled to live lives free from hate crime, harassment and domestic abuse/violence.

Equality Outcome 4: People from across all Scotland's community groups benefit from their engagement and interactions with the Scottish Fire and Rescue Service.

The services provided by the SFRS are managed across the corporate functions of Prevention and Protection, Operations (including Operations Control 999 call handling) and three Service Delivery Areas. Following a recent structural review newly created Directorates for Service Development and Training, Safety & Assurance have been created which have a significant role in the future design of the SFRS and provide support mechanisms that underpin the frontline delivery of services. Each function is responsible for designing policies and procedures that meet the equality duty at the point of service provision. In short, equality considerations are mainstreamed into policy and procedural design and those implementing our policies meet the needs of the service recipient at the point of service delivery.

Across the range of services provided by the SFRS we have been making improvements to the accessibility of our services. We have been working with colleagues in Scottish Government, Police Scotland and the Scottish Ambulance Service to explore where we can make improvements to the experience of individuals accessing 999 call handling where they have a barrier to communication, such as deaf, hearing impaired, poor English proficiency or some other communication barrier as well as barriers to communication on the incident ground. Due to the Covid-19 pandemic work on this project has been paused and we expect to make further progress from 2022 onwards.

Since the publication of our last Mainstreaming Report we have been working closely with third sector community groups such as Deaf Action and have prepared a range of BSL safety videos

and other materials on our website. We collaborated to produce a safety guide for students who are deaf and are moving into independent rented accommodation.

At a local level our station based personnel play a vital role in pursuing equality initiatives often based on local circumstances and reacting enthusiastically to opportunities provided by local partners. Glasgow City Area has implemented a train the trainer model on Hate Crime advocacy and reporting. Colleagues in Aberdeen City, Aberdeenshire and Moray have been working alongside Integrate Grampian to offer support to Syrian refugees accessing public services and adjusting to life in Scotland. This creative approach to supporting local communities is replicated across the Service Delivery Areas on a range of equality issues.

The prevalence of fire and other emergency incidents amongst the over 60s remains noticeable and rightly has specific attention in our prevention and protection engagement and education efforts aimed directly at the community group and those who may act as their carers. Initiatives arising from the need to take specific action to support this vulnerable group includes the pilot project with Bon Accord Care providers where carers and those they supported were both present during home fire safety visits to ensure that the safety messages were understood and acted upon.

Within the Scottish Borders area, the SFRS worked with Police Scotland to develop an education programme around fire safety advice during the Bonfire period. This was targeted at young people as over half of all firework injuries are suffered by children and over 500 children under 16 are taken to A&E in the four weeks surrounding bonfire night. Covid-19 meant that these sessions could not be delivered face to face. Instead the partnership utilised technology and uploaded video presentations to YouTube and to the Scottish Borders Council (SBC) Glow SharePoint. Overall there were 722 views on YouTube and 705 evaluations on forms with positive feedback.

During a preliminary engagement visit with the Gurdwara Singh Sikh Temple in Glasgow City, potential sleeping risks were found around the use of the building. To minimise these risks, a pre-determined attendance was put in place and local stations briefed on the changes. This initial engagement led to a fire safety open day being provided at the Temple, which resulted in approximately 100 members of the Sikh Community receiving fire safety messages. Home Fire Safety Visits were also arranged and approximately 50 people to date have received lifesaving CPR training. One of the local Crew Commanders, utilised their self-taught knowledge of Urdu to help build these positive relations. The Area received a letter of commendation from the Gurdwara Singh Group for their work and those involved increased their knowledge and appreciation of Sikh culture and now have a greater understanding of the Sikh Community as a whole.

Playing an active role in equality related events such as Deaf Awareness Week, LGBT History Month, International Women's Day and Black History Month provides a high profile means to target specific community groups with fire safety advice and remind all of Scotland's communities that the Scottish Fire and Rescue Service is a public service for everyone and that we take the obligation of meeting their needs very seriously.

CASE STUDY: EQUALITY OUTCOME 1 - Community Safety Engagement – Planning and Evaluation Policy

Engaging with communities is central to the ethos of designing and delivering services that meet the needs of communities. Evaluation and review is a cornerstone of this process and a Planning and Evaluation Policy and Procedure was developed by our Community Safety Engagement Team to increase our positive impact on our communities and helping us to secure greater effectiveness in the delivery of our services.

Planning events appropriately can ensure that they are accessible to all and where relevant the event(s) can be tailored to meet the needs of the community.

Reviewing research findings and emerging practice relating to Community Safety and Prevention and Protection Initiatives enable us to capture and share learning and good practice across the service. It allows us to plan and develop support for SFRS employees and to gain an understanding at an organisation level of additional services and support that can be put in place to meet the needs and improve outcomes for our communities.

An example of this is the partnership working between the SFRS and the Mears Group. Mears provide accommodation and support for asylum seekers in Scotland and the SFRS work alongside Mears, to provide fire safety advice and guidance. Many of the individuals who are seeking asylum speak little to no English and experience has shown that they can be fearful of unformed Services, including the SFRS.

Through discussions with the Mears Group, local officers have developed an action plan to allow the partners to work together to achieve safe living outcomes for everyone.

Part of this has involved developing key safety information using graphics alone that can be informative but also raise awareness of who the SFRS are and what we do. The presentation will become an integral part of the induction process that all asylum seekers entering Glasgow receive.

With the key message being one of reassurance and basic fire safety, it is hoped that this will encourage individuals to engage with the SFRS at operational incidents and allow the opportunity for future Home Fire Safety Visits with Mears Housing Officers.

The partnership are also looking at developing an e-learning module to train Mears Housing Officers on basic home fire safety.

As part of this process an Events Checklist has been developed for use in planning each individual engagement event. This is used to ensure that all areas of event planning are accessible and appropriate to the needs of the community participants including things directly related to protected characteristics they hold and includes detail around:

- Arranging an event
- Finding an appropriate venue
- Designing and delivering a presentation
- Gaining feedback and evaluation of the event

Equality in the Workplace

In 2017 the SFRS published two employment related Equality Outcomes which are outlined below. The examples in this section illustrate some of the progress the SFRS has made towards these outcomes as well as illustrating how these examples are evidence of a mainstreamed approach to equality within SFRS. A full analysis of the progress made against each Equality Outcome is available by contacting ***SFRS.equality@firescotland.gov.uk***

Equality Outcome 2: Establish the Scottish Fire and Rescue Service as an employer of choice for people across all equality characteristics.

Equality Outcome 3: We will seek to improve our record in employing women in all functions and all levels within the organisation.

Responsibility for meeting the employment elements of the Equality Act 2010 and the delivering against the Equality Outcomes rests with all line managers and functions across the organisation. The directorates of People and Organisational Development, Finance and Contractual Services and the Communications Team have a particular role to play in ensuring that the SFRS meets its equality obligations with regards to the employer/employee relationship. Meeting the needs of our People is not limited to the personal relationships between a line manager and a colleague or the HR policies we implement, we are mindful that it also extends to the equipment we provide to all of our People, the physical working environment is as important as the non-physical working environment and how and when we engage collectively as an entire workforce are all features of providing a safe and inclusive workplace.

All of our People centred policies and initiatives are subject to the Equality and Human Rights Impact Assessment process. This includes impact assessing as part of the procurement process. Procuring the right equipment and services for our colleagues is a fundamental feature of a supportive and inclusive workplace. The Equality and Diversity Business Partners have direct input into the procurement process of items such e-learning platforms. Where there is a significant equality issue pertaining to the item being purchased such as PPE (personal protective equipment) those colleagues who will be using the items are also involved in the procurement design and testing.

The SFRS has in excess of 350 premises across Scotland which provides for a significant demand on resources to maintain these let alone make improvements. The provision of dignified and accessible facilities where all SFRS's staff have their needs met has been the subject of

considerable effort, consultation and consideration. A template of a standard design model for the provision of dignified facilities has been developed to apply to all new refurbishment and new build premises. Within this model it has been important for the SFRS to treat employees as individuals with specific privacy and dignity requirements and not just part of a wider grouping such as men or women or people with a disability and people without a disability. The initiative has also highlighted some workplace culture and work management practices that will be addressed as part of a much broader Culture and Organisational Development piece.

In 2020 ICT procured and installed on all SFRS laptops and desktop computers Read & Write software from Texthelp to assist colleagues such as those with dyslexia. Other adaptations such as adjustments to hand controls in some SFRS vehicles and ensuring compliance with WCAG2.1 web accessibility standards for Safe and Well applications are all working examples of our Positive About Disability Guide in practice.

Involving colleagues in the decisions that SFRS takes about its future is an important part of creating and maintaining an inclusive work environment. The role of the Communications Team has been instrumental in this in supporting the introduction of a Wellbeing and Equalities Calendar of Events, facilitating organisation-wide engagement and staff surveys.

The SFRS acted in advance of the move to end period poverty in Scotland by providing free sanitary products on fire appliances for our operational crew attending incidents. In 2020 we extended the provision of free sanitary products to our occupied premises and accompanied this with a major communications campaign making clear both the availability of the products and the responsibility for ensuring that the supplies are maintained as a matter of business as usual activities.

The SFRS have been working in partnership with Career Ready. Career Ready is a social mobility charity who support young people who potentially face the most barriers in education and employment, and whose talents often go overlooked and undiscovered. Due to the success of the current pilot we have committed to ongoing work with Career Ready to give young people an opportunity to develop new skills, boost their confidence and gain valuable workplace experience. The SFRS also has an active working relationship with MCR Pathways which links up care experienced young people with volunteer mentors to help support them in their progression from school to further and higher education or employment.

CASE STUDY: EQUALITY OUTCOME 2 – The SFRS is an employer of Choice across all protected characteristics

As part of our Positive Action Strategy and our commitment to addressing underrepresentation of particular groups within the SFRS, we delivered our first LGBT specific Recruitment event on 20th January 2021, with the event facilitated by one of our HR Advisors, the Chair of the LGBT Employee Network and our two Senior LGBT Equality Champions.

To ensure we promoted the recruitment event throughout Scotland we had our own social media campaign, but to ensure we could reach out to an often hard to reach group, we enlisted the help of various LGBT organisations for example Hidayah a charity specifically set up to support LGBTQ Muslims, Stonewall Scotland and LGBT Youth Scotland. Due to the restrictions in place because of COVID-19, the event was delivered online via Teams, the delivery focussed on the requirements needed to become a Fire Fighter, but also included details relating to our LGBT Employee network and the campaigns we support internal and externally to promote and celebrate LGBT Inclusion.

The event was well attended and as part of improving delivery of events of this nature going forward, we asked delegates to let us know what they thought about the event. Delegates advised that they rated the event as excellent and were extremely likely to recommend it to a friend or colleague. On her feedback included one delegate saying that personal stories and views on the fire service made the SFRS very appealing and gave a realistic idea of how open and supportive it is of individuals within the service. Another said that the accessibility of the event was good especially for younger people who may not be open about who they are yet and might be unable to openly go to events like this in person and that this demonstrates that people can participate in the event but with an element of anonymity.

One of our facilitators Susan Gillan, HR Advisor said “As a member of the People and Organisational Development Team within the SFRS, I am a champion of transformational change, working to ensure everyone feels included, regardless of their sexual orientation or gender identity. I firmly believe in equality for all. I am proud to be a Stonewall LGBT ally and I enjoy being part of a positive working environment where each person is valued for the contribution they make.”

To further support our commitment to our Positive Action Strategy, we recently advertised our Wholtime FF recruitment campaign on the Proud Employers Website – the Proud employers’ jobsite, is the online jobsite that caters exclusively for LGBT people and their allies. Part of

Stonewall, Europe's largest LGBT charity, Proud Employers helps candidates find roles with organisations committed to true diversity and inclusion.

Equally our ongoing commitment to participating in the Stonewall Diversity Champion programme and submitting to the Stonewall Workplace Equality Index has resulted in a number of improvements with regard to key changes to policy, procedure and internal recording systems, the formalisation and launch of our LGBT Employee network, LGBT specific awareness training for all senior managers and introduction of visible cues i.e. rainbow lanyards to demonstrate our support for the LGBT community.

In addition to our LGBT Network we launched a Women's Network on 8th March 2021 to coincide with International Women's Day and networks for Neurodiversity and Carers will be launched by 30 April 2021.

Case Study: Equality Outcome 3 – We will seek to improve our record in employing women in all functions and all levels within the organisation.

As part of our Positive Action Strategy and our commitment to addressing underrepresentation of women within the SFRS, we delivered several women only specific recruitment events during the latter part of 2020, these events were facilitated by our HR Advisors, colleagues from within our Health and Wellbeing team, along with uniformed colleagues in wholetime and RVDS.

These online events were well attended and we asked delegates to let us know what they thought about the event, delegates said this about the events

'Thank You very much for all this info. It really has been so helpful '

'Respect to you all, amazing to hear and see strong and compassionate women in the Fire service'

'This has been brilliant and very informative! Thank you so much'

'I'm so glad I joined, I really appreciate it ladies you are amazing & thank you so much'

Hilary Sangster, Group Commander and the senior manager facilitating the event said
 "It was wonderful working as part of a team facilitating online Women Information Events hosted by the Scottish Fire and Rescue Service. I love my job and so when I was asked to link in I was

delighted to help. I am so proud and privileged to work with highly professional, dedicated, enthusiastic and inspirational female colleagues showcasing the variety of all service roles and the informal and really positive setting encouraged great discussion and Q&A. I was blown away by the ability to connect with a wider audience across Scotland with females logging in from the Western Isles, Skye and all the cities Inverness, Aberdeen, Dundee, Glasgow, Perth and Edinburgh and wider afield across the central belt and down to the Scottish Borders. I think the work to get to this point has laid the foundation for online events and has actually showboated the success in reaching out further and more widely which is critical in recruiting a diverse workforce. A strong core of females reaching out across Scotland was really powerful and a focus on diversity and inclusion in the workplace is pivotal in ensuring equality and fairness for all. I'd like to convey special thanks to my colleagues who enabled these events to take place".

Providing awareness briefings, Professional Behavior and Equality training modules and online resources to improve the awareness and understanding of equality matters amongst our workforce is a key feature of supporting a mainstreamed approach to equality. Specific and detailed training has been delivered on matters such as Leadership and Sexual Orientation and Corporate Parenting and we have worked with others to design bespoke training as outlined in the following case study.

CASE STUDY EQUALITY MAINSTREAMING – The SFRS is an employer of Choice across all protected characteristics

One of our commitments in our Gaelic Language Plan is to increase the awareness and knowledge of Gaelic within our workforce. In partnership with Bòrd Na Gàidhlig we applied for funding to enable us to develop bespoke training for our employees.

Working with an experienced Gaelic speaking trainer we developed an online modular training course, the course itself enables our employees to learn more about the Gaelic language, its history and heritage, and its place in modern Scotland.

To ensure as people as possible could access and use the training, we reached out to other emergency services and all 32 local authorities and advised that the training was available for them to use.

The Scottish Ambulance Service has expressed an interest in using the training as have several local authorities.

One in particular, South Lanarkshire Council, are now using the training to improve the knowledge and awareness within their own workforce. Their Equality and Diversity Advisor Alyson Bell said 'The Gaelic Language elearning course shared with us by the Scottish Fire and Rescue Service has been beneficial in meeting the outcomes of our Gaelic Language Plan but more importantly in raising awareness of Gaelic in our workplace. We were very appreciative of the SFRS for sharing this learning with us'.

Pay Gap Information and Employee Data

Our Equal Pay and Gender Report 2021 has been published and should be read alongside this Mainstreaming and Equality Outcomes Report to provide a complete picture of employment equality performance.

As of January 2021 the SFRS Mean and Median Pay Gap was as follows:

PAY GAP			
	2017	2019	2021
Mean	5%	4.42%	1.01%
Median	Not available	5.92%	2.5%

SFRS is not currently representative of the communities it serves within its workforce. Moreover, the data held by SFRS about its employees is incomplete. A significant proportion of employees choose not to disclose their protected characteristics in our self-service employee monitoring system. A Sensitive Information Project has been set up to improve employee confidence in disclosing personal information.

The information that we currently hold is as follows:

BAME Employees

Ethnicity	Number	Percentage of total
White	4695	60.67%
BAME	55	0.71%
Prefer not to say	26	0.34%
Not recorded	2962	38.28%
Total	7738	100%

Disabled Employees

	Number of employees	Percentage of total
Disabled	62	0.8%
No disability	1955	25.26%
Not known	5721	73.93%
Total	7738	100%

Board Diversity

The SFRS has a Board comprised of 12 members including a Chair and Vice Chair. Between 2013 and 2016 the composition of the Board was 2 women and 10 men. Since that time the membership of the Board was subject to renewal under the Public Appointments Process and following this process the composition of the SFRS Board is 7 women and 5 men.

As noted above, appointment to the SFRS Board is made through the Scottish Government's Public Appointment Process and appointments must have the final approval of the relevant Minister. Whilst the SFRS has limited ability to directly influence the appointments process it does have some capacity to encourage applications from women from diverse backgrounds. The Gender Representation on Public Boards (Scotland) Act 2018 provides the legal basis for SFRS' continued support of the Scottish Government in promoting gender diversity on Public Boards by raising the profile of Board opportunities in our engagement activities.

Impact of Covid

As with all Scottish public services the SFRS's operations were disrupted by the impact of the Covid-19 pandemic which forced us to reconsider how we deliver some of our services.

Throughout the period of the pandemic we have continued to provide both emergency response services and preventative interventions.

An example of how we have adapted our services to meet the changes forced upon us by Covid-19 is adaptations made to the Home Fire Safety Visit (HFSV) process.

Although the full programme of HFSV delivery was suspended, operational crews continued to target 'Very High Risk' individuals to try and minimise the risk of fire in their homes.

Statistics showed that more than 20 people who were over the age of 50, smoked and either had mobility issues, lived alone, or used medical oxygen had been injured, some seriously, by such fires between January 1 and April 30 2020.

The SFRS promoted the 'Make the Call' campaign to appeal to communities across Scotland to help save a life and consider home fire safety when checking in on vulnerable neighbours, patients, friends and family members during the lockdown period. The campaign encouraged them to put these vulnerable individuals in touch with SFRS wherever possible using the free Home Fire Safety Visit phonenumber.

The targeted action towards 'Very High Risk' groups did not prevent the Service from providing Covid-19 Home Fire Safety Advice to other vulnerable, at risk, groups. Station based staff and Community Action Teams continued to engage with high risk households on the telephone; using the new Covid-19 specific Home Fire Safety checklist and supporting aide memoire.

Colleagues in the North Service Delivery Area also participated in the Make the Call initiative whereby vulnerable adults were targeted for contact to provide safety information.

Although our Mental Health Strategy was initiated prior to the pandemic it has had particular benefit to our colleagues experiencing the challenges and uncertainties arising from the pandemic. Along with the launch of significant health and wellbeing resources the Mental Health Strategy has generated attention on the support mechanisms available to employees of SFRS and focuses on the ways in which we can be compassionate and kind to ourselves and one another. This attention to the individual employee with unique needs and experiences has been welcomed by colleagues.

Along similar lines the SFRS has fast-tracked work it was planning for 2021/22 relating to domestic abuse in light of the implications of the 'lockdown' and the increasing instances of domestic abuse.

MAINSTREAMING EQUALITY CASE STUDY – Corporate Parenting through Covid

The SFRS published our second Corporate Parenting Plan in January 2020. At this time, Covid-19 and the consequent measures to prevent the spread, were not in place.

Where safe to do so, the SFRS have been adapting our approach so that we can meet our actions (or a variation of them) within our Corporate Parenting Plan.

This has included colleagues in the East collating care packages for care experienced children and young people and working in partnership with Morrisons to deliver food parcels. Where possible, we have continued to virtually support local champions boards and groups. Within the North and the West, we have also continued to work with other local partners and corporate parents to prepare for Covid-19 restrictions easing.

The Service have also been involved with Care Experience Week and Care Leavers Week in October of this year.

For Care Experience Week, HR delivered a 'focus group' to understand the barriers that care experience young people can face when it comes to employment. Some of the barriers highlighted were:

- IT access
- Language used in applications
- Financial barriers
- Lengthy address history due to different placements
- Mental health
- Criminal convictions
- Access to eligibility documentations such as birth certificates
- Employers not taking the above barriers seriously

The SFRS are exploring how this feedback can be incorporated into our employment practices and are arranging to have training from with Who Cares? Scotland to assist with this.

For National Care Leavers Week, the SFRS focussed on producing information sessions and materials that will reflect key fire safety messages for individuals leaving their care setting; moving into transition accommodation and/or their own home.

Care Leavers themselves highlighted some of the areas that they felt should be included within any safety guidance and their contribution is a valued and important element of this work.

Engagement is currently on-going and the SFRS are looking to design fire safety 'talks' that can be delivered to care experience people and a leaflet that can be disseminated and accessed at any time.

The Service are also looking at transitional arrangements, as they can be different depending on geographical location.

2021 and Onwards

In setting Equality Outcomes in previous years the SFRS was somewhat constrained by the timing of the Public Sector Equality Duty publication deadlines and the development and roll out of our Strategic Plan. In preparing this revised set of Equality Outcomes we were better able to align the Outcomes to our Strategic Plan 2019-2022 and the underpinning corporate reporting mechanisms of the Annual Operating Plan 3-year cycle and functional plans.

Equality Outcomes 2021

1. SFRS services are accessible and appropriate to the needs of Scotland's diverse communities.
2. Scotland will be a safer and fairer place as a result of our collaborative work with other organisations.
3. SFRS is an inclusive employer with a workplace which reflects the diversity of Scottish society.
4. SFRS staff feel valued and have the opportunity to achieve their full potential.
5. SFRS employees are supported on mental health and wellbeing in line with policies and initiatives.
6. SFRS will support Scotland's young people reach their full potential.

Equality Outcomes 1 to 5:

- are directly linked to the Strategic Plan 2019-2022 and the Annual Operating Plan
- are relevant to all three elements of the general equality duty
- are relevant to all protected characteristics (with the exception of marriage and civil partnership which is only relevant to Equality Outcome 3)

Equality Outcome 6

- is in recognition of the extensive work the SFRS does around youth engagement and Corporate Parenting and has relevance to the Annual Operating Plan, functional plans and the Corporate Parenting Plan
- is relevant to all three elements of the general equality duty
- is relevant to all protected characteristics (with the exception of marriage and civil partnership)

Although the Equality Outcomes have a listed lifespan of 4 years there are two points at which they will be reviewed and assessed for continued relevance. The SFRS Strategic Plan is scheduled for review before 2025 and at the point at which we undertake the review of the Strategic Plan we will reconsider the Equality Outcomes and their continued relevance to our new Strategic Plan. Scottish Government and the Equality and Human Rights Commission are in the process of reviewing the Public Sector Equality Duties including the purpose and format of equality outcomes and this too may precipitate a review and change to our Equality Outcomes before 2025.

Performance managing the progress against the Equality Outcomes that are aligned to the Strategic Plan, Annual Operating Plan and functional plans allows the use of our standard corporate reporting mechanisms which has not previously been possible. Using this complemented by the E&D business partnering model and a standing agenda item at our Equality Partnership Group will allow for more robust and ongoing assessment of our progress against the Equality Outcomes than has been possible under previous iterations.

Conclusion and Contacting Us

In order to maintain a degree of accessibility to a broad audience this Report has provided summary content and illustrating examples of past performance. Should you wish to have more detailed information about our progress against the Equality Outcomes 2017- 2021 or further information about how we developed the Equality Outcomes 2021-2024 please contact us at the following email address including Mainstreaming and Equality Outcomes Report 2021 in the subject bar **SFRS.equality@firescotland.gov.uk**

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/POD/03-21

Agenda Item: 15

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	25 MARCH 2021						
Report Title:	EQUAL PAY AND GENDER PAY GAP REPORT 2021						
Report Classification:	For Decision	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To inform the Board of the Scottish Fire and Rescue Service's (SFRS) statutory obligations to publish information on the Gender Pay Gap between male and female employees. The report also includes an Equal Pay Statement declaring how the Service intends to deliver equality in pay, and which additionally provides information of occupational segregation within the SFRS in respect to gender, ethnic origins and disability.						
1.2	To seek the Board's approval to publish the attached report in compliance with these statutory duties, and to report on the key findings within this report.						
2	Background						
2.1	Under the provisions the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, the Scottish Government has placed a statutory duty on SFRS to publicly report on their Gender Pay Gap which identifies the percentage difference between the average hourly payrates of its male and female employees. This information is to be published no later than 30 April in every second year.						
2.2	These Regulations also require SFRS to publish an Equal Pay Statement by the 30 April every fourth year. This Statement must include information specifying the authority's policy on both equal pay policies and occupational segregation within the workplace, and specifically provide this information in relation to: <ul style="list-style-type: none"> • Male and Female Employees. • Employees who are and who are not disabled. • Employees who are and who are not from minority racial groups. 						
2.3	In 2016 the Equality Act 2010 (Commencement Order No11) 2016, placed a new statutory requirement to report on Gender Pay on a wide range of public and private sector organisations. Whilst SFRS are excluded for the scope of this statutory instrument, its gender pay gap reporting requirements are more extensive than those within the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 and therefore could be considered as best practice. These additional requirements are as follows: <ul style="list-style-type: none"> • The body must report on the mean gender pay gap • The body must report on the median gender pay gap • The body must report on the mean bonus gap • The body must report on the median bonus gap • The body must report on the proportion of both male and female employees in each quartile of its pay structure 						

2.4	In addition to the statutory requirements, the Equality and Human Rights Commission has recently recommended that organisations should report on the pay gap experienced by employees with disabilities, and also those from a Black and Minority ethnic (BAME) background. Whilst SFRS is under no obligation to accept these recommendations, or to comply with the additional reporting requirements on Commencement Order No 11, as a Public Body with a commitment to transparency and equality, these wider metrics are included within the attached 2021 Equal Pay and Gender Pay Gap Report. The report also continues the established practice of merging the Equal Pay Statement and Gender Pay Gap Report within a compose document.
2.5	This report highlights the key findings of this report, and seeks the Board's permission to publish the publication by placing it on SFRS's Website.
3	Main Report/Detail of employment
3.1	Key Findings in respect to Pay Gaps
3.1.1	The Gender Pay Gap within SFRS as of January 2021 is 1.01% (mean) and 2.5% (median). This compares very favourably with the current U.K. average of 15.5% (as recorded by the Office of National statistics in 2020), and presents a positive image of SFRS that demonstrates the importance that the Service places on fairness and equality. It should be noted that the Gender Pay Gap within SFRS in 2013 was recorded as 11.53% (mean), and that this has progressively declined in each subsequent report to the current level. Between 2013 and 2019 this was attributable to the standardisation of Support Staff pay, and the application of the principles of the Scottish Government Public Sector Pay Policy which for a number of years provided an above average annual pay award to low paid Support Staff (primarily women).
3.1.2	Since 2019 the current Gender Pay Gap has further declined from 4.42% (mean) and 5.92% (median). This is due to two primary factors, these being: <ul style="list-style-type: none"> • a reduction in the numbers of Support Staff Pay Grade 1 staff, and, • a disparity in the level of annual pay awards to Uniformed employees and Support Staff.
3.1.3	In relation to the decrease in Grade 1 Support Staff, this has declined from 93 (78 Female and 15 Male) in 2019 to 7 (6 Women and 1 man) in 2021, This decrease is primarily attributable to the Soft FM project that outsourced the provision of cleaning and catering services. Additional factors were SFRS's adoption of the Scottish Living Wage which resulted in pay increases for those on the lower increments of Pay Grade 1, to the job enrichment of a number of these posts, leading to them being regraded to pay grade 2, and to the application of the Scottish Public Sector Pay Policy that provided a higher percentage pay award to those earning less than specified thresholds.
3.1.4	In relation to the disparity between the pay awards to Support Staff and Uniformed employees, Uniformed employees received a pay award of 2% in each of the pay years 2019/20 and 2020/21, whilst Support staff received an increase of 6.25% over the same period through a two-year pay deal. As Uniformed employees are predominantly male, whilst a majority of Support Staff are female, the 2.25% disparity increased the average earnings of women in comparison with average male earnings.
3.1.5	The current employee data held suggests that there is a significant level of under-reporting in respect to protected characteristics, and consequently this makes the provision of accurate and complete reporting challenging. Based on the available information however, the current pay gap of employees from the BAME communities is 0.07% (mean) and 21.89% (median). The respective figures for disabled employees is +3.03% (mean) and 20.17% (median). It is noticeable that the mean figures demonstrate that BAME employees' pay is broadly comparable with the SFRS average, whilst that of disabled

	<p>employees is higher than the average hourly rate. The median rates for both groups is however significantly below the organisational median. This reflects the low level of representation of employees from each group within the senior managerial levels of the Service.</p>
3.2	<p>Occupational segregation within SFRS</p>
3.2.1	<p>Whilst pay inequality can create a Gender Pay Gap, SFRS salaries are determined by processes that are gender-neutral, and consequently it can confidently be stated that our gender pay gap results from occupational segregation, i.e. some jobs and managerial levels are predominantly occupied by employees of the same gender.</p>
3.2.2	<p>The Equality Act 2010 (Commencement Order No11) 2016 requirement that organisations publish information on the overall proportions of males and females within each of the quartiles of their pay structure. Due to the limited number of women in the Uniformed employee groups, this portrays SFRS as being overwhelmingly male. For this reason, the attached Gender Pay Gap reports also provides these figures separately for both the Uniformed and Support Staff groups.</p>
3.2.3	<p>In the case of Support Staff, the representation of women within the three upper quartiles is broadly comparable, with women occupying 49.2% of the lower middle quartile, 57.3% of the upper middle quartile, and 40% of the upper quartile. This demonstrates that women are represented in broadly comparable numbers within the managerial and professional sections of the Support Staff. Women continue to be over represented within the lower quartile at 71.6%, with the jobs in this quartile being predominantly administrative, and which primarily attract female applicants due to societal perceptions of male and female occupations.</p>
3.2.4	<p>All Uniformed employee groups and roles continue to be male dominated, although some increases in female representation has been achieved, including a 10% increase in Wholetime Female Firefighter numbers since 2019. Increases in Female Crew, Watch and Station Commanders numbers has also been recorded. However, the representation of Women at Group Commander level has remained static and (with the exception of the Area Commander (Control) post) there are no women represented within the Strategic Management roles within the Uniformed employee groups.</p>
3.3	<p>Representation of the disabled and members of the BAME communities.</p>
3.3.1	<p>Representation from the disabled and BAME communities remains limited, with current employee numbers from these groups recorded at 0.8% and 0.71% respectively. A review of the posts within which BAME employees occupy demonstrates that there are no BAME employees within or above a Grade 9 post within the Support staff structure, nor above the role of Watch Commander within the Uniformed roles. In the case of disabled employees, there are no disabled employees in the roles of Group Commander and above, whilst only 4 Support Staff employees with declared disabilities hold roles at or between Grade 8-11 level.</p>
3.3.2	<p>It is believed that not all employees with characteristics protected under the Equality Act 2010 have declared these, and that consequently the figures above may not accurately represent the numbers of employees with these protected characteristics within SFRS. Due to this perception, employees have been encouraged on a number of occasions to provide this information, with the last such encouragement being issued in a staff communication in December 2020. Despite this under-reporting however, it must be accepted that the disabled and BAME communities remain under-represented within SFRS, and in particular within the Senior management roles.</p>

3.4	Summary
3.4.1	Since its inception SFRS has placed equality at the centre of all its activities, and this has resulted in pay gaps between male and female employees, or those from the disabled and BAME communities falling progressively to a level that is now far below the national average. The remaining pay gaps can be shown to be due not to pay inequalities, but to occupational segregation. As SFRS's attraction, recruitment and promotion processes are gender-neutral, this segregation is considered to be due to societal stereotyping of roles that lead to applications for some roles being primarily submitted by applicants of one gender.
3.4.2	This conclusion is supported by the representation of women within the top three upper quartiles of the Support Staff structure where they are broadly comparable to that of their male counterparts, and by the increasing representation of women within the Uniformed roles. These outcomes demonstrate SFRS's commitment to equality, and the efficacy of the wide range of initiatives that have been implemented in support of this commitment.
3.4.3	Despite these achievements the senior management roles within SFRS, and in particular those within the Uniformed employee groups continues to have little representation from the BAME communities or from those with disabilities. This under-representation is contrary to SFRS's expressed values and commitment to achieving a workforce representative of the communities of Scotland, and to the Scottish Government's Strategic Objective of delivering a wealthier and fairer Scotland.
3.4.4	In recognition of the need to address this, SFRS has introduced our Balancing the Workforce Plan, and supported this through a number of other initiatives which seek to ensure that employment within SFRS is accessible and attractive to applicants regardless of their background. The attached report highlights a number of these initiatives, and explains how they will assist us build on past achievements, and help deliver a representative workforce throughout all employee groups with SFRS.
4	Recommendation
4.1	It is recommended that the Board approve the content of this report and the attached Equal Pay and Gender Pay Gap Report and approve its publication.
5	Key Strategic Implications
5.1	Financial
5.1.1	The provision of pay equality and proportional representation within all employee groups of the SFRS from all communities in Scotland are essential elements for ensuring the SFRS can attract the best talent available, and understand the challenges and service requirements of all sections of Scotland's population. By delivering on these requirements, they will support SFRS achieve Strategic Outcome 4, be being fully accountable and maximising our public value by delivering a high quality, sustainable Fire and Rescue Service for Scotland.
5.1.2	The calculation and publication of information on pay gaps and occupational segregation within SFRS therefore not only meets a statutory requirement, but provides SFRS with information through which the efficacy of initiatives and measures adopted to achieve diversity can be assessed. The generation of this report therefore support SFRS achieve Strategic Outcome 3, i.e. to be a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.
5.2	Environmental & Sustainability
5.2.1	There are no environmental & sustainability issues associate with the contents of this report.

5.3	Workforce
5.3.1	The report demonstrates that male and female employees within SFRS are paid equally for carrying out the same work, or work evaluated as of equal value.
5.3.2	The report also recognises the progress towards achieving a more representative workforce, but acknowledged that further progress is required. The report identifies the measures introduced to achieve this.
5.4	Health & Safety
5.4.1	There are no Health and Safety issues associate with the contents of this report.
5.5	Training
5.5.1	There are no training issues associate with the contents of this report.
5.6	Timing
5.6.1	Under the provisions of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, the Equal Pay and Gender Pay Gap report must be published by the 30 th March 2021.
5.7	Performance
5.7.1	There are no Performance issues associate with the contents of this report
5.8	Communications & Engagement
5.8.1	Under the terms of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, SFRS must ensure that information published in conformity with the Regulations is accessible to the public, and should, where possible, be incorporated within an existing means of public performance reporting.
5.8.2	As SFRS are not subject to the requirements of the Equality Act 2010 (Commencement Order No11) 2016, there is no requirement that this information be published through the U.K. Government website.
5.9	Legal
5.9.1	The publication of information on the Gender Pay Gap and Occupational Segregation within SFRS is a statutory obligation under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.
5.10	Information Governance
5.10.1	<i>DPIA completed No.</i> Whilst the Equal Pay and Gender Pay Gap Report provides information on the composition of SFRS's workforce in terms of Gender, Ethnic Origins and Disabilities, it does so in a manner that precludes sensitive information on individual employees being ascertained.
5.11	Risk.
5.11.1	The report demonstrates that considerable work is still required to achieve a workforce that is fully representative of all the communities of Scotland, particularly within the Uniformed employee groups.
5.11.2	Whilst this presents a risk of SFRS being perceived as failing to support diversity and equality, or to meet its obligations under the Public-Sector Equality Duty, the report demonstrates that the Occupational Segregation is due to societal perceptions that limit applications for some positions from some demographic groups, and that the residual pay gap is due to this occupational segregation.

5.11.3	The report mitigates this risk by demonstrating the progress that SFRS has made in reducing pay gaps, and increasing representation. The report also notes the range of initiatives that SFRS has introduced to deliver pay equality and a workforce that is representative of all the communities of Scotland.	
5.12	Equalities	
5.12.1	The report demonstrates that SFRS complies with the principles of equal pay legislation, and that the minimal pay gaps that exist are due to occupations segregation rather than pay inequality.	
5.12.2	The report also demonstrates that whilst some occupational segregation continues to exist, SFRS is addressing this through a comprehensive suite of measures and initiatives that are intended to ensure that employment within SFRS is attainable and attractive to people from all communities within Scotland.	
5.13	Service Delivery	
5.13.1	There are no Service Delivery issues associated with the contents of this report.	
6	Core Brief	
6.1	Under the provisions of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, SFRS is obliged to publish information on the pay gap between male and female employees and on occupational segregation within its structure. This information is provided in SFRS's Equal Pay and Gender Pay Gap Report 2021, which demonstrates that the pay gap between male and female employees is 1.01% (mean) and 2.5% (median) against the current U.K. average of 15.5%. The report also demonstrates that the representation of women within the three upper quartiles of the Support staff structure is broadly comparable with that of their male colleagues, and that female representation within the Wholetime Uniformed employee group has increased by 10% since 2019.	
7	Appendices/Further Reading	
7.1	Appendix A: SFRS's Equal Pay and Gender Pay Gap Report, 2021.	
Prepared by:	Nazreen Makipour, Human Resource Adviser	
Sponsored by:	Liz Barnes, Director of People and Organisational Development	
Presented by:	Liz Barnes, Director of People and Organisational Development	
Links to Strategy and Corporate Values		
The report demonstrates how SFRS will deliver on Strategic Objective by securing a diverse workforce, through ensuring equality in pay and opportunity and providing our employees with a great place to work.		
The report also demonstrates SFRS's commitment to meeting Strategic Objective 2.1 by supporting the achievement of a representative workforce that will enable us to understand a broad range of community risks		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>12 March 2021</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>25 March 2021</i>	<i>For Decision</i>

Equal Pay and Gender Pay Gap Report 2021



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland



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Introduction

The Scottish Fire and Rescue Service (SFRS) is committed to the principle of equal opportunities and equal treatment for all employees, regardless of their backgrounds or personal circumstances. In accordance with the requirements set out in Section 149 of the Equality Act 2010 (the Public-Sector Equality Duty) and The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, SFRS is now reporting on the Gender Pay Gap in our organisation.

This report demonstrates the current Gender Pay Gap within the organisation. It also provides an overview of the extensive work which has already taken place to positively balance our workforce in a manner more representative of the diverse communities of Scotland, and provides an insight into future activities intended to build on the progress already achieved. Although some of our plans were recalibrated as we reacted to the global pandemic, our commitment to equality activities has remained a firm focus throughout.

While, like many organisations, we have more work to do to balance our workforce we are confident that the initiatives and actions that we are investing in are correct for the organisation. We are proud of the reductions in the gender pay gap achieved over the past few years, and are also confident that the residual gender pay gap does not stem from pay inequalities between men and women carrying out the same or equivalent work.

Rather, our gender pay gap is the result of the positions in which men and women occupy within the organisation, together with the over-representation of men in sections of the workforce which serves to exacerbate differences in pay.

A key consideration in appreciating the origins of the gender pay gap and the over-representation of men within the workforce is a recognition that SFRS's employees can be categorised into two main groups. The largest section of SFRS's workforce is comprised of our Uniformed Firefighters.

The Fire and Rescue profession throughout the U.K. predominantly attracts applications from males, and their pay rates are determined on a U.K basis. In contrast, a wide range of support services are provided by Support Staff, whose pay rates are determined by SFRS.

This latter employee group incorporates many occupations, some of which are predominantly comprised of males or females, but which together contain more women than men. A full appreciation of progress in achieving a representative workforce, and the challenges that still require to be overcome requires separate consideration of these two employee groups



Equal Pay Statement

The SFRS is committed to the principles of equal pay and to ensuring that these are applied to all employees through fair and transparent working practices and systems which are based on objective criteria.

The pay structure of uniformed employees is agreed at a UK level by the National Joint Council (NJC) for Local Authorities' Fire and Rescue Services, and is based on sound principles that preclude inequalities. All SFRS Support Staff posts are evaluated using a Job Family approach, which is supported by the SFRS analytical Job Evaluation Scheme and the SFRS Job Evaluation Policy (Support Staff).

This is a robust evaluation process based on the Scottish Joint Council's Job Evaluation Scheme which assesses the demands of jobs and assigns pay grades based on objective, gender neutral, and evidence based criteria.

The SFRS has further underpinned this by introducing standardised terms and conditions for both employee groups, with any differentiation in terms between these two employee groups being permitted only where they are materially justified due to the differing demands of the roles.

All elements of our Pay and Reward Frameworks are also subject to robust Equality Impact Assessment throughout their development, and to strategic oversight by both Executive Management and the Board of the Scottish Fire and Rescue Service.

Given the above processes, SFRS are confident that all employees carrying out the same work, equivalent work or work of equal value receive the same pay regardless of gender or other personal characteristics.



Gender Pay Gap

The existence of a Gender Pay Gap does not signify that men and women carrying out the same or equivalent work receive differing pay rates. A gender pay gap is a measure of the difference in the average pay of men and women across the entire organisation, regardless of the nature or level of their work. It therefore differs from 'pay inequality' which consists of pay differences between men and women who carry out the same or equivalent jobs, or jobs of equal value.

A Gender Pay Gap can of course be caused by pay inequality, however it can also arise through "occupational segregation", i.e. different occupations or levels within the structure being disproportionately composed of employees of a single gender.

Based on current data in relation to staff earnings, and in accordance with Statute and ACAS best practice, the following six calculations are used to show the difference between the average earnings of men and women in our organisation. Supporting detail in relation to these figures can be found in Appendix A.

- Mean Gender Pay Gap
- Median Gender Pay Gap
- Mean Bonus Gender Pay Gap
- Median Bonus Gender Pay Gap
- The proportion of men and women who received bonuses
- The proportion of men and women according to quartile pay bands

In addition to these core reporting requirements, SFRS also acknowledges the recommendations of the Equality and Human Rights Commission that employers supplement these metrics by reporting on the Pay Gaps of employees with Disabilities, or from Black and Minority Ethnic (BAME) groups. Information of the composition of employees with disabilities or from a Black or Minority Ethnic community is therefore also provided as is the Pay Gaps between these employees' earnings and that of the organisation as a whole.



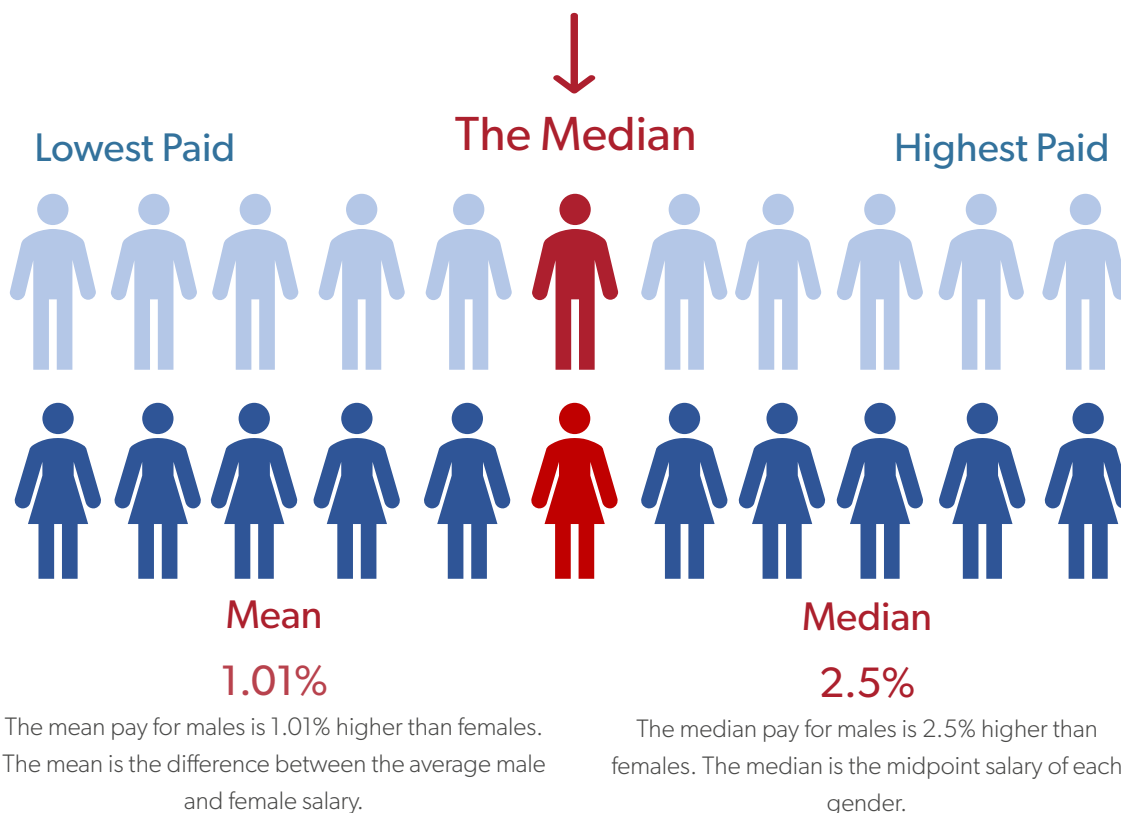
The Mean and Median Pay Gap

The mean pay gap measures the difference between the average male and female salary, while the median is calculated using the midpoint salary for specific employee groups. The use of a median is useful as these metrics are not distorted by very large or very small pay rates. The Gender Pay Gap within SFRS as of January 2021 is illustrated in the table below. The Gender Pay Gap recorded in our previous Gender Pay Gap reports is also included for comparative purposes.

The Office of National statistics reports that the Pay Gap in the UK in 2020 was 15.5%. SFRS are pleased to report mean and median Gender Pay Gaps that are not only significantly lower than this, but they have both significantly decreased since the previous report in 2019. This reduction is, in part, due to the SFRS adopting the Scottish Living Wage, and significantly reducing the number of pay grade one posts which historically had an overrepresentation of female colleagues.

PAY GAP			
	2017	2019	2021
Mean	5%	4.42%	1.01%
Median	Not available	5.92%	2.5%

The differentiation in annual pay awards between the predominantly male uniformed Firefighters and the majority female Support Staff over the period 2019/20 and 2020/21 has also contributed to this reduction.



Bonus calculations

SFRS recognises that bonuses paid to specific employee groups can create inequalities and undermine transparency in reward packages. Consequently, in creating standard terms and conditions after the creation of the SFRS, the Service consciously chose not to offer bonus schemes. As there are no bonus scheme offered at SFRS, our Pay Gaps metrics are based solely on core salary.

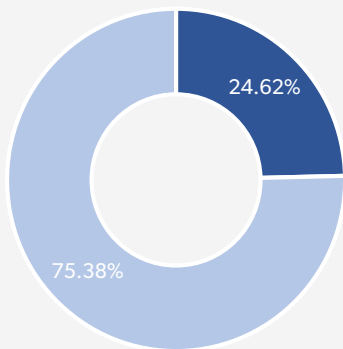
Pay Quartiles –

proportion of men and women in each quarter of the organisations pay structure

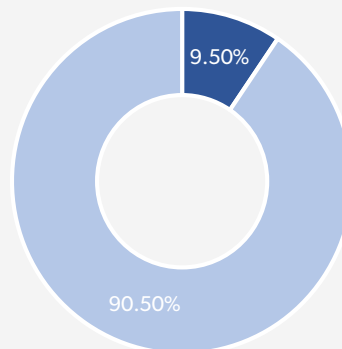
The graphs below show the distribution of genders across four equal quartiles of seniority by pay from the lowest 25% of earners to the highest 25% of earners.

All Employees Pay Quartiles

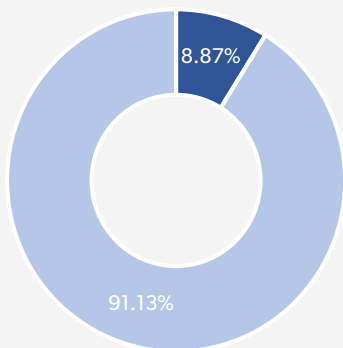
Lower Quartile



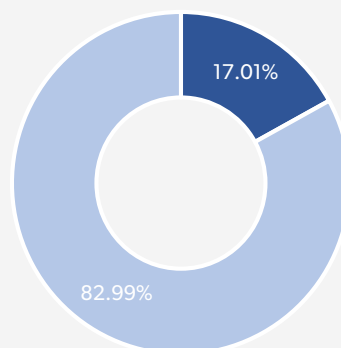
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



● Male ● Female

In the lower quartile of the organisation that represents the most junior and lowest paid roles there are 75.38% men and 24.62% women, in the upper quartile which contains the most senior and highest paid roles there are 82.99% men and 17.01% women.

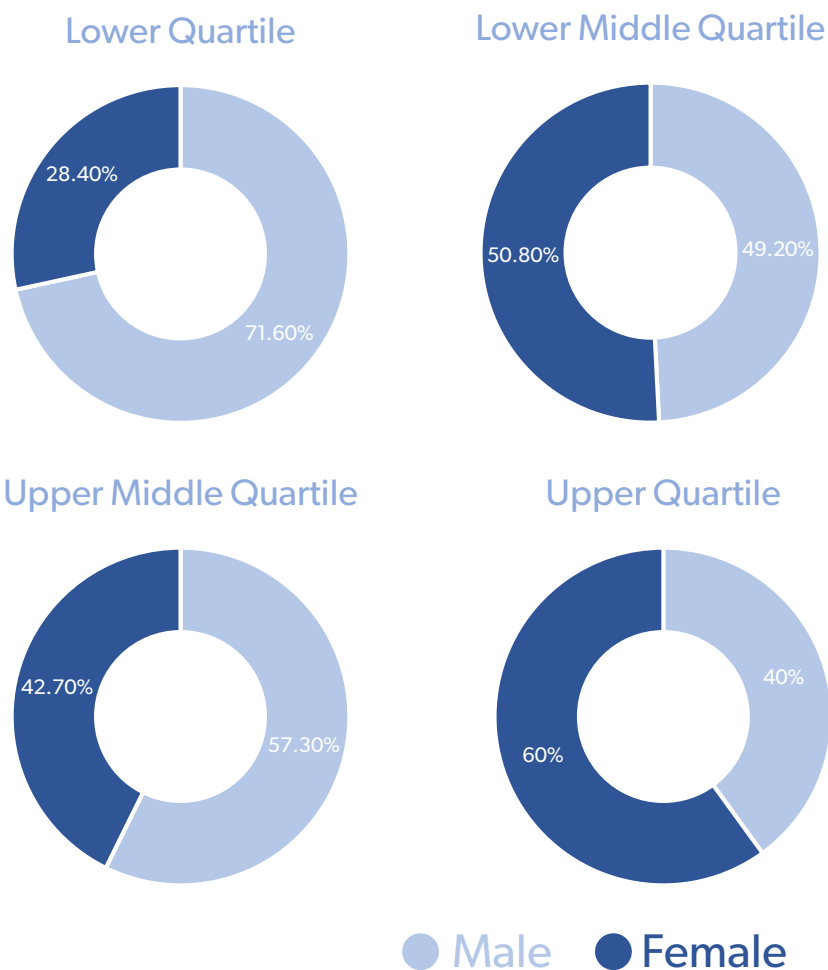
The composition of the four quartiles of the Uniformed and Support employee groups does however vary significantly, and demonstrates the different levels of representation of females that exist in each of these employee groups. This level of differentiation is demonstrated in the graphs below.

The numbers of women within the Support Staff illustrates SFRS's commitment to diversity, particularly within the three upper quartiles where the number of women is broadly comparable to that of their male counterparts.

The disproportionate number of women within the lower quartile reflects the large proportion of administrative posts within this band. Administrative posts have traditionally attracted larger numbers of women applicants.

SFRS are however exploring how the talents of existing employees can best be developed and employees of all grades within the Service be supported in achieving their aspirations. Further information on these initiatives is provided below in our "Going Forward" section.

Support Staff



The preponderance of males within each quartile of the uniformed employee group again reflected the societal perception that Firefighting is a male occupation, and applications from women for such posts remain at a low level. To address this and achieve a representative workforce throughout the Service employee groups, SFRS has initiated its Balancing the Workforce Action Plan.

This initiative seeks to increase the attraction, recruitment and retention of employees from all sections of the community in Scotland, and incorporates a Positive Action initiative.

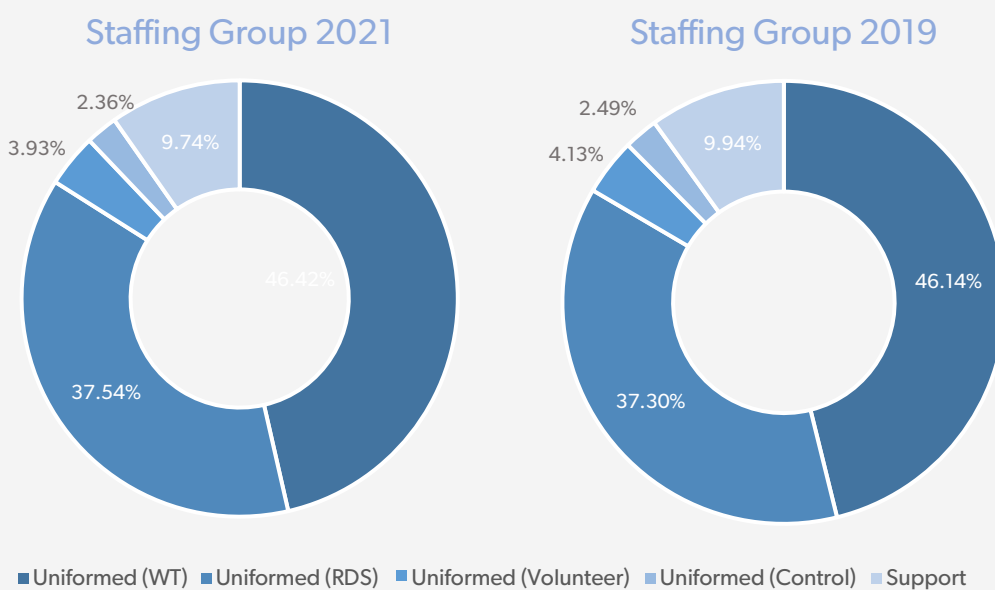
This has led to an increase of women joining the service in recent year and is demonstrated through the 10% increase in female Wholetime Firefighters numbers achieved since the 2019 Gender Pay Gap report.

In considering the low number of females within the more senior quartiles, it should be acknowledged that in common with all UK Fire and Rescue Services, SFRS operates a single Tier Entry system whereby all uniformed employees enter the Service at the Firefighter level, and progress to the higher roles as they gather experience and qualifications.

Whilst this approach equips our Firefighters to face the challenges of managing emergency incidents, it results in a lag between an increase in females entering the Service and this being reflected within the number of women in promoted roles.

The increasing numbers of women both joining and achieving career development within the uniformed Service will subsequently lead to greater representation of females within the more senior uniform roles.

Uniformed Staff Pay Quartiles



Representation of other protected characteristics

To support our aim of achieving diversity amongst our workforce, and representing the communities that we serve, we are voluntarily reporting on the levels of representation and pay gaps between disabled employees and those from the Black and Minority Ethnic communities.

Whilst the data portrays a low level of representation from these sections of the community, it is important to note the large proportion of employees who have elected not to provide this personal information, and this suggests that the number of employees from these protected groups is likely to be underreported. Improving the employee data we hold is being addressed as part of our Balancing the Workforce action plan. Further detail on the action plan is provided in the final section of this report.

BAME EMPLOYEES

Ethnicity	Number	Percentage of total
White	4695	60.67%
BAME	55	0.71%
Prefer not to say	26	0.34%
Not recorded	2962	38.28%
Total	7738	100%

DISABLED EMPLOYEES

	Number of employees	Percentage of total
Disabled	62	0.80%
No disability	1955	25.26%
Not known	5721	73.93%
Total	7738	100%

SFRS accepts, however that significant work remains to be done if we are to increase the numbers of BAME and Disabled employees to a level that is more reflective of Scottish Society. A range of initiatives has therefore been implemented to increase attraction rates and to ensure that the working practices, terms and conditions and culture within the Service meet the needs of a diverse workforce. An overview of the initiatives is provided below in the [Going Forward](#) section of this report.

In relation to the Pay Gaps experienced by Disabled and BAME employees, the mean and median Pay Gaps for both employee groups is reported in the table below

	BAME Pay Gap	Disabled Pay Gap
Mean	0.07%	+3.03%
Median	21.89%	20.17%

The high level of difference in the mean and median Pay Gaps for both groups is concerning. The physical fitness required by the role of a firefighter can limit the opportunities for employment for those with a physical disability despite our commitment to making reasonable adjustments where possible.

We do however support employees overcome physical challenges through our comprehensive Occupational Health programmes and fitness programmes. We are also addressing how we may remove barriers to entry for non-physical disabilities through our neurodiversity policy and supporting reasonable adjustments.

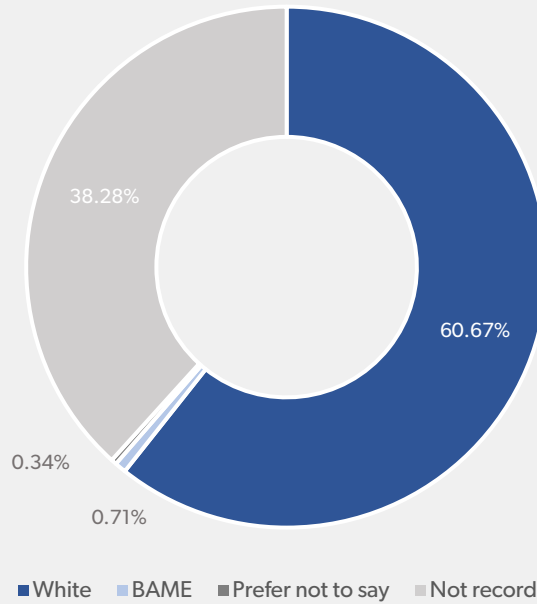
A review of the posts held by both groups illustrates that BAME and Disabled colleagues hold posts within the lower and middle pay grades, but are not represented within the most senior levels of the organisation. This, and the low numbers of employees involved accounts for the differences between the mean and median pay gaps.

Staff by Ethnicity 2021

Mean
0.07%

The mean pay for BAME staff is 0.07% lower than other staff.

The mean is the difference between the average salary for each group.



Median
21.89%

The median pay for BAME staff is 21.89% lower than other staff.

The median is the midpoint salary of each group.

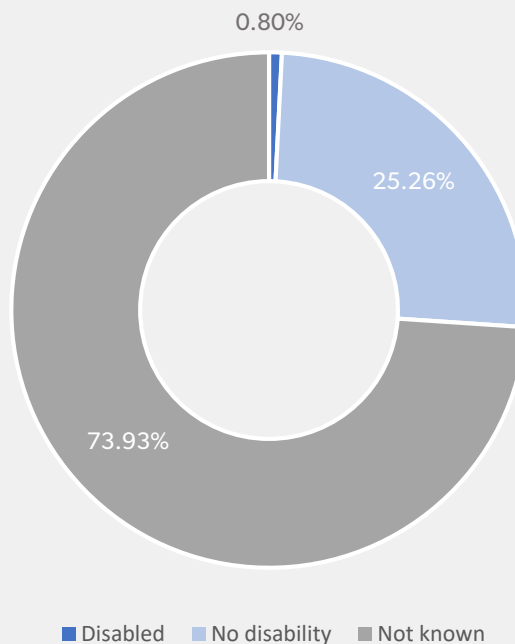
■ White ■ BAME ■ Prefer not to say ■ Not recorded

Staff by Disability 2021

Mean
+3.03%

The mean pay for disabled staff is 3.03% higher than other staff.

The mean is the difference between the average salary for each group.



Median
20.17%

The median pay for disabled staff is 20.17% lower than other staff.

The median is the midpoint salary of each group.

■ Disabled ■ No disability ■ Not known

Gender analysis of the Board of the Scottish Fire and Rescue Service

Our board members perform an important role in shaping the future of the Service by providing strategic oversight on behalf of the Scottish Government, and ensuring that the principles of equality, fairness and transparency are integral to all our activities.

As we recognise the value of different perspectives in challenging established processes and organisational norms, we are pleased to report that we have a balanced gender representation amongst these key decision makers.



Causes of our Gender Pay Gap and Occupational Segregation

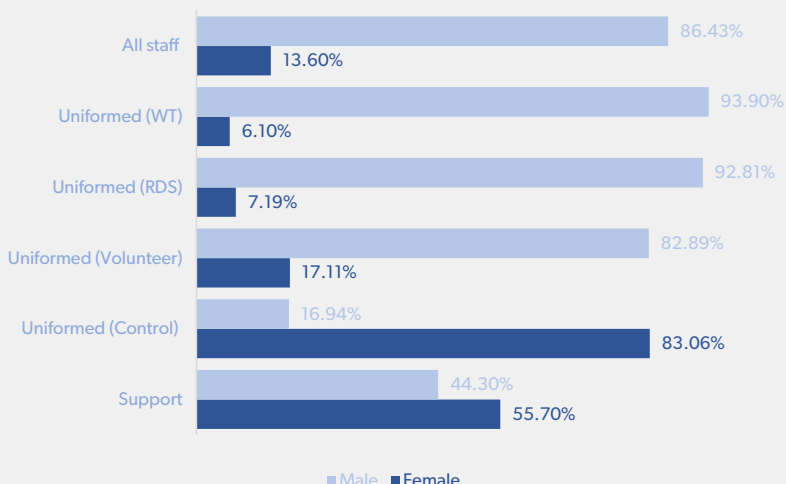
The gender pay gap within organisations originates from two main causes, these being pay inequality and occupational segregation.

Pay inequality arises when men and women are paid at different rates for carrying out the same, or equivalent work. As previously stated, SFRS are confident that there are no differences in pay rates for different genders occupying equivalent roles.

Occupational Segregation refers to the predominance of a given gender, or characteristic, within different levels of the organisation, (vertical segregation) or in different types of work (horizontal segregation). SFRS recognises that occupational segregation continues to present a challenge in equal representation, particularly within uniformed roles which comprise most of the workforce (90.26%), and that our Gender Pay Gap is a symptom of this.

Actions are being taken to balance our workforce but we recognise that these will take time to translate into meaningful changes.

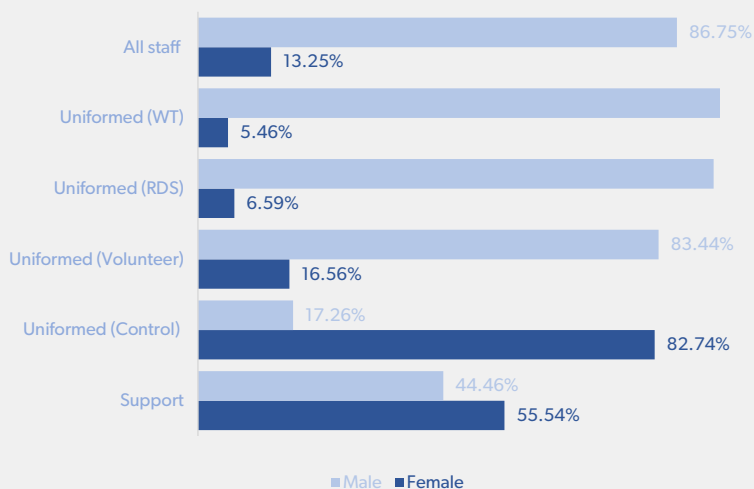
Staffing Group by Gender 2021



Gender split by staffing group

As previously noted, the representation of women within different staffing groups vary significantly. The table below shows the current gender breakdown of our organisation by employee group.

Staffing Group by Gender 2019



Support staff - male/female by grade

The Support Staff organisational structure within the SFRS contains 12 pay grades, with the gender representation in each being illustrated in Appendix A. Women are disproportionately represented within our two lowest pay grades, this predominantly being due to the majority of jobs within these grades being within the Administrative functions.

Administration can be perceived as primarily a female occupation, and this is reflected in the significantly higher levels of female applicants for these posts despite SFRS Job Advertisements and selection processes being recognised as gender neutral.

There has been a significant reduction in grade one roles since the 2019 report which has contributed to the overall Gender Pay Gap reduction. This is the result of several positive changes that have been made, including the adoption of the Scottish Living Wage which resulted in an uplift in salary for some staff within the Grade 1 pay grade.

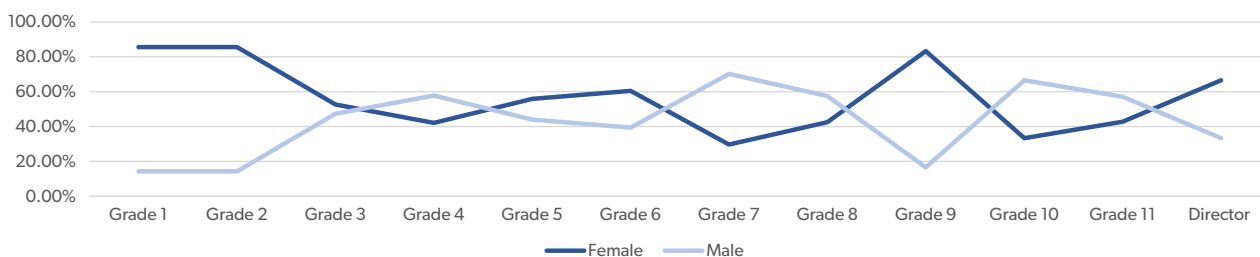
Several posts were also regraded from grade one to two to provide development opportunities for lower grades.

Some horizontal occupational segregation also occurs within other employee groups in the higher pay grades and again this occurs due to social perceptions of what constitutes men's and women's occupations.

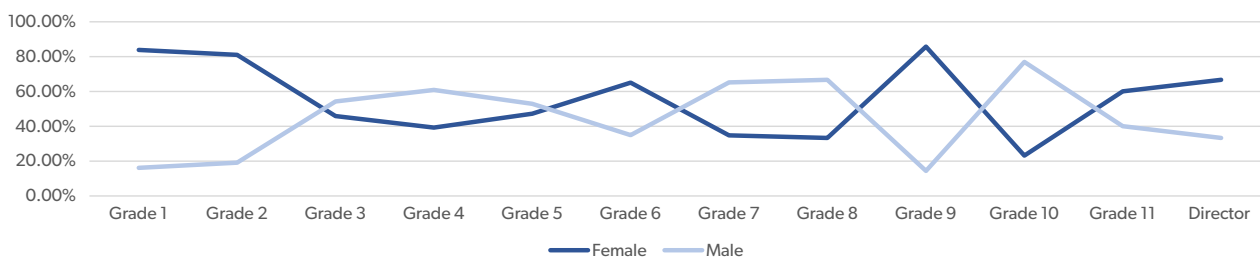
This can of course result in some vertical segregation as appointments to more senior posts within these occupations tend to be made from amongst the existing workforces due to the qualifications and experiences required.

The balance of occupations within these pay grades however does result in the gender makeup of each pay grade being broadly equal, and demonstrates that women are represented within the senior Support Staff Managerial roles.

Support Staff by Gender and Grade 2021



Support Staff by Gender and Grade 2019



Gender representation amongst uniformed (wholetime) colleagues

Uniformed (Wholetime) employees constitute the main body of uniformed Firefighters, and are employed by SFRS on a full-time basis. The Wholetime Uniformed structure contains 10 roles and the gender make up of each of these roles is illustrated in Appendix A.

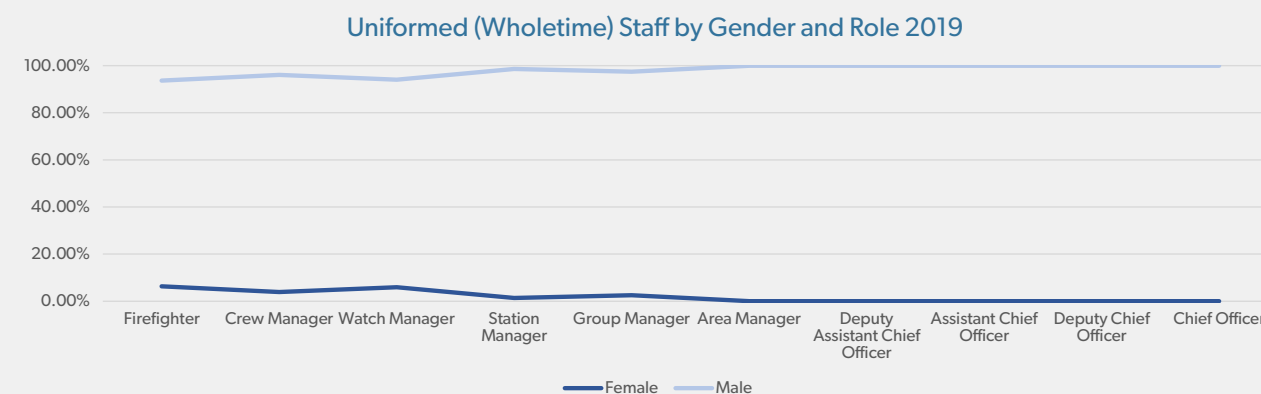
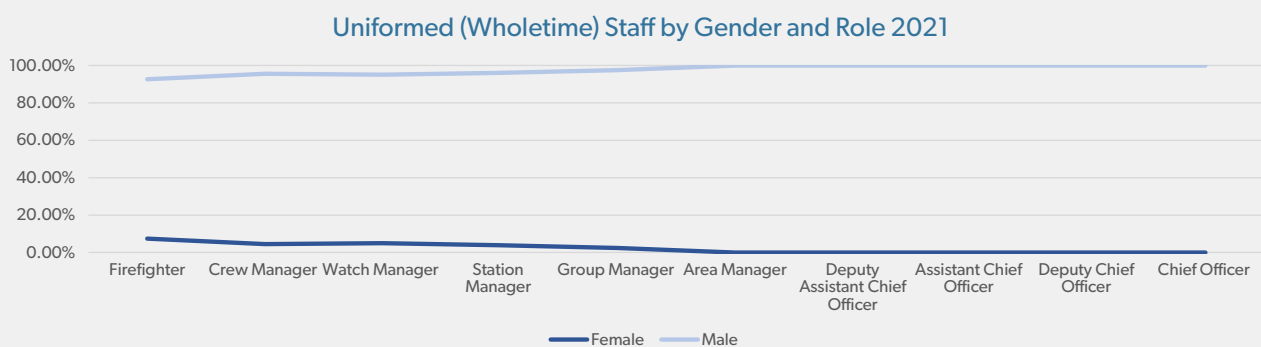
The overrepresentation of men in the fire service is well documented and continues to present a challenge. Of the overall workforce, 82.09% are male, however this increases to 90.95% when considering only uniformed staff, and to 93.9% within Wholetime Uniformed employees.

Uniformed roles within the Service have traditionally been perceived as male jobs. Changing societal attitudes around this misconception will take time and requires a multi-faceted approach. We are encouraged to report that our wholetime female Firefighter numbers has increased by 10% and represents an increase from 5.46 % to 6.1% since the 2019 report. Also noticeable is the increase of female Station

Commanders from 2 to 6, as the increased representation of women in the wholetime Service in recent years starts to feed through to the more senior roles. While these are small numbers, they are encouraging and reflect the positive changes our Balancing the Workforce action plan is beginning to have.

Our female colleagues however remain underrepresented in senior managerial positions within the Wholetime cadre. As the Service operates a single point of entry we acknowledge that it will take time to see female colleagues promoted into senior positions.

To support career development, we are investing in robust and inclusive leadership and development programmes for all colleagues.

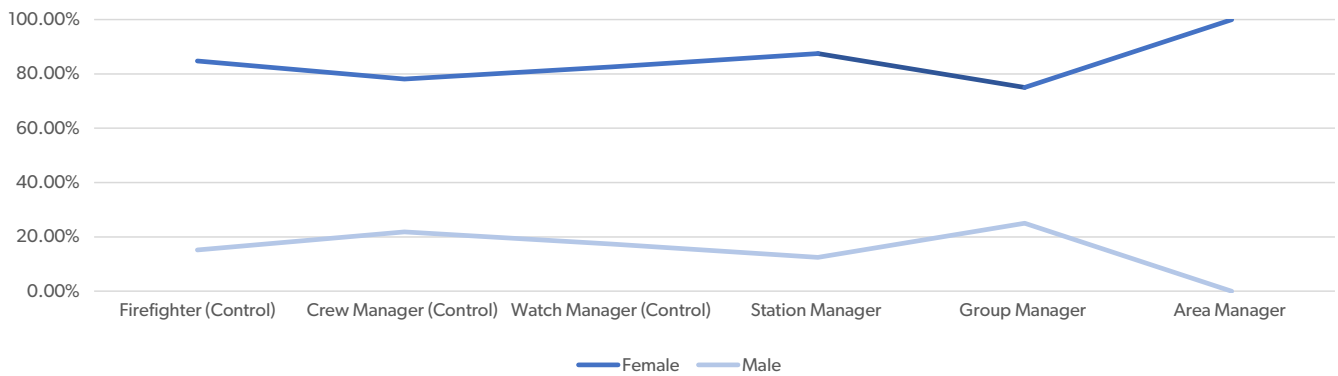


Gender representation amongst uniformed (control) colleagues

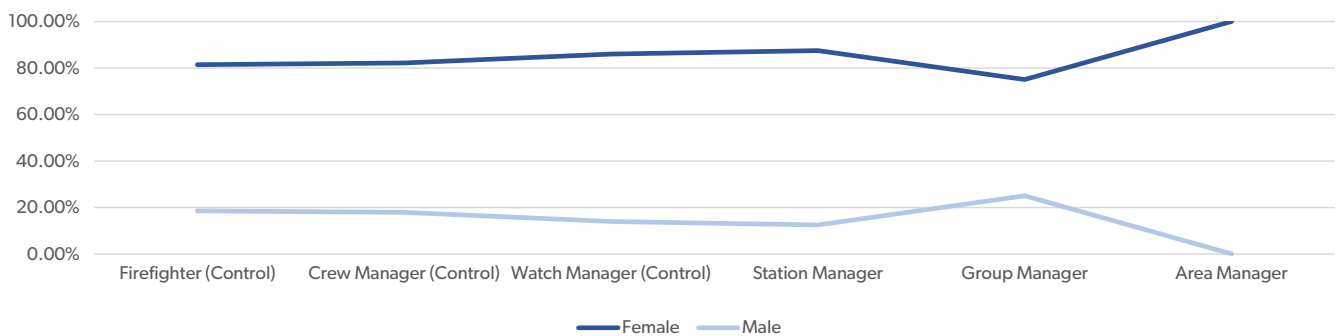
The role of Control Firefighter forms an essential component in the SFRS operational capabilities. In contrast to the Wholetime, Retained and Volunteer groups, it has traditionally been female dominated and this continues to be the case at all levels in the Uniformed Control structure.

There has been a slight decrease in the overall percentage of male post holders since the previous Gender Pay Gap report; 16.94% v 17.26% in 2019, however given the relatively low numbers concerned this is reflective of normal employee movements, and does not signify potential discriminatory factors.

Uniformed (Control) Staff by Gender and Role 2021



Uniformed (Control) Staff by Gender and Role 2019



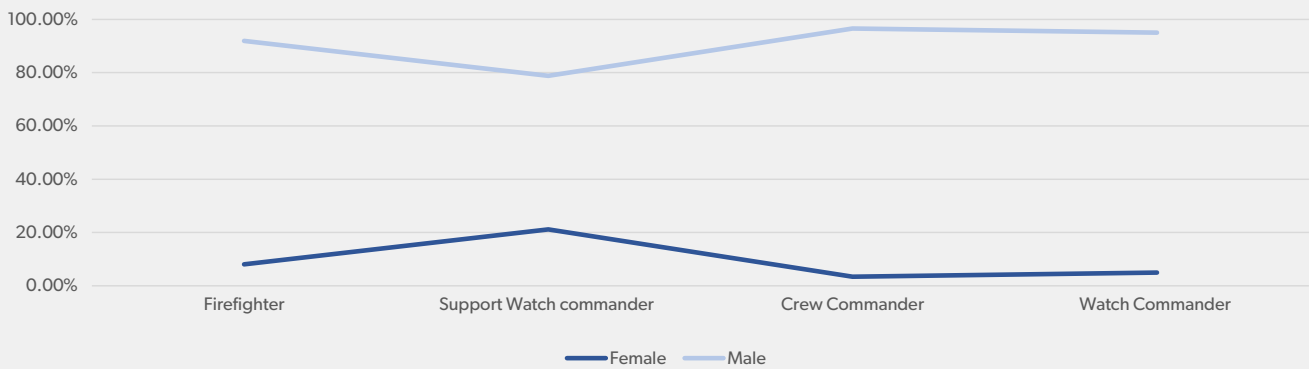
Gender representation amongst Retained Duty System uniformed colleagues

Retained Duty System (RDS) Firefighters are part-time employees who typically work for another primary employer, but also maintain a level of availability to respond to emergencies within their local communities.

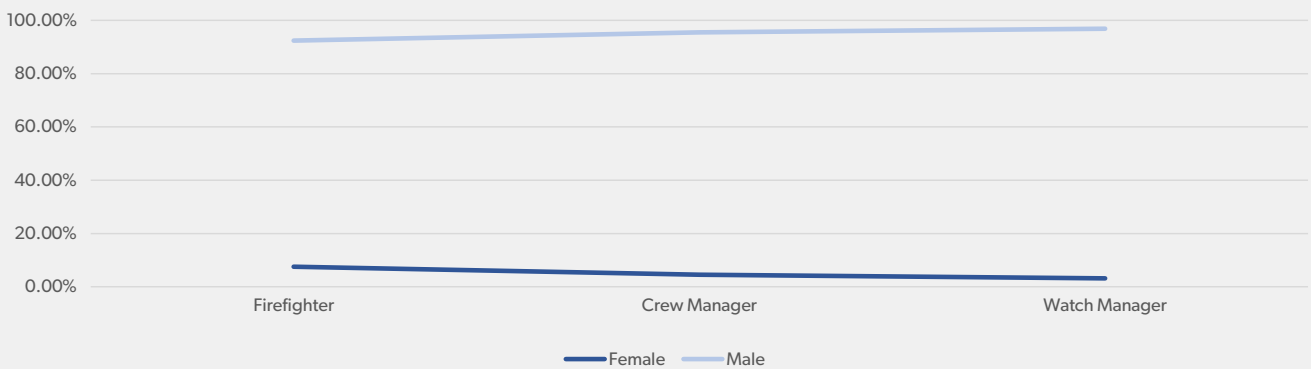
The challenges that occur within the wholetime Service are apparent within the RDS Service, with the recruitment of female Firefighters remaining challenging, and a slight decrease in female representation from 7.56% to 7.19% between 2019 and 2021 has been noted.

How SFRS continues to focus on increasing the representation of women within the RDS this is summarised in the [Going Forward](#) section.

Uniformed (Retained Duty System) Staff by Gender and Role 2021



Uniformed (Retained Duty System) Staff by Gender and Role 2019



Gender representation amongst uniformed (volunteer) colleagues

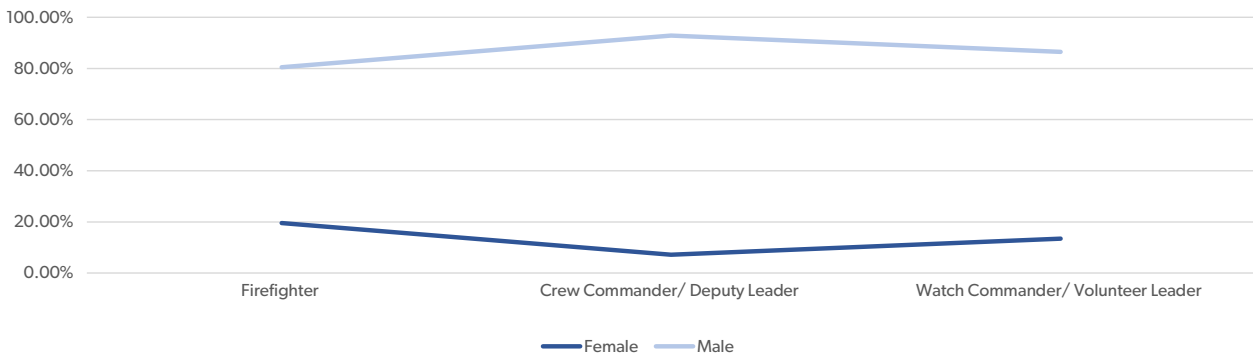
Volunteer Firefighters are drawn from local communities in remote areas, and the gender make up of each of these roles is illustrated below.

in comparison with the Wholetime and RDS employee groups, with this increasing from 16.56% in 2019 to 17.11% in 2021.

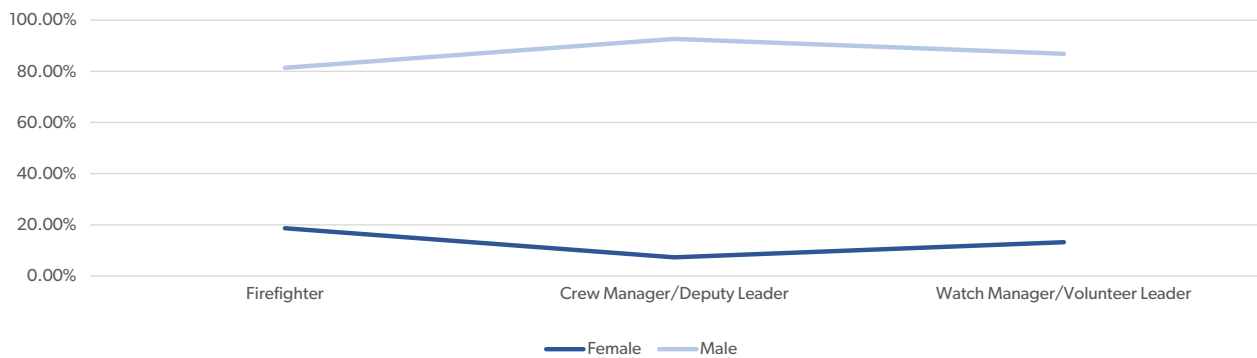
As noted in previous reports, whilst this staffing group is also male dominated there is a greater representation of females

This may reflect the sense of community and the spirit of self-reliance that is a feature of such communities.

Uniformed (Volunteer) Staff by Gender and Role 2021



Uniformed (Volunteer) Staff by Gender and Role 2019





Going forward - Taking action to balance our workforce

SFRS is committed to the principles of fairness, equality and inclusion, and seeks to ensure that these are embedded in everything we do. We have adopted a Values framework which ensures that Safety, Teamwork, Respect and Innovation are at the centre of all our activities, and have included objectives aimed at enhancing the employee experience within our Strategic Plan.

Equality and fairness are also central to our normal business activities, with the following equality measures being embedded within our business processes:

Inclusive Employment policies and procedures

All our employment policies and procedures are subject to equality impact assessments to detect and assess their differential impact upon women and other protected characteristics. This process ensures that our employment policies are fair and free from discrimination, and creates an inclusive and holistic approach to equality.

Recruitment

Our recruitment processes and materials are recognised as being free from discrimination, and we proactively seek to attract applicants from underrepresented groups. We currently have established relationships with LGBT and female firefighter associations.

We are registered with Stonewell's Proud Employers job board, where we advertise for front line positions which are currently underrepresented by LGBT colleagues. We have partnerships with the Saltire and Equality Network which we use to promote the Service as an inclusive employer and to learn how we can further our equality and diversity activities.

We hold a corporate membership with Women in the Fire Service (WFS) which allows us to post SFRS external jobs on their career site to reach a wider group of female applicants.

We endeavour to have diverse selection panels that represent all characteristics. Where we can't achieve a balanced panel, we utilise HR colleagues to ensure that all candidates are treated equally.

Workplace Culture

A programme of Cultural change under our Building the Future Together Programme has also been introduced, and seeks to create an organisational culture and employer brand that emphasises staff participation and supports a positive working environment.

Learning and Development

Occupational segregation is a key challenge. SFRS have recognised that women, the disabled and ethnic minorities are unrepresented at senior level within our Service, and particularly within the uniformed management structure. We are investing heavily in robust and inclusive talent management activities that aim to address this issue. Development and progression opportunities are free from discrimination and open to all colleagues.

In 2020 we launched our Development Centre for All which is open to all colleagues to support their professional development. Inclusion is a key aspect of our leadership training and all leaders have inclusion based objectives in their annual development.

Employee Networks and Celebrating Diversity

The Equality and Diversity team support colleagues from minority groups to come together and create their own support network. The virtual groups are employee led and connect colleagues who have a common interest in sharing their experiences, supporting others, raising awareness and contributing to the Service's understanding of issues arising from a protected characteristic or another equality group.

We currently have an established and productive LGBT network who co-ordinate and attend Pride events across the country as well as being a fantastic forum for discussion. We are launching several other networks in 2021, our Women's Network on international Women's Day and later in the year our Neurodiversity and Carers Networks.

Several senior colleagues within these networks are active allies, and show support from a strategic management level. The Equality and Diversity team also run regular spotlight campaigns to highlight new equality and diversity initiatives, events or legislative changes. These campaigns seek to foster a culture of awareness and belonging.

Despite these measures, SFRS recognises that further work is required if we are to achieve our goal of a workforce representative of all the communities of Scotland, and where people with protected characteristics work in a supportive environment and are afforded equal opportunities. We are therefore taking action to address the underrepresentation of women and others with protected characteristics within the workforce, and to ensure equality of opportunity for all.

To enable this, we have developed our Balancing the Workforce Action Plan to achieve the following objectives:

- To maximise attraction from under-represented groups for all SFRS vacancies
- To develop and implement fair and equitable reward and benefit strategies
- To review, develop & monitor the impact of inclusive people policies and procedures.
- To improve support and access to career development for under-represented employees working within the SFRS.

Each of these objectives is supported by initiatives, which together form a holistic approach to changing the culture within the Service and contribute to changing wider societal perceptions of the Service and the employment opportunities SFRS offers to all.

Amongst these initiatives are:

Positive Action Strategy 2019-2022

We have implemented a Positive Action Strategy which aims to address areas of underrepresentation by encouraging applicants from all sections of the community to apply for roles within the Wholetime, RDS/VDS, Control and Support Staff. Although the pandemic disrupted the full scope of planned events, many of the planned activities could be adapted and proceeded with much success. In 2020 the positive action team hosted three female only events which aimed to showcase a career in the fire service and address misconceptions.

The content focused on debunking myths, providing an overview of the roles available, featured guest speakers who shared their career history and experiences and crucially provided an opportunity to build relationships between current and prospective colleagues. Each of these main events were followed with an invitation to our Firefighter Fit event which aims to assist potential applicants prepare for the selection processes used during Firefighter selection process.

Following the success of the content and format of this event, it will be repeated for another female only cohort and rolled out for other underrepresented groups starting with LGBT and BAME.

Policy Review

We will review application of relevant HROD and flexible working policies and arrangements to ensure these support equalities and the retention of a diverse workforce. We are currently considering how agile working practices can be introduced to support our Flexible working arrangements, and support employees with caring responsibilities to balance the demands of employment and personal commitments.

SFRS Branding

We will review the SFRS brand and how this is communicated, internally and externally, to increase attraction from under-represented groups to all SFRS posts, and to dispel gender-based perceptions of employment with SFRS.

Recruitment, Development and Promotion

We will review SFRS' recruitment, selection and promotion processes to ensure there are no potential barriers to attraction, employment and career progression for under-represented employee groups, and to ensure they deliver equality of opportunity.

We will also review existing and planned development programmes to ensure there are no potential barriers to career progression / development e.g. for women, part time staff, or those with a disability, and will provide tailored support for career progression to encourage participation and promotion processes for those from under-represented groups.

Equal Pay

We will develop consistent and robust processes to ensure equal pay and the reduction of occupational segregation, and continue to enhance the total reward package to include additional flexible benefits which meet the needs of a diverse workforce, including gathering feedback from staff.

Employee Information

We will improve processes for gathering employee demographic/sensitive data to enable reporting in relation to the full range of protected characteristics, and provide better understanding of workforce profile and its needs.

Internal communications have been circulated to encourage colleagues to update personal information by being open and transparent about how the data will be used, about how this information informs policy and procedure, and to reassure colleagues that such information will be kept confidential.

Response to Covid 19 pandemic

The outbreak of the coronavirus pandemic has significantly impacted the way we all live and work. Ensuring the health and safety of our colleagues, and the communities that we serve, continues to be our priority throughout the pandemic. We have taken measures to ensure that no groups of employees, for example those shielding or with childcare responsibilities, are disproportionately affected.

This has presented an unprecedented set of circumstances which we are still navigating. We have engaged with our colleagues about how we can best support them throughout this period.

The health and safety of our colleagues is paramount, and anyone that has been advised to shield for medical reason has been supported fully. Where the nature of a role has not allowed for homeworking, attempts have been made to find alternative meaningful work, where this has not been possible then, paid special leave has been provided.

It has been widely reported that the disruption to existing arrangements to meet caring responsibilities for vulnerable or elderly adults, or for children who are unable to go to school or their normal care provider, has had a greater impact on women's careers.

Our response has been empathetic and proactive. We have set realistic expectations to reassure our colleagues with children.

Flexible working and revised workloads have been available to all. We have engaged regularly with all colleagues about the support they have received and frequently sought feedback and asked what our workforce need from us.

As for many organisations, this period has forced us to do things differently and highlighted the benefits of alternative working arrangement. Considerable work has been carried out to support a move to agile working practices which promote flexibility and this priority will be a key focus of our medium-longer term strategy.

Conclusion

Since its inception in 2013, the SFRS has continually sought to put equality issues at the forefront of organisational priorities, and has recognised equality of treatment and opportunity as a prime objective when developing systems, policies and processes.

Through our continuing efforts, we have consistently reduced the Service's Gender Pay Gap to its current low level, and have increased the representation of women in all areas of employment.

Whilst acknowledging the progress made, SFRS accepts that much more needs to be done if we are to achieve our goal of eradicating the Gender Pay Gap, and having levels of

representation of employees with protected characteristics in all employee categories that equal those in Scottish society.

In pursuit of this goal, the SFRS have now supplemented our existing equality policies, processes and action plans with our "Balancing the Workforce" Action Plan which we confidently expect to further improve the current imbalance within our workforce, and continue to develop SFRS as a great place to work for anyone in Scotland, regardless of their gender or background.





APPENDIX A

Supporting data



Males/Females by Staffing Group

		PERCENTAGE		NUMBER		
		MALE	FEMALE	MALE	FEMALE	TOTAL
All staff	100.00%	86.43%	13.60%	6,686	1052	7738
Uniformed (WT)	46.42%	93.90%	6.10%	3373	219	3592
Uniformed (RDS)	37.54%	92.81%	7.19%	2696	209	2905
Uniformed (Volunteer)	3.93%	82.89%	17.11%	252	52	304
Uniformed (Control)	2.36%	16.94%	83.06%	31	152	183
Support	9.74%	44.30%	55.70%	334	420	754

Support staff - male/female by grade

		GRADE												
		1	2	3	4	5	6	7	8	9	10	11	DIRECTOR	TOTAL
NO	Support Total	7	147	114	199	93	71	37	40	12	15	7	3	745
	Female	6	126	60	84	52	43	11	17	10	5	3	2	419
	Male	1	21	54	115	41	28	26	23	2	10	4	1	326
%	Female	85.71%	85.71%	52.63%	42.21%	55.91%	60.56%	29.73%	42.50%	83.33%	33.33%	42.86%	66.67%	56.24%
	Male	14.29%	14.29%	47.37%	57.79%	44.09%	39.44%	70.27%	57.50%	16.67%	66.67%	57.14%	33.33%	43.76%

Uniformed (Wholetime) - male / female by role

ROLE	NO OF POSTS	% OF TOTAL POSTS	MALE (NO)	MALE %	FEMALE NO	FEMALE %
Chief Officer	1	0.03%	1	100%	0	0%
Deputy Chief Officer	1	0.03%	1	100%	0	0%
Assistant Chief Officer	3	0.08%	3	100%	0	0%
Deputy Assistant Chief Officer	7	0.19%	7	100%	0	0%
Area Manager	27	0.75%	27	100%	0	0%
Group Manager	81	2.26%	79	97.53%	2	2.47%
Station Manager	153	4.26%	147	96.08%	6	3.92%
Watch Manager	606	16.87%	576	95.05%	30	4.95%
Crew Manager	669	18.62%	639	95.52%	30	4.48%
Firefighter	2044	56.90%	1893	92.61%	151	7.39%
Total	3592	100%	3373	93.90%	219	6.10%

Uniformed (Retained Duty System) - male / female by role

ROLE	NO OF POSTS	% OF TOTAL POSTS	MALE (NO)	MALE %	FEMALE NO	FEMALE %
Watch Commander	261	8.98%	248	95.02%	13	4.98%
Crew Commander	526	18.11%	508	96.58%	18	3.42%
Support Watch commander	52	1.79%	41	78.85%	11	21.15%
Firefighter	2066	71.12%	1899	91.92%	167	8.08%
Total	2905	100%	2696	92.81%	209	7.19%

Uniformed (Volunteers) - male / female by role

ROLE	NO OF POSTS	% OF TOTAL POSTS	MALE (NO)	MALE %	FEMALE NO	FEMALE %
Watch Commander/ Volunteer Leader	37	12.17%	32	86.49%	5	13.51%
Crew Commander/ Deputy Leader	42	13.82%	39	92.86%	3	7.14%
Firefighter	225	74.01%	181	80.44%	44	19.56%
Total	304	100%	252	82.89%	52	17.11%
Total	2905	100%	2696	92.81%	209	7.19%

Uniformed (Control) - male / female by role

ROLE	NO OF POSTS	% OF TOTAL POSTS	MALE (NO)	MALE %	FEMALE NO	FEMALE %
Area Manager	1	0.55%	0	0.00%	1	100.00%
Group Manager	4	2.19%	1	25.00%	3	75.00%
Station Manager	8	25.14%	1	12.50%	7	87.50%
Watch Manager (Control)	46	25.14%	8	17.39%	38	82.61%
Crew Manager (Control)	32	17.49%	7	21.88%	25	78.13%
Firefighter (Control)	92	50.27%	14	15.22%	78	84.78%
Total	183	100%	31	16.94%	152	83.06%



SCOTTISH

FIRE AND RESCUE SERVICE

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Equal Pay and Gender Pay Gap Report 2021

Version 1.0

SCOTTISH FIRE AND RESCUE SERVICE
The Board of Scottish Fire and Rescue Service



Report No: B/FCS/06-21

Agenda Item: 16

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	25 MARCH 2021						
Report Title:	RESOURCE BUDGET MONITORING – FEBRUARY 2021						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To advise the Board of the Resource Budget position for the period ending 28 February 2021.						
2	Background						
2.1	The Scottish Government allocated funding to SFRS for 2020/21 of £333.26million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £276.007million and £32.5million respectively, and £24.753million in respect of depreciation (Ring-fenced or “non-cash” DEL).						
2.2	Considering the forecast financial position for this financial year, arising from the COVID-19 pandemic, it was agreed in November 2020 to return £1million of DEL budget to Scottish Government to support wider COVID-related spending pressures. This has been accepted but not yet reflected in the agreed budget.						
2.3	Following the December monitoring position, it was agreed to advise the Scottish Government that a further £1million of DEL budget could also be returned. This has been communicated through the Sponsor Team.						
3	Main Report/Detail						
3.1	A summary of the consolidated financial position at this stage in the financial year is attached at Appendices A and B.						
3.2	These reports detail the current underspend against budget of £4.384million . The forecast year-end position at this stage shows an underspend of £3.943million, which would be reduced to £1.943million once the agreed budget adjustments, per paragraphs 2.2 and 2.3, are reflected. This forecast position includes costs for COP26 and net savings of £3.035million in respect of COVID-19.						
3.3	The exit from the European Union concluded in December and it is not now expected that the Service will incur any additional costs in respect of this during the 2020/21 financial year.						
3.4	The impact of the second wave of COVID-19 has been felt across the Service and the financial implications of this are reflected in the latest forecast position. The costs relating to the recovery stage from COVID-19 are not yet fully known, and are likely now to fall into next financial year.						

4	Recommendation
4.1	The Board is asked to scrutinise <ul style="list-style-type: none"> the resource budget position for the period ending 28 February 2021.
5	Key Strategic Implications
5.1	Financial
5.1.1	The financial implications are detailed within the report.
5.2	Environmental & Sustainability
5.2.1	There are no environment and sustainability implications directly associated with this report
5.3	Workforce
5.3.1	The workforce implications are detailed within the report.
5.4	Health & Safety
5.4.1	There are no health and safety implications directly associated with this report.
5.5	Training
5.5.1	The training implications are detailed within the report.
5.6	Timing
5.6.1	Actions within this report should be addressed as soon as possible to ensure that the benefits from them are maximised in 2020/21.
5.7	Performance
5.7.1	The financial performance of the Service is measured by key performance indicators. This report provides further context to those figures.
5.8	Communications & Engagement
5.8.1	Once presented to the Board, this report will be a public document and will be available via the Service website.
5.9	Legal
5.9.1	SFRS is required, under the Scottish Public Finance Manual and Scottish Government's Governance and Accountability Framework, to manage its expenditure, in pursuit of the SFRS Strategic Plan 2019-22 and the Fire and Rescue Framework for Scotland 2016, within the budget allocation provided.
5.10	Information Governance
5.10.1	DPIA completed No. DPIA is not required as advised by Information Governance Function as the report contains no personal identifiers
5.11	Risk
5.11.1	There is a risk that, as a result of COVID-19, the Scottish Government may reduce the funding allocated to the Service.
5.12	Equalities
5.12.1	EIA completed No. An EIA was completed for the Resource Budget 2020/21. This was presented to the Board on 26 March. This report monitors performance against that budget and does not in itself warrant an EIA.

5.13	Service Delivery	
5.13.1	The Service Delivery implications are detailed within the report.	
6	Core Brief	
6.1	The Director of Finance and Contractual Services advised the Board of the resource budget position for the period ending 28 February 2021. The February resource monitoring report shows a current underspend against budget of £4.384 million, with a forecast year-end underspend of £3.943million. This forecast position is on the basis that additional funding is not received to support the Services investment in COP26.	
7	Appendices/Further Reading	
7.1	Appendix A provides a summary of the consolidated financial position at this stage in the financial year.	
7.2	Appendix B provides an explanation of the current significant variances relative to budget.	
7.3	Appendix C provides an analysis COVID-19 costs and savings.	
Prepared by:	Marcus Jenks, Decision Support Manager	
Sponsored by:	John Thomson, Head of Finance and Procurement	
Presented by:	Sarah O'Donnell, Director of Finance and Contractual Services	
Links to Strategy and Corporate Values		
The budget recognises the important role the Service plays in in delivering against our corporate value of working together for a safer Scotland.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>SFRS Board</i>	<i>25 March 2021</i>	<i>For Scrutiny</i>
<i>Strategic Leadership Team</i>	<i>23 March 2021</i>	<i>For Noting</i>

SCOTTISH FIRE & RESCUE SERVICE
Resource Budgetary Control Report 2020/21

£000

Period 11			1 April 2020 - 28 February 2021								
Original Budget (1)	Virements (2)	Revised Annual Budget (1)+(2) (3)	Narrative	Year to Date				Year-End Projection			Last Year's Actuals (12)
				Budget (4)	Actual (5)	Variance		Forecast (8)	Variance		
						£ (4)-(5) (6)	% (6)/(4) (7)		£ (3)-(8) (9)	% (9)/(3) (10)	
221,279	(1,293)	219,986	Employee Costs	201,513	199,175	2,338	1.2%	217,549	2,437	1.1%	214,988
213,714	(945)	212,769	Salary and Related Costs (including overtime)	194,958	194,131	827	0.4%	211,885	884	0.4%	208,060
147,772	(983)	146,789	Wholetime	134,545	135,070	(525)	-0.4%	147,278	(489)	-0.3%	145,885
7,072	212	7,284	Control	6,667	6,674	(7)	-0.1%	7,280	4	0.1%	7,414
25,970	(233)	25,737	Retained	23,558	22,512	1,046	4.4%	24,549	1,188	4.6%	24,860
32,900	59	32,959	Support	30,188	29,875	313	1.0%	32,778	181	0.5%	29,901
7,565	(348)	7,217	Other Employee Costs	6,555	5,044	1,511	23.1%	5,664	1,553	21.5%	6,928
4,037	-	4,037	Early Retirement Charges	3,705	3,054	651	17.6%	3,281	756	18.7%	3,820
835	17	852	Training	778	536	242	31.1%	738	114	13.4%	803
1,528	(363)	1,165	Subsistence	1,068	523	545	51.0%	562	603	51.8%	1,497
1,165	(2)	1,163	Other	1,004	931	73	7.3%	1,083	80	6.9%	808
23,913	1,372	25,285	Property Costs	22,876	22,368	508	2.2%	25,353	(68)	-0.3%	23,946
20,610	588	21,198	Supplies & Services	15,233	14,916	317	2.1%	21,056	142	0.7%	16,195
6,966	(843)	6,123	Transport Costs	5,546	4,679	867	15.6%	5,160	963	15.7%	6,882
1,674	94	1,768	Third Party Payments	1,312	1,004	308	23.5%	1,338	430	24.3%	1,611
2,437	-	2,437	Financing	1,523	1,494	29	1.9%	2,408	29	1.2%	2,637
276,879	(65)	276,814	GROSS EXPENDITURE	248,023	243,636	4,387	1.8%	272,864	3,950	1.4%	266,259
(872)	65	(807)	Income	(682)	(679)	(3)	0.4%	(800)	(7)	0.9%	(938)
-	-	-	Disposal of Assets	-	-	-	0.0%	-	-	0.0%	3
276,007	-	276,007	NET EXPENDITURE	247,341	242,957	4,384	1.8%	272,064	3,943	1.4%	265,324

SCOTTISH FIRE & RESCUE SERVICE
Resource Budget Monitoring Report
For Period Ending 28th February 2021

1) INTRODUCTION

The attached report covers the period 1st April 2020 – 28th February 2021. It highlights a year to date underspend of £4.384 million (1.8% of the year to date budget) with a forecast underspend of £3.943 million (1.4% of the full year budget).

2) FORECAST ASSUMPTIONS

In preparing the forecast position the following assumptions have been adopted;

a) Wholetime Firefighters (WTFF)

All staff are forecast to continue in their current role and pay rate for the remainder of the financial year with the following exceptions:

- Employees who meet the retiral assumptions are expected to leave the Service at the relevant date and an acting up chain will immediately follow. This means that all retrials are forecast to result in savings at Firefighter competent level.
- Employees who meet the requirement to retire but have not elected to leave are forecast to remain in employment for the remainder of the year.
- Employees on long term sick who have triggered the 50% reduction in pay are assumed to return to 100% pay in the following month.
- Those in firefighter development roles will progress to competent pay after 33 months.

The following new recruits have been included in the forecast:

Date	Intake Type	North	East	West	Total
29th March	Trainees	10	16	8	34

Overtime

- Group shortage activity is forecast to remain above budgeted levels for the remainder of the financial year reflecting the decision to protect crewing by amending the phasing of Out of Pattern Rostered Reserve (OPRR) to provide greater flexibility later in the calendar year.
- Detached duties will cease for the remainder of the year to ensure station COVID secure bubbles can be maintained.
- Appliance availability is forecast to be maintained at 96%.

b) Control

- Staff in firefighter development roles will progress to competent pay after 36 months.

c) Retained and Volunteer Duty System (RVDS) personnel

- Drill night training activity ceased during January and February and payments for attendance will be made to all RDS employees as timesheets are submitted.
- Training activity will continue at reduced levels for the remainder of the financial year.
- Standby activity will cease to ensure stations “bubbles” remain protected.

- Home fire safety costs have been forecast based on earlier lockdown activity. This reflects the decision to restrict activity to areas where there is a threat of fire related crimes and where no detection is present.
- Operational intelligence activity will increase slightly over the remainder of the year with activity being undertaken remotely where appropriate.
- RVDS terms and conditions will not be harmonised during 2020/21.
- The liability for holiday payments is expected to be broadly in line with full year budget.

d) Fuel

- Activity levels are forecast to remain at levels similar to the first lockdown with prices assumed to remain lower than last year.

e) Travel, Subsistence and Catering

- The restrictions on travel and the impact on subsistence and catering costs due to COVID-19 are forecast to continue, until the end of financial year.

f) Grants

- No additional funding in respect of COP26 and COVID-19 has been included.

3) RISKS

In preparing the forecast and noting the impact on 21/22, the following risks to the financial position have been identified but have not yet been accounted for in the reported position:

2020/21

- Further slippage in project initiatives meaning they are not fully delivered this financial year.
- Payment/accruals for unused holidays may increase.

2021/22

- Slippage in current year projects will increase pressure on the 21/22 budget.
- Continued impact of COVID-19 beyond March 2021.

VARIANCE ANALYSIS

Following the forecast monitoring position at the end of June, the Strategic Leadership Team (SLT) reviewed the resource budget across all areas of the Service. This review resulted in the reallocation of the budget as detailed in section 15 below. An analysis of the current and forecast position is detailed below.

£000

1 WHOLETIME FIREFIGHTERS

1.1 Year to Date

525 OVER

Wholetime Firefighter (WTFF) employee costs are currently £525,000 overspent, representing 0.4% of budget.

The budget rebasing exercise which took place in July accounts for a reduction in the year to date budget of £863,000. This should be considered in conjunction with the variances reported below. Further details are included in Section 15 of this report.

Wholetime salaries and related costs are underspent by £840,000, overtime is overspent by £421,000 and seconded income is under recovered by £81,000.

At February's payroll cut-off date there were 2,914 station-based firefighters compared to the Target Operating Model (TOM) of 3,021 with an additional 25 trainees undertaking their foundation level training.

There are currently 400 Off-Station WTFF, ten less than budget. There are currently 274 Flexi Duty Officers (FDO) charged to the resource account, 13 more than budget. This includes FDO supporting COP26/COVID-19 but excludes two FDO charged to capital that are providing fire cover.

In response to COVID-19, the duration of the Foundation stage for trainee firefighters, recruited since January 2020, has been shortened. This has enabled trainees to be fast-tracked to stations in support of front-line operations.

The underspend in WTFF salaries includes:

- £1,062,000 underspend in basic pay mainly in respect of higher numbers of leavers and fewer recruits than budgeted. Included within this is the pay award which was 0.1% higher than budgeted.
- £77,000 underspend on Continuous Professional Development (CPD) payments.
- £14,000 underspend on Additional Responsibility Allowances (ARA) payments mainly due to a delay in Altens fire station commencing line rescue capabilities.

- £153,000 overspend in respect of payments in lieu of holidays and notice.
- £120,000 overspend for Flexi Duty pay, the result of there being more FDO than budgeted. This includes £43,000 in respect of FDO supporting COP26 and COVID-19.
- Other pay costs are £40,000 overspent.

The overspend in overtime includes:

- £482,000 overspend as a result of group shortages reflecting the decision to amend the phasing of OPRR.
- £79,000 overspend for costs directly relating to COVID-19, a significant proportion of which relates to FDO.
- £34,000 overspend on public holiday overtime.
- £66,000 underspend in respect of overtime holiday payments.
- £45,000 underspend in Detached Duties in line with the decision to reduce personnel transfers between stations to minimise risks associated with COVID-19.
- £32,000 underspend in respect of activity relating to fire investigations.
- £29,000 underspend on training related overtime.
- £4,000 underspend in respect of incidents spanning shift changeover.
- Other overtime costs are £2,000 overspent.

The under recovery in seconded income includes:

- £81,000 in respect of the recovery of employee costs from representative bodies which has been suspended due to COVID-19.
- Costs in respect of employees seconded to third parties which are on budget. This includes additional costs following the temporary return to the Service of a seconded employee to support COVID-19 pressures and the loss of income due to the retirement of a seconded employee. These are partially offset by additional income following a new secondment to HMFSI.

1.2 Forecast

489 OVER

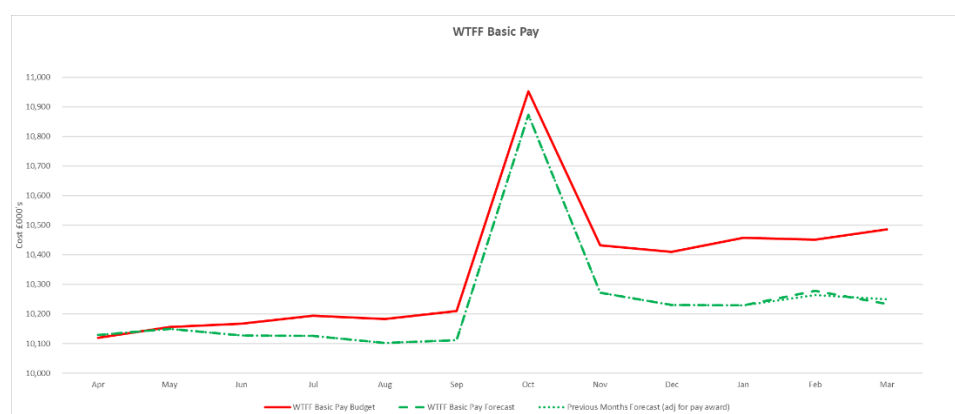
Wholetime employee costs are forecast to be £489,000 overspent, representing 0.3% of budget.

WTFF Salaries are forecast to be £1,114,000 underspent, mainly due to:

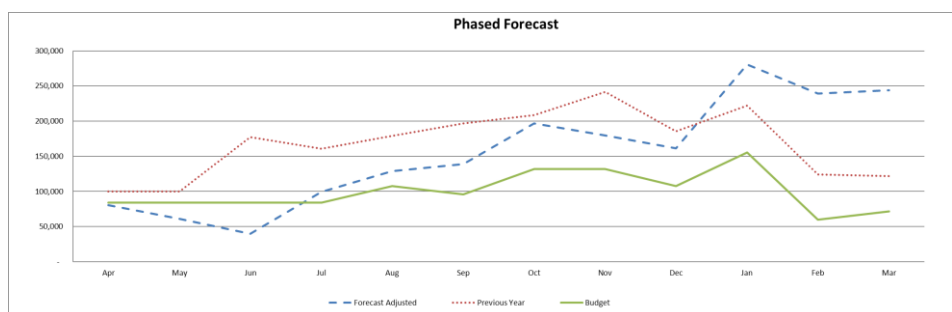
- The timing of trainee intakes being later than budgeted throughout the year.
- Fewer trainees being recruited due to COVID-19 restrictions which limit the number of recruits that can be trained together.
- Forecast retrials being higher than budgeted.
- WTFF transfers into the Service from other UK Fire and Rescue Services being later and fewer than budgeted.
- An increase in FDO which partly offsets the above savings as detailed in section 1.1.
- The inclusion of an additional 17 Rural Full Time Post (RFTP) from January 2021 which partly offsets the above savings. These posts were previously not due to commence until 2021/22.
- A pay award settlement above the level budgeted (2.0% v. 1.9%).
- Increased payments in lieu of holiday and notice.

The forecast expenditure includes £411,000 in respect of officers supporting COP26/COVID-19.

The graph below shows the forecast for WTFF basic pay over the remainder of the financial year and compares this against the budget and the forecast reported last month. Any variation between the current month's forecast and the previous month's forecast is the result of changes to anticipated retrials and rank changes. The spike in October's costs reflects the back-dated pay award.



Overtime costs are forecast to overspend by £572,000 as detailed in section 1.1. The forecast reflects the realignment of roster days. The graph below shows the increase in overtime costs in respect of group shortages and the impact of realigning the roster days over the final quarter of the financial year.



Seconded income is forecast to under recover by £89,000 as detailed in section 1.1.

The budget rebasing exercise which took place in July accounts for a reduction in the full year budget of £942,000. This should be considered in conjunction with the variance reported above. Further details are included in Section 15 of this report.

1.3 Action to be Taken

The Operational Availability Group (OAG) will continue to oversee the management of appliance availability and associated overtime costs. It was agreed by the SLT in February that the OAG would also monitor training overtime.

The impact of the decision to refine availability levels and realign roster days will be closely monitored.

The impact of COVID-19 on future recruitment plans should continue to be reviewed and any changes reflected in future planning assumptions.

The SLT agreed in February that a review of unfunded secondees would be undertaken in advance of the 2021/22 financial year.

The SLT also agreed that the requirement to capture real time holiday and TOIL balances would be factored into the People, Training, Finance and Assets (PTFA) project, to assist in forecasting these liabilities and the impact on overtime, and that consideration would be given to developing an interim capability.

2 CONTROL FIREFIGHTERS

2.1 Year to Date

7 OVER

Control Firefighter costs are currently £7,000 overspent, representing 0.1% of budget.

The short-term re-engagement of 3.1 FTE former employees, an increase in overtime and additional Flexi Duty pay have been required to provide resilience in response to COVID-19. This has resulted in an overspend of £191,000.

The recovery of 50% of the costs from representative bodies for dedicated employees has been suspended, due to COVID-19, and accounts for an under recovery of income amounting to £18,000.

An unfunded secondment to the Scottish Union Learning Project accounts for a £17,000 overspend.

Other Control costs are £194,000 underspent, mainly the result of reduced pay for staff receiving statutory absence payments and vacancies.

The budget rebasing exercise which took place in July accounts for an increase in the year to date budget of £25,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 15 of this report.

2.2 Forecast

4 UNDER

Control Firefighter costs are forecast to be £4,000 underspent, representing 0.1% of budget.

Basic Pay and associated statutory costs are forecast to result in an underspend of £127,000. This includes costs of £88,000, in respect of the re-engaged employees and takes account of known retirals. During March two of the re-engaged employees will take permanent positions.

CPD costs are forecast to underspend by £7,000.

Overtime, including that relating to COVID-19 activity, is forecast to overspend by £95,000.

The additional FDO cover being provided within Control is forecast to continue for the remainder of the year and results in an overspend of £25,000.

The recovery of costs from representative bodies accounts for a forecast under recovery of £20,000 as detailed in section 2.1.

The unbudgeted secondment to the Scottish Union Learning Project is forecast to result in an £18,000 overspend.

The budget rebasing exercise which took place in July accounts for an increase in the full year budget of £28,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 15 of this report.

2.3 Action to be Taken

This position will continue to be closely monitored.

Recruitment plans should be managed to ensure they account for staff that will be returning from the Command and Control capital project throughout 21/22.

A review of unfunded secondees should be undertaken in advance of the 2021/22 financial year.

Consideration should be given to introducing a system to provide real time holiday and TOIL balances which will assist forecasting the liability cost.

3 RETAINED AND VOLUNTEER FIREFIGHTERS

3.1 Year to Date

**1,046
UNDER**

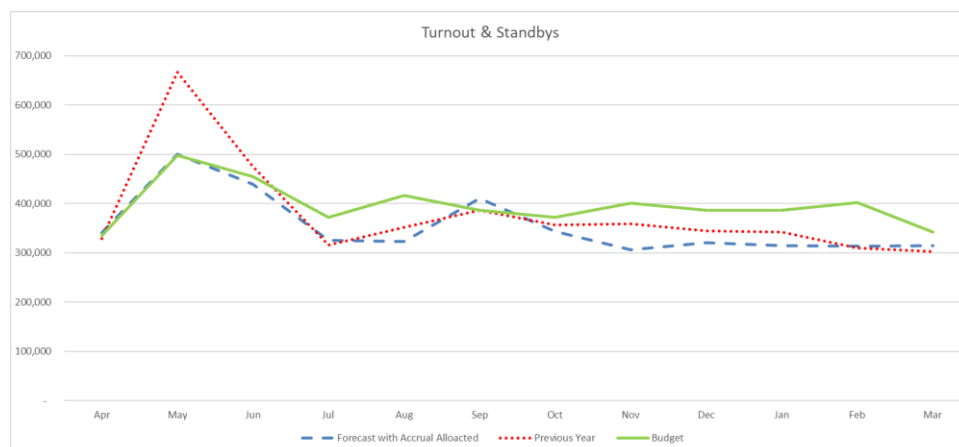
Retained and Volunteer (RVDS) costs are currently £1,046,000 underspent, representing 4.4% of budget.

There are underspends in payments for attendance at training courses, Home Fire Safety Visits (HFSV), and operational intelligence payments of £453,000, £305,000 and £28,000 respectively. These underspends are a result of the COVID-19 restrictions.

Payments for attendance at drill nights are £391,000 underspent. This includes £158,000 in respect of the delay in the initiative to harmonise RDS terms and conditions and the impact of COVID-19 on drill night activity.

Turnout costs, including standbys are £474,000 underspent. Within this, the decision to close the Out of Hospital Cardiac Arrest (OHCA) project accounts for an £101,000 underspend. The remaining underspend, £373,000, reflects lower than budgeted activity levels throughout the year. The reduced activity levels reflect fewer Automated Fire Alarms (AFAs) caused by businesses being closed during the COVID-19 restrictions. In addition, a revision to the pre-determined attendance at AFAs during the COVID-19 restrictions has also contributed to the underspend.

The graph below clearly highlights the reduced activity levels. The increase in September related to attendance at flooding incidents and the train derailment near Stonehaven.



Retaining fees are £232,000 underspent reflecting lower levels of retained employees across the North and West Service Delivery Areas (SDA).

Unbudgeted costs directly attributable to COVID-19 are causing an overspend of £882,000. This is mainly the result of the Gold Command instruction to ensure all RVDS employees received payments following the decision to temporarily cease drill night activity in response to COVID-19. Also included within this cost are sickness payments for employees that have been required to self-isolate during the pandemic.

Attendance allowances and disturbance fees are £22,000 overspent reflecting the higher availability seen at retained stations during the period of COVID-19 restrictions.

Holiday pay is £29,000 overspent.

Other RVDS costs are £52,000 underspent.

It should be noted that due to natural delays in the submission of payroll claims, costs in February reflect activity that took place in January.

The budget rebasing exercise which took place in July accounts for an increase in the year to date budget of £44,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 15 of this report.

3.2 Forecast

**1,188
UNDER**

Retained and Volunteer costs are forecast to underspend by £1,188,000, representing 4.6% of budget.

The initiative to harmonise terms and conditions for RVDS employees is not expected to be completed during 2020/21 and results in a forecast underspend of £237,000. Other drill night costs are forecast to underspend by £368,000 reflecting the decision to temporarily cease drill night activity in response to COVID-19.

The underspend in respect of payments for attendance at training courses is forecast to increase to £490,000 with activity not expected to return to normal levels this financial year.

It is forecast that HFSV activity will be restricted to areas where there is a threat of fire related crimes and where no detection is present for the remainder of the year. This results in a forecast underspend of £334,000.

Retaining fees are forecast to underspend by £259,000 reflecting the lower levels of retained employees across the North and West SDAs.

Closure of the OHCA project is forecast to result in a £113,000 underspend. Other turnout costs, including standbys are forecast to underspend by £388,000 as detailed in section 3.1.

Operational intelligence activity is planned to increase over the final months and is forecast to result in a £26,000 underspend.

Unbudgeted costs directly attributable to COVID-19 are forecast to cause an overspend of £1,052,000 as detailed in section 3.1.

Attendance allowances and disturbance fees are forecast to overspend by £35,000.

Holiday payments are forecast to be £26,000 overspent which reflects the need to accrue for unused holidays at the end of the financial year.

Costs to support the COVID-19 test and protect programme at a number of RVDS locations is forecast to result in a £18,000 overspend.

Other retained costs are forecast to underspend by £56,000.

The budget rebasing exercise which took place in July accounts for an increase in the full year budget of £48,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 15 of this report.

3.3 Action to be Taken

RDVS staff costs will continue to be closely monitored to ensure planned future activity is delivered.

Consideration should be given to introducing a system to provide real time holiday balances which will assist forecasting the liability cost and future holiday payments.

4 SUPPORT STAFF

4.1 Year to Date 313 UNDER

Support staff costs are currently £313,000 underspent, representing 1.0% of budget.

Vacant posts across the Service account for an underspend of £251,000. Restrictions on recruitment due to COVID-19 have contributed to this position. Managers are using the underspend to appoint temporary agency staff until vacancies can be filled.

Delays and changes to the delivery of corporate initiatives have resulted in an underspend of £385,000.

The budget rebasing exercise which took place in July accounts for a reduction in the year to date budget of £323,000. This should be considered in conjunction with the variance reported above. Further details are included in Section 15 of this report.

At the end of the month there were 33 FTE vacancies, representing 4.1% of the agreed structure.

4.2 Forecast 181 UNDER

Support staff costs are forecast to underspend by £181,000 representing 0.5% of budget.

Existing vacancies combined with increased levels of agency staff is forecast to result in a £102,000 underspend.

The underspend in respect of corporate initiatives is forecast to increase to £431,000.

The budget rebasing exercise which took place in July accounts for a reduction in the full year budget of £352,000. This should be considered in conjunction with the variance reported above. Further details are included in Section 15 of this report.

4.3 Action to be Taken

Support staff costs will continue to be monitored.

5 EARLY RETIREMENT CHARGES

5.1 Year to Date 651 UNDER

Early Retirement Charges are currently £651,000 underspent, representing 17.6% of budget.

Commutation charges are £606,000 underspent due to fewer WTFF ill health retirals than budgeted. There have been six new ill health retirals this year with the outcome of a further case currently being considered.

Local Government Pension Scheme (LGPS) charges for former employees that retired early are underspent by £36,000.

Injury benefit charges are £9,000 underspent.

5.2 Forecast

756 UNDER

Early Retirement Charges are forecast to be £756,000 underspent, representing 18.7% of budget.

Commutation charges are forecast to be £704,000 underspent. The provision that was previously in place to account for two further upper tier retirals has now been removed.

LGPS charges for former employees that retired early are forecast to underspend by £41,000.

Injury benefit charges are forecast to be £11,000 underspent.

5.3 Action to be Taken

Early retirement charges will continue to be closely monitored.

6 TRAINING

6.1 Year to Date

242 UNDER

Training costs are currently £242,000 underspent, representing 31.1% of budget.

External training courses are £154,000 underspent reflecting the limited ability to deliver courses due to COVID-19 restrictions.

Non-HQ funded courses are £64,000 underspent. The OHCA initiative accounts for a £103,000 underspend which is partially offset by other overspends across the Service.

Training equipment costs are £8,000 underspent.

The budget rebasing exercise which took place in July accounts for an increase in the year to date budget of £16,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 15 of this report.

6.2 Forecast

114 UNDER

Training costs are forecast to be £114,000 underspent, representing 13.4% of budget.

External training courses are forecast to underspend by £77,000 as detailed in section 6.1. with additional costs in the final month planned for psychometric testing, leadership development and e-learning.

Non-HQ funded courses are forecast to underspend by £43,000 with closure of the OHCA project accounting for a £115,000 underspend. There are overspends across the Service with Directorates taking the opportunity to utilise underspends in other areas to provide additional staff training.

Training equipment costs are forecast to overspend by £24,000 which includes additional costs for model-building smoke simulators.

The budget rebasing exercise which took place in July accounts for an increase in the full year budget of £18,000. This should be considered in conjunction with the variance reported above. Further details are included in Section 15 of this report.

6.3 Action to be Taken

Training costs will continue to be closely monitored and dialogue maintained with our external training providers.

7 SUBSISTENCE

7.1 Year to Date

545 UNDER

Subsistence costs are currently £545,000 underspent, representing 51.0% of budget.

Subsistence costs for employees attending training courses are underspent by £601,000.

Other subsistence costs are underspent by £275,000.

Both the above underspends are the result of COVID-19 restrictions.

The budget rebasing exercise which took place in July accounts for a reduction in the year to date budget of £331,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 15 of this report.

7.2 Forecast

603 UNDER

Subsistence costs are forecast to be £603,000 underspent, representing 51.8% of budget.

The impact of COVID-19 on travel restrictions and the ability to carry out internal training courses are forecast to result in an underspend of £964,000. Most of the underspend, £664,000, relates to training course activity which is anticipated to remain below budgeted levels for the rest of the financial year. The underspend in respect of other subsistence costs is expected to increase to £300,000.

The budget rebasing exercise which took place in July accounts for a reduction in the full year budget of £361,000. This should be considered in conjunction with the variance reported above. Further details are included in Section 15 of this report.

7.3 Action to be Taken

Subsistence costs will continue to be closely monitored.

Opportunities to learn from process changes which have highlighted efficiency savings should be incorporated into the 21/22 budget.

8 OTHER EMPLOYEE COSTS

8.1 Year to Date

73 UNDER

Other Employee costs are currently £73,000 underspent, representing 7.3% of budget.

Costs for optical and vision aids are underspent by £44,000 due to COVID-19 restrictions which have prevented employees from attending opticians.

Apprenticeship levy costs, which are based on a percentage of the organisation's pay bill, are underspent by £14,000.

Relocation costs are £11,000 underspent.

Interview costs are £6,000 underspent.

The budget rebasing exercise which took place in July accounts for a reduction in the year to date budget of £2,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 15 of this report.

8.2 Forecast

80 UNDER

Other Employee costs are forecast to be £80,000 underspent, representing 6.9% of budget.

It is anticipated that the underspend for optical vision aids will increase to £47,000 as detailed in section 8.1.

Apprenticeship levy charges are forecast to remain £14,000 underspent.

Relocation costs are forecast to underspend by £12,000.

Interview costs are forecast to underspend by £10,000.

The budget rebasing exercise which took place in July accounts for a reduction in the full year budget of £3,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 15 of this report.

8.3 Action to be Taken

Other Employee costs will continue to be closely monitored.

9 PROPERTY

9.1 Year to Date

508 UNDER

Property costs are currently £508,000 underspent, representing 2.2% of budget.

Rates are £1,060,000 underspent due to revisions in the rateable values set by local councils and a national rebate of 1.6% imposed by the Scottish Government. The revisions to rateable values include back-dated refunds following successful challenges by the Property function. The rebate, imposed by the Scottish Government to provide support to organisations following the impact of COVID-19, accounts for savings of approximately £130,000.

Utility costs are £195,000 underspent, mainly caused by reduced consumption at corporate sites, the result of employees home working. Included within this, there is a £6,000 overspent due to a water leak at Marionville fire station.

Soft facility management contract costs are £115,000 underspent due to a revision of the Service's TUPE liability with the current contract provider.

Portacabin costs are £10,000 underspent as the requirement to hire short-term accommodation and storage has reduced.

Repairs and maintenance costs are overspent by £399,000. The ongoing need to carry out structural investigations and safety management in respect of Reinforced Autoclaved Aerated Concrete (RAAC) roofs across the Service's estate accounts for £150,000 overspend. The remaining overspend relates to increased work across the estate that has been accelerated this year. The acceleration of work follows close collaboration between SDAs and the Property function and utilises other areas of underspend resulting from COVID-19.

Cleaning costs are £224,000 overspent. This follows the requirement to ensure premises are COVID-19 secure and provide specialist cleaning.

Property adaptations and fixture & fittings are overspent by £153,000 with budget holders taking the opportunity to utilise underspends in other areas of their budgets to carry out minor improvements. This includes expenditure of £40,000 relating to furniture ordered to support home working.

Facilities Management Professional Fees are £96,000 overspent. The initiatives to carry out estate drainage surveys and fire risk assessments are overspent by £168,000 and £3,000 respectively. These are partially offset by an underspend of £75,000 in respect of the condition survey initiative.

Fuel site decommissioning costs are £75,000 overspent with the Service taking the opportunity to utilise underspends from other areas to accelerate its environmental agenda.

Other property costs are £12,000 overspent, with SDAs utilising some of the underspends caused by COVID-19 to facilitate minor property improvements. In addition, there have also been costs to dispose of obsolete IT equipment. These are partially offset by savings relating to the foam tank at the Newbridge training facility.

Grounds Maintenance costs are overspent by £36,000 due to additional work being undertaken across the Service estate which includes tree surveys.

Property Insurance excess costs are £14,000 overspent.

Energy, Carbon & Environment costs are £11,000 overspent due to the increased use of smart meter portals and the roll-out of banded storage across the estate.

Costs for water coolers are £11,000 overspent.

Other property expenditure is underspent by £8,000.

The budget rebasing exercise which took place in July accounts for an increase in the year to date budget of £151,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 15 of this report.

9.2 Forecast

68 OVER

Property costs are forecast to be £68,000 overspent, representing 0.3% of budget.

Repairs & maintenance are forecast to be £453,000 overspent as detailed in section 9.1.

Cleaning costs are forecast to be £244,000 overspent, the result of an increase in specialist cleaning requirements as detailed in section 9.1.

Property adaptations and fixtures & fittings are forecast to be £169,000 overspent as detailed in section 9.1.

Facilities Management Professional Services are forecast to be £104,000 overspent. The initiatives to carry out drainage surveys and fire risk assessments across the estate account for forecast overspends of £184,000 and £3,000 respectively. These are partially offset by a forecast saving of £83,000 in respect of the condition survey initiative. Work orders for these initiatives have been instructed, however spend remains dependent upon the contractors' ability to deliver and relies on them not being impacted by either COVID-19 or adverse weather conditions.

Costs to accelerate the decommissioning of 44 underground fuel sites, as part of the Service's environmental policy, account for a £340,000 forecast overspend.

Other Property costs are forecast to be £13,000 overspent mainly due to SDAs utilising underspends caused by COVID-19 to facilitate minor property improvements.

Energy, Carbon and Environment Management costs are forecast to be £205,000 overspent mainly due to the initiative to address bunded storage issues at sites across the estate.

Grounds Maintenance costs are forecast to be £39,000 overspent as detailed in section 9.1.

Property Insurance Excess costs are forecast to be £15,000 overspent.

The costs for water coolers are forecast to result in an overspend of £12,000.

Rates are forecast to be £1,035,000 underspent as detailed in section 9.1, but without the budgeted impact of reduced rates being realised this financial year from the sales of sites at Maddiston and Thornton.

Utility costs are forecast to be £192,000 underspent as detailed in section 9.1.

Soft facility management contract costs are forecast to underspend by £115,000 as detailed in section 9.1.

Portacabin rental costs are forecast to be £11,000 underspent as detailed in section 9.1.

Other property expenditure is forecast to be £9,000 underspent.

The budget rebasing exercise which took place in July accounts for an increase in the full year budget of £164,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 15 of this report.

9.3 Actions to be Taken

Property costs will continue to be closely monitored, especially those initiatives intending to incur significant costs in the final part of the financial year.

10 SUPPLIES & SERVICES

10.1 Year to Date

317 UNDER

Supplies & Services are currently £317,000 underspent, representing 2.1% of budget.

Smoke alarm costs are £212,000 underspent with COVID-19 restrictions impacting the ability to carry out installations.

Hydrant repair costs are £140,000 underspent with the activity undertaken in the early part of the year by the service provider unable to keep pace with the demand required from the Service. Closer partnership working with the service provider, including fortnightly meetings, is now resulting in increased activity.

Uniform purchases are underspent by £105,000 due to a reduction in firefighter recruitment caused by COVID-19.

Mapping charges are underspent by £103,000 due to reduced costs from the Scottish Government.

Catering costs, including those for the training campuses, are £99,000 underspent as the result of lower than budgeted activity due to COVID-19 restrictions.

Scrap cars and timber costs are underspent by £74,000 due to lower than budgeted training activity caused by COVID-19 restrictions.

Stationery, postage and printing costs are underspent by £52,000 mainly due to efficiencies driven by home working.

Subscription costs are £28,000 underspent. This is due to the services provided by the Meteorological Office now being provided free of charge and other memberships no longer being required.

Information technology, including communications and telephony costs, are underspent by £18,000. A delay in the Command and Control Futures (CCF) project means that dual running costs anticipated are not being incurred. Savings are also being realised through the roll-out of a new supplier providing ISDN lines. These savings are partially offset by overspends in respect of; Microsoft Unified Support, cloud services and parallel running costs whilst systems are being migrated.

A delay in the commencement of the Heritage initiative has resulted in an underspend of £14,000.

Conferences & seminars are underspent by £8,000 due to lower than budgeted activity caused by COVID-19.

Personal Protective Equipment (PPE) costs are £321,000 overspent mainly due to the increased demand for items including face masks, aprons and gloves as a result of COVID-19.

Equipment purchases and maintenance are £126,000 overspent. Costs to replace obsolete equipment across the SDAs account for a £146,000 overspend. This is partially offset by an underspend of £20,000 due to closure of the OHCA project.

Advertising costs are £101,000 overspent, mainly due to the launch of the 'Make the Call' campaign. This campaign was in response to a spike in fire fatalities which correlated with the restrictions imposed on households due to COVID-19.

Community initiatives are £57,000 overspent, with SDAs utilising some of the underspends caused by COVID-19 to support and engage with local partners.

Operational equipment non-HQ costs are overspent by £41,000 which includes costs for the standardisation of equipment across the SDAs. This is partially offset by savings in the initiative to deliver incident command packs.

Gym equipment maintenance costs are £13,000 overspent with additional costs being incurred to address outstanding gym equipment maintenance requirements.

Stock adjustments account for a £10,000 overspend.

Published materials are overspent by £4,000 due to the purchase of reference material for use within the Procurement function partly offset by savings in communications.

The budget rebasing exercise which took place in July accounts for an increase in the year to date budget of £137,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 15 of this report.

10.2 Forecast

142 UNDER

Supplies & Services costs are forecast to be £142,000 underspent, representing 0.7% of budget.

Smoke alarms are forecast to underspend by £221,000 as detailed in section 10.1.

Hydrant repairs are forecast to underspend by £140,000 with the service provider planning to increase activity to budgeted levels over the remainder of the financial year.

Uniforms are forecast to underspend by £115,000 as detailed in section 10.1.

Catering costs, including those for the training campuses, are forecast to be £110,000 underspent as detailed in section 10.1.

Mapping charges are forecast to underspend by £103,000 as detailed in section 10.1.

Timber and scrap car costs are forecast to be £75,000 underspent as detailed in section 10.1.

Postage, stationery and printing costs are forecast to underspend by £54,000 as detailed in section 10.1.

Information technology, including communications and telephony costs, are forecast to be £47,000 underspent as detailed in section 10.1.

Subscription costs are forecast to be £28,000 underspent as detailed in section 10.1.

The Heritage initiative is forecast to remain underspent of £14,000 as detailed in section 10.1.

Conferences & seminars are forecast to underspend by £12,000 as detailed in section 10.1.

PPE is forecast to be £350,000 overspent as detailed in section 10.1.

Equipment purchases and maintenance are forecast to overspend by £138,000, as detailed in section 10.1. A forecast overspend of £160,000 to replace obsolete equipment across the SDAs is partially offset by a forecast underspend of £22,000 in respect of the OHCA project.

Advertising costs are forecast to be £102,000 overspent as detailed in section 10.1.

Community Initiatives are forecast to be £95,000 overspent as detailed in section 10.1 with SDA investment in local projects expected to continue.

Gym equipment maintenance costs are forecast to be £53,000 overspent as detailed in section 10.1. with an increase in activity to deliver against raised orders expected in March.

Engineering Inspections are forecast to be £56,000 overspent following an asset verification exercise, taking account of the recent standardisation of Safe Working at Heights (SWAH) equipment across Scotland.

Operational equipment non-HQ costs are forecast to be £51,000 overspent with additional costs to standardise equipment across the SDAs partly offset by savings in the incident command packs initiative.

Laundry costs are forecast to overspend by £40,000 following the award of a new service contract scheduled to commence in March 2021. The new contract provides increased maintenance in respect of contaminants and ensures the service provider can pay the living wage to its employees.

Communications and IT Non Hq funded costs are forecast to be £31,000 overspent. This includes the purchase of a software licence for the Community Risk Index Model (CRIM) initiative, video cameras for use within the Prevention and Protection function and software upgrades.

Stock adjustments are forecast to remain £10,000 overspent however this remains subject to an ongoing review of legacy stocked items.

Published material costs are forecast to be £4,000 overspent as detailed in section 10.1.

Other supplies and services are forecast to underspend by £3,000.

The budget rebasing exercise which took place in July accounts for an increase in the full year budget of £150,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 15 of this report.

10.3 Action to be Taken

This position will continue to be closely monitored.

Opportunities to learn from process changes which have highlighted efficiency savings, should be incorporated into the 21/22 budget.

11 TRANSPORT

11.1 Year to Date

867 UNDER

Transport costs are £867,000 underspent, representing 15.6% of budget.

Fuel costs are £996,000 underspent, the result of reduced activity and lower prices. The reduction in activity levels is linked to fewer AFAs, reduced HFSV and revised FDO arrangements. The fall in fuel prices is a result of the worldwide reduction in the demand for oil. Both factors are directly attributable to COVID-19.

Travel and vehicle hire costs are £626,000 underspent reflecting the restrictions imposed on travel as result of COVID-19.

Vehicle maintenance and Fleet External Contractors are £64,000 underspent. This reflects the reduced operational activity this year, due to COVID-19, resulting in lower demands placed upon fleet. In addition, workshop teams have been adversely affected during the year by COVID-19.

Lease car costs are £20,000 underspent with reduced uptakes of new leases.

Tyre costs are £20,000 overspent due to new legislation and contingency plans caused by the UK leaving the European Union.

The budget rebasing exercise which took place in July accounts for a reduction in the year to date budget of £819,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 15 of this report.

11.2 Forecast

963 UNDER

Transport costs are forecast to be £963,000 underspent, representing 15.7% of budget.

The underspend in fuel costs is forecast to increase to £1,086,000 as detailed in section 11.1. The forecast assumes that prices remain at lower than budgeted levels.

The impact of COVID-19 on travel and vehicle hire costs is forecast to result in an underspend of £690,000.

Vehicle maintenance and Fleet External Contractors costs are forecast to be £80,000 underspent as detailed in section 11.1.

Lease car costs are forecast to underspend by £22,000 as detailed in section 11.1.

Tyre costs are forecast to overspend by £22,000 as detailed in section 11.1.

The budget rebasing exercise which took place in July accounts for a reduction in the full year budget of £893,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 15 of this report.

11.3 Action to be Taken

This position will continue to be closely monitored.

Opportunities to learn from process changes which have highlighted efficiency savings, should be incorporated into the 21/22 budget.

12 THIRD PARTY PAYMENTS

12.1 Year to Date

308 UNDER

Third Party Payments are currently £308,000 underspent, representing 23.5% of budget.

Professional fees are £293,000 underspent due to the following:

- Delays in the Protection of Vulnerable Groups (PVG) initiative account for a £166,000 underspend. This has been caused by the service provider redirecting its resources into fast-tracking NHS PVG applications, during the first three months, to support the national COVID-19 response. Delays in the number of applications that have been processed have also contributed to the underspend.
- The CRIM initiative is underspent by £42,000 mainly due to phase two development of the base model being delayed until 21/22.
- The clinical governance initiative is underspent by £34,000 due to savings in the costs required to deliver the initiative and a delay in the initial tendering process.
- The immunisation initiative has been delayed and is underspent by £32,000.
- The fitness assessment initiative is underspent by £13,000.
- Other professional fees are £6,000 underspent.

Medical reports and physiotherapy fees are underspent by £49,000 and £4,000 respectively due to lower than budgeted activity as a result of COVID-19 restrictions.

Fire Board costs are £48,000 underspent due to reduced travel and overnight accommodation following COVID-19 restrictions.

Court and tribunal costs are overspent by £36,000 following an increase in the number of tribunal cases.

Other Third Party Payments are £4,000 overspent.

The budget rebasing exercise which took place in July accounts for a reduction in the year to date budget of £46,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 15 of this report.

12.2 Forecast

430 UNDER

Third Party Payments are forecast to underspend by £430,000, representing 24.3% of budget.

Professional fees are forecast to underspend by £421,000 due to the following:

- Delays in the immunisation initiative are forecast to result in a £149,000 underspend.
- Activity in respect of the PVG initiative is expected to increase to budgeted levels in March resulting in an underspend of £166,000.
- Costs for the CRIM initiative which are not expected to occur until 21/22 are forecast to result in a £46,000 underspend.
- The clinical governance and fitness assessment initiatives are forecast to underspend by £28,000 and £14,000 respectively as detailed in section 12.1.
- Other professional fees are forecast to underspend by £18,000.

Fire Board costs are forecast to underspend by £56,000 as detailed in section 12.1.

It is anticipated that costs for medical reports will remain below the budgeted level, resulting in a forecast underspend of £52,000.

Physiotherapy fees are forecast to be on budget with activity expected to increase in March.

Court and tribunal costs are forecast to overspend by £39,000 as detailed in section 12.1.

Other Third Party Payments are forecast to overspend by £10,000.

The budget rebasing exercise which took place in July accounts for a reduction in the full year budget of £50,000. This should be considered in conjunction with the variance reported above. Further details are included in Section 15 of this report.

12.3 Action to be Taken

Third Party costs will continue to be closely monitored, especially those initiatives intending to incur significant costs in the remainder of the financial year.

13 FINANCING

13.1 Year to Date 29 UNDER

Financing costs are currently £29,000 underspent, representing 1.9% of budget.

The partial recovery of funds, by the administrator, of legacy investment in Icelandic banks that collapsed in the 2008 financial crisis accounts for the £29,000 underspend.

13.2 Forecast 29 UNDER

Financing costs are forecast to underspend by £29,000, representing 1.2% of budget.

The forecast underspend represents the partial recovery of legacy investments as detailed in section 13.1.

13.3 Action to be Taken

There are no current actions identified as the reporting position is below budget.

14 INCOME

14.1 Year to Date 3 UNDER RECOVERED

Income is currently £3,000 under recovered, representing 0.4% of budget.

Fees and charges are under recovered by £20,000. This follows the cancellation of multi-agency exercises and numerous public events including the Royal Edinburgh Military Tattoo. These events would normally require dedicated firefighter attendance and would incur special service charges.

Income for firefighters on the Modern Apprenticeship programme is under recovered by £42,000. This is caused by COVID-19 restrictions delaying firefighters progressing through the development stages. The income is expected to be recovered in the next financial year.

The budget rebasing exercise which took place in July accounts for a reduction in the year to date income budget of £59,000. This should be considered in conjunction with the variance reported above. Further details are included in Section 15 of this report.

14.2 Forecast

**7 UNDER
RECOVERED**

Income is forecast to be £7,000 under recovered, representing 0.9% of budget.

Fees and charges are forecast to under recover by £26,000 as detailed in section 14.1.

Income for firefighters on the Modern Apprenticeship programme is forecast to under recovered by £46,000 as detailed in section 14.1.

The budget rebasing exercise which took place in July accounts for a reduction in the full year income budget of £65,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 15 of this report.

14.3 Action to be Taken

This position should continue to be closely monitored.

15 BUDGET REALLOCATION

15.1 Following the forecast monitoring position at the end of period three, the Strategic Leadership Team carried out a review of the resource budget across all areas of the Service. This review resulted in the rebasing and reallocation of the budget based on the June 2020 forecast position.

Table 1, below, shows the impact across expense areas of the rebased budget and Table 2 details the initiatives that have been allocated additional funding.

Table 1

Directorate	Budget Rebasing Adjustment Calculated on June 2020 Forecast	Budget Reallocation (see table 2)	Net Impact
Wholetime	(942)		(942)
Control	28		28
Retained	48	(237)	(189)
Support	(352)	202	(150)
Early Retirement Charges			
Training	18		18
Subsistence	(361)		(361)
Other	(3)		(3)
Property Costs	164	1,264	1,428
Supplies & Services	150	721	871
Transport Costs	(893)	177	(716)
Third Party Payments	(50)	2	(48)
Financing	-		-
Income	65		65
			-
Service Total	(2,129)	2,129	0

Table 2

Expense Category	Basis of Budget Reallocation	Value
Employee Retained	RVDS T&C Delay	(237)
Employee Support	Secondment of Strategic Data Analyst to support Future Vision	8
Employee Support	Strategic Review	50
Employee Support	Heritage	64
Employee Support	ESMCP project team	50
Employee Support	Support recant of Johnstone Control Centre	30
Employee Support Total		202
Property	Fire Risk Assessments	100
Property	Bunded Storage	100
Property	Asbestos Surveys	30
Property	Legionella Risk Assessments	64
Property	Condition Surveys	270
Property	Estate Drainage Assesments Survey	250
Property	COVID-19 recovery costs (HQ)	36
Property	COVID-19 recovery costs (N, W & E)	36
Property	COVID-19 - temp sensing equipment	20
Property	Adaptations to create medical exam rooms	30
Property	Repairs and Maintenance budget	250
Property	Station clear outs -skip hire	38
Property	New recruitment banners	40
Property Total		1,264
Supplies & Services	Document Scanning	55
Supplies & Services	Hydrant Repairs	615
Supplies & Services	Incident Command Packs	31
Supplies & Services	Wild fire jacket trial	20
Supplies & Services Total		721
Transport	Hand vibration and noise assessment	100
Transport	Refurbishment vehicles	77
Transport Total		177
Third party	External validation of CRI Model	2
TOTAL		2,129

Forecast Impact of COVID-19 on the 2020/21 Resource Budget

	COVID-19 Costs £000's	COVID-19 Savings £000's	Net (Cost) / Saving of COVID-19 £000's
Wholetime	(1,139)	789	(350)
Control	(228)	-	(228)
Retained	(1,105)	1,429	324
Support	-	90	90
Training	(11)	77	66
Subsistence	-	964	964
Other	-	44	44
Property Costs	(376)	340	(36)
Supplies & Services	(452)	588	136
Transport Costs	-	1,840	1,840
Third Party	-	257	257
Income	(72)	-	(72)
TOTAL	(3,383)	6,418	3,035

Note:

The costs associated with the recovery stage of COVID-19 are not fully reflected in the forecast as several are still being assessed and quantified. All movements in cost will be kept under review and budgets rebased if necessary.

SCOTTISH FIRE AND RESCUE SERVICE
The Board of Scottish Fire and Rescue Service



Report No: B/FCS/07-21

Agenda Item: 17

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	25 MARCH 2021						
Report Title:	CAPITAL MONITORING REPORT 2020/21 – FEBRUARY 2021						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To advise the Board of actual and committed expenditure against the 2020/21 capital budget for the period ending 28 February 2021.						
2	Background						
2.1	The Budget (Scotland) Bill, passed by the Scottish Parliament on 5 March 2020 set Capital DEL funding for the Scottish Fire & Rescue Service (SFRS) at £32.5m for 2020/21.						
2.2	Following a capital re-prioritisation exercise by Scottish Government in June 2020, SFRS was allocated additional Capital DEL funding of £4.350m for 2020/21, to be spent on minor works. The Property Team has developed a Long List of potential minor works projects, predominantly fire station based, to address poor condition, dignified facilities, resilience, carbon reduction and security that will be escalated from future years of the Capital Programme to improve the overall condition and suitability of the estate. In light of this additional funding, the programme has also been realigned to bring forward £0.35million investment in ICT equipment to support ongoing homeworking throughout COVID19 and beyond, in accordance with Health and Safety Executive (HSE) guidance.						
2.3	Capital receipts have been budgeted from the sale of surplus property at Mounthooly (£0.556m) and the sale of non-operational vehicles (£0.194m).						
2.4	Scottish Government's ambition to phase out the need for diesel and petrol cars and vans by 2032, is articulated in Transport Scotland's "Switched On Scotland" action plan. As part of that plan, Transport Scotland awarded SFRS with a Grant of £0.624m in September 2019 for the purchase of Electric Vehicle Charging Points Infrastructure, at various locations across the Service. A further Grant of £2.095m was awarded in November 2020 to lease 62 Low Emission Electric Cars (£0.644m) over a three-year period, and to purchase additional Electric Vehicle Charging Infrastructure (£1.451m).						
2.5	Grant conditions allow for orders to be placed by the end of the financial year, with delivery within the following year. As such, total spend from these grants within this financial year will range between £1.326million and £2.075million.						
2.6	The total revised budget is £39.632m.						

3 Budget Summary																																																																
3.1	<p>Expenditure</p> <table border="1"> <thead> <tr> <th rowspan="3">Category</th> <th rowspan="3">Approved Budget</th> <th colspan="5">Expenditure</th> </tr> <tr> <th rowspan="2">Ordered</th> <th rowspan="2">Received not yet Invoiced</th> <th rowspan="2">Paid</th> <th colspan="2">Total</th> </tr> <tr> <th>£0</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Property – Major Works</td> <td>8,626</td> <td>2,966</td> <td>84</td> <td>5,389</td> <td>8,439</td> <td>97.8</td> </tr> <tr> <td>Property – Minor Works</td> <td>11,322</td> <td>4,620</td> <td>1,198</td> <td>5,504</td> <td>11,322</td> <td>100.0</td> </tr> <tr> <td>Vehicles</td> <td>6,740</td> <td>657</td> <td>1</td> <td>6,082</td> <td>6,740</td> <td>100.0</td> </tr> <tr> <td>ICT</td> <td>5,601</td> <td>1,403</td> <td>171</td> <td>3,641</td> <td>5,215</td> <td>93.1</td> </tr> <tr> <td>Operational Equipment</td> <td>5,268</td> <td>1,238</td> <td>0</td> <td>3,883</td> <td>5,121</td> <td>97.2</td> </tr> <tr> <td>Electric Vehicles Infrastructure</td> <td>2,075</td> <td>1,537</td> <td>285</td> <td>253</td> <td>2,075</td> <td>100.0</td> </tr> <tr> <td>TOTAL EXPENDITURE</td> <td>39,632</td> <td>12,421</td> <td>1,739</td> <td>24,752</td> <td>38,912</td> <td>98.2</td> </tr> </tbody> </table>	Category	Approved Budget	Expenditure					Ordered	Received not yet Invoiced	Paid	Total		£0	%	Property – Major Works	8,626	2,966	84	5,389	8,439	97.8	Property – Minor Works	11,322	4,620	1,198	5,504	11,322	100.0	Vehicles	6,740	657	1	6,082	6,740	100.0	ICT	5,601	1,403	171	3,641	5,215	93.1	Operational Equipment	5,268	1,238	0	3,883	5,121	97.2	Electric Vehicles Infrastructure	2,075	1,537	285	253	2,075	100.0	TOTAL EXPENDITURE	39,632	12,421	1,739	24,752	38,912	98.2
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3.3	<p>Progress During the Month</p>																																																															
3.3.1	<p>Expenditure</p>																																																															
3.3.2	<p>The external façade works are progressing well at McDonald Road, with backing structure rails, brackets and insulation board to street and yard elevations. Sprinkler pipe work installation is progressing for the ground floor after completion of first floor pipe work. The contractor is also progressing specialist envelope design and sprinkler base excavations commenced in rear yard / compound. Ground and first floor screeding is now complete in all available areas. Resources on site are currently limited by the operational restrictions required to ensure a Covid-secure workplace. The situation is being monitored and all options are being explored to maximise resources within a safe environment. The contractor has intimated logistical challenges that prevent them from delivering the Museum concurrently with the main works. A separate tender exercise is now being developed for the Museum.</p>																																																															
3.3.3	<p>Dignified & Development works are progressing with building warrants now agreed for Alloa Fire Station.</p>																																																															
3.3.4	<p>Seven Rescue Pump Chassis were delivered in February, along with one provided car.</p>																																																															
3.3.5	<p>The second issue of PPE to RVDS firefighters is progressing.</p>																																																															
3.3.6	<p>One hundred and ten sets of Safe Working at Height kits have been delivered to date from an order of one hundred and fifty-six. The remaining fifty Gas Tight Suits, from an order of one hundred, were also delivered in the month.</p>																																																															

3.3.7	<p>The Command & Control Futures project received the latest version of the CCMS software from the System supplier. The team continued to configure the solution, data cleanse and carry out test script writing. The UAT process continues, with a significant number of system defects identified, which are being worked on by the System supplier for resolution. The technical and property work to create the Site Acceptance (SAT) facility at Johnstone OC concluded on 5 March. Engineers from the System supplier attended site to complete this work. Cabling and enabling works at Edinburgh OC were also concluded in the first week of March</p>
3.3.8	<p>Orders have been placed for approximately sixty sites for Electric Vehicle Charging points. Ten installations have been completed to date and another fifteen sites have had electrical installations completed and are awaiting the charging points being fitted.</p>
3.4	<p>Progress Anticipated Next Month</p>
3.4.1	<p>Expenditure</p>
3.4.2	<p>All other Property works are expected to progress as planned in the coming month.</p>
3.4.3	<p>Nine panel vans are due to be delivered in March, along with ten pool vans and two Turntable Ladders.</p>
3.4.4	<p>The remaining forty-six Safe Working at Height (SWAH) kits are expected to be delivered before 31 March, along with Thirty-seven sets of ladders, fifty sets of PRE and twelve Water Rescue Boat packages.</p>
3.4.5	<p>The CCF Project Board received a project plan from Airwave on their respective workstreams that are a pre-requisite before the CCMS can go live. But, this timeline impacts on the anticipated go live dates already published for the CCMS. The Project Board has requested the Contingency Sub Group to meet and carry out a review of the go live timeline factoring in the Airwave work streams. This will be presented to the Project Board next month.</p>
3.4.6	<p>The remaining installation works are expected to continue to progress on the EV charging points over the coming months.</p>
3.5	<p>Receipts</p>
3.5.1	<p>The sale of Mounthooly concluded on 26 February, resulting in a receipt of £0.556m.</p>
3.5.2	<p>The contract for Maddiston has been agreed with a licence to occupy issued. Expected receipt of £0.750m due in early 2021/22.</p>
3.5.3	<p>Discussions are ongoing with a prospective buyer for Thornton and awaiting the buyer's demolition warrant. It is hoped that a sale can be concluded within 12 to 18 months.</p>
3.5.4	<p>Receipts to date for the sale of non-operational vehicles total £0.194m, with a net book value of £0.151m. The net book value of £0.151m has been re-invested back into the Fleet Budget.</p>
3.6	<p>Forecast</p>
3.6.1	<p>Appendix A provides the revised forecast spend profile for the full financial year.</p>
3.6.2	<p>Total forecast expenditure is expected to be in line with the revised budgeted figure of £39.632m.</p>

4	Recommendation
4.1	The Board is asked to: (a) scrutinise the level of actual and committed expenditure for the period ended 28 February.
5	Key Strategic Implications
5.1	Financial
5.1.1	Financial implications are detailed within the report.
5.2	Environmental & Sustainability
5.2.1	Environmental and sustainability plans are incorporated within each property project.
5.2.2	Investment in Euro 6 fire appliances and electric light fleet is making a significant contribution to greenhouse gas emissions.
5.3	Workforce
5.3.1	SFRS employees will benefit from this investment in our asset base.
5.4	Health & Safety
5.4.1	The introduction of new appliances, equipment and property, as well as ICT upgrades, will further enhance the health, safety and welfare of employees and the public.
5.5	Training
5.5.1	The capital programme includes significant investment in training facilities.
5.5.2	Where training is required in relation to new assets, this is co-ordinated through project boards, overseen by the Asset Management Liaison Board.
5.6	Timing
5.6.1	This report covers the period up to 28 February 21.
5.7	Performance
5.7.1	Total forecast expenditure is expected to be in line with the budgeted figure of £39.632m.
5.8	Communications & Engagement
5.8.1	Key stakeholders are engaged during project development and implementation.
5.9	Legal
5.9.1	External legal support is in place to facilitate the sale of assets.
5.10	Information Governance
5.10.1	Any applicable information governance implications are addressed during project implementation.
5.11	Risk
5.11.1	There is a risk of delay in some Property projects, due to the same teams working across various sites in Scotland. Therefore, if there is a Covid-19 outbreak within the teams, several projects across the service could be impacted.
5.11.2	Several Fleet vehicles are due to be delivered from Europe over the coming months, but due to EU Exit, there is a risk of delay to these deliveries.

5.12	Equalities	
5.12.1	Equality Impact Assessments are undertaken during project development and implementation, as required.	
5.13	Service Delivery	
5.13.1	The additional budget of £4.350m on minor works was welcomed by the Operational Heads of Functions for all 3 SDA areas. This allocation will target the critical upgrades and repairs to ensure that our frontline stations are wind and water tight. Several other projects are looking at improving dignified facilities and assisting with our environmental impacts across the service.	
6	Core Brief	
6.1	The Director of Finance and Contractual Services advised the Board of actual and committed expenditure against the 2020/21 capital budget for the period ending 28 February 2021.	
6.2	It is currently anticipated that the revised budget of £39.632m will be fully spent by 31 March 2021.	
7	Appendices/Further Reading	
7.1	Appendix A – Revised Forecast spend profile – Capital Programme 2020/21	
Prepared by:	Tracey-Anne Morrow, Deputy Accounting Manager	
Sponsored by:	John Thomson, Head of Finance and Procurement	
Presented by:	Sarah O'Donnell, Director of Finance and Contractual Services	
Links to Strategy and Corporate Values		
Our Money & Our Performance – SFRS Strategic Plan 2019-22		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>SFRS Board</i>	<i>25 March 2021</i>	<i>For Scrutiny</i>
<i>Strategic Leadership Team</i>	<i>23 March 2021</i>	<i>For Noting</i>

Scottish Fire & Rescue Service

Forecast Revised Spend Profile – Capital Programme 2020/21

£000

Category	Budget	Actual				Forecast			
		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Feb	Mar	Total	Variance to budget	Variance (%)
Property – Major Works	8,626	297	1,401	2,600	1,176	3,152	8,626	0	0
Property – Minor Works	11,322	4	510	3,059	3,129	4,620	11,322	0	0
Vehicles	6,740	101	512	1,829	3,642	656	6,740	0	0
ICT	5,601	589	794	969	1,460	1,789	5,601	0	0
Operational Equipment	5,268	1,863	1,215	302	503	1,385	5,268	0	0
Electric Vehicles Infrastructure	2,075	0	0	0	538	1,537	2,075	0	0
TOTAL EXPENDITURE	39,632	2,854	4,432	8,759	10,448	13,139	39,632	0	0
CUMULATIVE TOTAL	39,632	2,854	7,286	16,045	26,493	39,632	0	0	0

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/03-21

Agenda Item: 18

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	25 MARCH 2021						
Report Title:	DRAFT ANNUAL OPERATING PLAN 2021/22						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to present the Board with a first draft of the Annual Operating Plan (AOP) 2020/21 for scrutiny.						
2	Background						
2.1	The Scottish Government Governance and Accountability Framework sets out the Scottish Fire and Rescue Service (SFRS) duty to prepare an Annual Operating Plan each year to support the achievement of the Strategic Plan.						
2.1	The development of the AOP 2021/21 has been carried out in conjunction with all Directorates, taking cognisance of the Year 2 actions of the Strategic Plan three-year Programme of Work and the need to streamline the plan to ensure that critical business and those actions required to deliver our ambitions for change are the main focus of the plan.						
3	Main Report/Detail						
3.1	The draft Annual Operating Plan 2021/22, attached as Appendix A , is presented for scrutiny.						
3.2	Any activity identified as from the Portfolio Office has not been included in this Plan to avoid duplication of reporting and scrutiny. A programme of projects being taken forward for 2021/22 will be reported to the Programme Office Board and Transformation and Major Projects Committee as normal.						
3.3	Due to the development of the three-year Programme, it has been highlighted when actions span more than one year. Year x of x under the action description indicates where this is the case. Milestones therefore may also span over year ends to support the fluidity of business planning across multiple years.						
3.4	The Board are requested to review the actions proposed and confirm that they are appropriate for the AOP 2020/21. In terms of appropriateness consider if actions: <ul style="list-style-type: none"> • Are of interest to and progress needs scrutiny of the Board. • Deliver considerable benefits to our staff, organisation or communities. 						

3.5	Due to the fluid operating landscape that has resulted from the COVID-19 pandemic, the Annual Operating Plan will be kept under review and an update on the extent of the COVID impact on this Plan will be reported to our Board. Any new activities or updates to previously agreed activities will be highlighted on a version controlled document and noted on a change log.
4	Recommendation
4.1	The Board are invited to scrutinise all actions proposed for inclusion in the AOP 2020/21.
5	Key Strategic Implications
5.1	Financial
5.1.1	The Annual Operating Plan 2021/22 contains actions which will support the SFRS in strengthening financial management arrangements.
5.1.2	Directorates propose actions on the understanding that they can secure sufficient financial resources to ensure delivery. Any financial implications arising from any individual action will be brought before Strategic Leadership Team (SLT) and the Board as appropriate.
5.2	Environmental & Sustainability
5.2.1	The Annual Operating Plan 2021/22 contains actions which supports SFRS commitment to protecting the environment and achieving greater sustainability.
5.2.2	Action owners are responsible for identifying any environmental impact that may arise as a result of their action.
5.3	Workforce
5.3.1	The Annual Operating Plan 2021/22 contains actions which supports SFRS commitment to developing its workforce.
5.3.2	Directorates propose actions on the understanding that they can secure sufficient workforce resources to ensure delivery. Any workforce implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.3.3	Action owners are responsible for ensuring any support required from others to deliver the action is secured for the year ahead.
5.4	Health & Safety
5.4.1	The Annual Operating Plan 2021/22 contains actions which supports SFRS commitment to health, safety and wellbeing.
5.5	Training
5.5.1	Action owners are responsible for identifying any training implications that may arise in the delivery of their actions.
5.6	Timing
5.6.1	The Annual Operating Plan presented covers the period 1 April 2021 to 31 March 2022.
5.7	Performance
5.7.1	Quarterly performance reporting on progress will be presented to the Senior Management Board, Strategic Leadership Team and the SFRS Board.
5.8	Communications & Engagement
5.8.1	Action owners are responsible for ensuring communication and engagement is carried out when appropriate to ensure successful delivery and implementation of their actions.

5.9	Legal	
5.9.1	Delivery of the Annual Operating Plan meets with the requirements of the Governance and Accountability Framework.	
5.10	Information Governance	
5.10.1	The collation or use of personal data is not required in the preparation of the AOP. A Data Protection Impact Assessment (DPIA) is therefore not applicable.	
5.10.2	Action owners are responsible for identifying any relevance and carrying out a DPIS on the delivery of their actions.	
5.11	Risk	
5.11.1	Directorates are responsible for identifying and managing any risks associated with the delivery of the Strategic Plan. Actions identified within the Annual Operating Plan 2021/22 supports the management of any corporate risk.	
5.11.2	Any risks arising from any individual actions will be brought before SLT and the Board through the normal risk management channels.	
5.12	Equalities	
5.12.1	An Equality and Human Rights Impact Assessment will be carried out on the Annual Operating Plan 2020/21 once agreed and prior to submission to the Board for final approval.	
5.13	Service Delivery	
5.13.1	Action owners are responsible for ensuring any support required from others to deliver the action is secured for the year ahead.	
	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications presented the draft Annual Operating Plan 2021/22 to the Board for scrutiny and approval.	
7	Appendices/Further Reading	
7.1	Appendix A – Draft Annual Operating Plan 2021/22	
Prepared by:	Louise Patrick, Planning and Performance Officer	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Performance	
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Links to Strategy and Corporate Values		
The Scottish Fire and Rescue Service (SFRS) is directed to produce an Annual Operating Plan through the Governance and Accountability Framework set out by the Scottish Government. The Annual Operating Plan is produced each year to support the delivery of the SFRS Strategic Plan and uphold corporate values.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Management Board</i>	<i>17 February 2021</i>	<i>For Recommendation</i>
<i>Strategic Leadership Team</i>	<i>12 March 2021</i>	<i>For Decision</i>
<i>SFRS Board</i>	<i>25 March 2021</i>	<i>For Scrutiny</i>

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

ANNUAL OPERATING PLAN 2021/22

April 2021 – March 2022

Safety. Teamwork. Respect. Innovation.

Introduction

To strengthen SFRS's business planning arrangements, the Service created a 'Strategic Plan Three-Year Programme of Work' which details how we will achieve our strategic objectives over the lifetime of the Strategic Plan 2019-22.

This Annual Operating Plan is derived from this overarching corporate plan and has 27 actions that will be carried out throughout this reporting year.

The Annual Operating Plan 2021/22 has been structured to show the actions we will take to achieve the four outcomes set within the Strategic Plan 2019-22, see below. Although work for Directorates may naturally fall into just one on the below Outcomes, it is important to note that no single Directorate is responsible for the sole delivery of any of the Outcomes.

- **Outcome 1** – Our collaborative and targeted **prevention** and protection activities improve community safety and wellbeing and support sustainable economic growth
- **Outcome 2** – Our flexible operational model provides an effective emergency **response** to meet diverse community risks across Scotland
- **Outcome 3** – We are a great place to work where our **people** are safe, supported and empowered to deliver high performing innovative services
- **Outcome 4** – We are fully accountable and maximise our **public value** by delivering a high quality, sustainable fire and rescue service for Scotland.

The Annual Operating Plan is made up of key improvement actions. Many these actions are wide-reaching and significant in scale, and as such, there will be a requirement to carry these forward into future years for completion. Progression of actions during this specific operating period will be demonstrated through the achievement of specific key milestones. Only those milestones scheduled to commence in this operating period have been included within this plan. Additional milestones will be detailed in future operating plans to support the achievement of these actions.

Operating during COVID-19

This Plan was created during the second national lockdown in Scotland as a result of the coronavirus pandemic. We have considered this operating landscape and our amended working practices during its development. However, it remains impossible for now to know the longer-term impact the virus will have upon the Service and staff.

As the Service emerges from the initial impacts of the national lockdown and moves from a response to a recovery, reset and renew mode, the implications on how the Service works and the issues we will have to manage will become more apparent. The Senior Management Board (SMB) will oversee all recovery work on behalf of the Service, and this will have significant impacts for all directorates. As the scale and impact of that work becomes apparent it will also have an impact on the content of the Annual Operating Plan 2021/22. We fully anticipate that the impact on our staff will be significant as we re-orientate towards and through the recovery period. Consequently, this will have significant impacts on the workloads of all directorates.

At this stage of the planning process the full impacts of recovery work are not fully known. It is certain that new actions for directorates will arise over the course of the year and will be incorporated into the Annual Operating Plan. Conversely, this may mean actions currently included are amended or postponed into future years as directorates re-prioritise their workloads accordingly. Any such changes will be managed

through the SMB and will be reported to both the Strategic Leadership Team (SLT) and the Board for scrutiny purposes.

As such, this document will remain flexible ensuring that we can amend matters as new priorities arise within our changing operating environment. As the Plan changes, an updated version will be published with any new activities or updates clearly highlighted.

Actions will be progressed where possible, but our primary focus will be to continue to protect our people so that they can keep delivering an effective service for Scotland.

Monitoring Progress

The Head of Governance, Strategy and Performance will lead the production and co-ordination of the Annual Operating Plan and subsequent quarterly updates on behalf of the SMB. Progress reports on the Annual Operating Plan will be prepared each Quarter in the form of the Combined Risk and Performance Report. These will be monitored by the SMB who will adopt a planning and performance scrutiny role. Reports will then be shared with the SLT and the Board for scrutiny and/or noting.

SMB, who also scrutinise our Portfolio of Projects, will give our senior managers insight into the delivery requirements of our strategic activities and ensure effective delivery.

Business as Usual Activity

The Annual Operating Plan complements the many business as usual (BAU) activities that take place across the organisation. BAU activities are the normal, ongoing day to day activities of a function, team or individual which are essential to the sound operation and delivery of our services. Although not included in the Annual Operating Plan, these activities require significant resources from each of our Directorates. The planning processes implemented when developing this Plan, however, ensure that the Annual Operating Plan is flexible enough that it can be delivered alongside our BAU activities.

Each day our front-line services stand ready to respond. To enable an effective and safe response, we need to have the right people with the right skills in the right place at the right time. Significant time and effort is expended in making sure our crews and commanders are sufficiently prepared and trained, and have the right equipment and information, to deal with any type of emergency or challenge they face.

In equal measure, we are also committed to preventing emergencies happening in the first place. We work tirelessly across Scotland with national and local groups, businesses and individuals to deliver targeted messages and services to improve their safety and that of others.

Our front-line services cannot be delivered without our support functions which manage the general maintenance and security of our assets such as our ICT equipment and infrastructure, property, fleet and operational equipment. Support functions also protect our finances; making sure we have efficient transactional processes so that we can pay our people and suppliers, procure goods and services, and that we are able to keep accurate accounting records which are subject to intense scrutiny on an annual basis.

In carrying out our day to day business we must always operate responsibly, ethically and legally, with openness and transparency. Our ongoing management and assessment of risks and performance, and of our records and data, ensure that our leaders are afforded the best information to support decision making. We also make information available to our staff and the public through various accessible communication platforms, which further enables openness and transparency.

Most importantly, the SFRS would not be the highly regarded organisation it is without its people. On a day to day basis we manage a wide range of people policies and procedures to support and protect those that work for us. We manage employee benefits and health and wellbeing support arrangements to ensure that

our people feel valued and motivated. Our ongoing resourcing processes and development opportunities also ensure that we can continue to deliver first class services to the people of Scotland.

Portfolio Office

As well as our BAU activity and the Annual Operating Plan actions that follow, key change and improvement projects will also be progressed during the year. Determined by the high level of risks associated with their delivery, these projects will be managed and scrutinised through our Portfolio Office arrangements.

Different from the actions of the Annual Operating Plan, these projects will be overseen by our Senior Management Board, as a Programme Office Board, and progress scrutinised by the relevant Committee.

Further work on our forward planning will be carried out during this year to understand more fully the combined impact of Improvement Projects, Annual Operating Plan actions and BAU on our capacity.

The list below indicates what projects we are progressing this year. Please note that this list is current as at January 2021 and may be revised during the year:

Outcome	Programme	Project	Start Date	Due Date
1 – Prevention	Change Portfolio	Safe and Well	Apr-18	Sep-21
2 – Response	Change Portfolio	Mass Casualty Events	TBC	TBC
	Change Portfolio	Out of Hospital Cardiac Arrest	Feb-18	Jan-21
	Operations Function	RVDS Strategy	Sep-18	Mar-23
	Service Delivery Model	Demand Based Watch Duty Systems	Jun-18	TBC
	Service Delivery Model	Station & Appliances Review	May-19	TBC
	Service Delivery Model	Community Risk Index Model	May-19	TBC
	Major Projects	Command and Control Phase 2	Jan-14	Dec-21
	Major Projects	Emergency Services Network Implementation	May-19	Mar-24
3 – People	Major Projects	Protection of Vulnerable Groups (PVG) Scheme	May-19	Mar-21
4 – Public Value	Major Projects	McDonald Road Redevelopment and Museum of Fire	Apr-17	Jul-21
	Major Project	People, Training, Finance and Asset Management System	Jun-19	Mar-24
	Major Projects	West Asset Resource Centre	-	Dec-22

Strategic Outcome 1: Prevention

Our collaborative and targeted prevention and protection activities improve community safety and wellbeing and support sustainable economic growth.

S01: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review and revise the Unwanted Fire Alarm Signal (UFAS) Strategy. (Year 2 of 2)	Conduct options appraisal of models for responding to Automatic Fire Alarm actuations, and identify preferred option following public consultation.	Jan-21	Dec-21	Service Delivery (P&P)	SR2, SR3
	Develop plan for implementing preferred option.	Jan-22	Mar-22	Service Delivery (P&P)	SR2, SR3

Purpose: This action forms part of a programme of work that has commenced to prioritise and manage the change from the Service's existing UFAS approaches to a new UFAS Demand Management Framework. The Framework will integrate key strategies, including resource allocation and partnership working and provide clarity and cohesiveness on what we will be doing to reduce UFAS and how we will work with partners to tackle the challenges of reducing the unwanted Automatic Fire Alarms (AFA) that cause them in the first place.

SO1: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences to ensure compliance with relevant legislation. (Year 2 of 3)	Review existing Youth Engagement and Adult Safeguarding materials and associated policies to ensure they are in line with legislation and reflect service/community requirements.	Apr-20	Sep-21	Service Delivery (P&P)	SR3, SR4
	Design a training framework for personnel and volunteers to ensure robust health and safety and safeguarding for CYP operational drills.	Apr-21	Apr-22		
	Review SFRS and external national policy to identify legislative duties, and / or named partner role in relation to safeguarding.	Apr-21	Jun-21		
	Identify how SFRS can meet legislative duties identified through the provision of guidance and training and provide recommendations for implementation.	Apr-21	Sep-21		

Purpose: This action will ensure compliance with relevant legislation. It will also promote diversity and help to ensure that young people are safe from fire and personal harm. The review of adult safeguarding will ensure legislative compliance and assist with agreed adult safeguarding referral pathways. Understanding the contributory factors, missed intervention opportunities, trends and

outcomes from Case Conferences ensures that SFRS can adjust strategy and tactics to target the members of our communities at risk.

S01: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Agree and implement a SFRS specific Fire Safety Enforcement (FSE) Competency Framework to align with national guidance. (Year 1 of 1)	Agree and implement a SFRS specific competency Framework that will outline the competency standards and skills required of FSE teams.	Apr-21	Mar-22	Service Delivery (P&P)	SR3, SR4, SR5
	Seek and produce a development pathway for FSE that will maintain skills and provide a dedicated promotion pathway within the function.	Apr-21	Mar-22		
	Implement and procure an accredited training package for new Fire Safety Enforcement and Fire Engineering officers which aligns to the agreed Competency Framework.	Apr-21	TBC		
	Undertake a review of the risk rating methodology to determine local and national priorities in line with the National Fire Chiefs Council review into Risk Based Inspection Programs.	Apr-21	Mar-22		
Purpose: Following the work undertaken post Grenfell, the importance of competency is being reinforced across all sectors. This action will reduce risk to the organisation from challenge in competency and provide a framework to ensure all FSE teams are adequately trained, skilled and maintaining their competence. This will also retain the skills developed within the function through a development pathway and consider any revisions required to manage community risk.					

S01: Action 4	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Manage the commissioning of the new SFRS museum. (Year 1 of 1)	Identify and agree the Museum layout and exhibits.	Apr-21	May-21	Service Delivery (P&P)	SR3, SR5
	Agree the Museum resources and organisation, including recruitment of staff.	Apr-21	Aug-21		
	Construction and fit-out of the Museum.	Jun- 21	Sep-21		
	Recruit volunteers and develop policies and procedures to operate the Museum.	Apr-21	Sep-21		
	Open the Museum to the Public.	Sep-21	Nov-21		

Purpose: SFRS are committed to the design and development a fire museum, located at McDonald Road, Edinburgh, to showcase Scotland's rich fire history. This action will see SFRS work with the Fire and Rescue Heritage Scotland Board to commission and develop *The Museum of Scottish Fire Heritage*. The Museum will act as a key engagement tool for the Service, supporting Prevention and Protection work through the museum content and associated engagement sessions.

Strategic Outcome 2: Response

Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.

SO2: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Complete the development phase to produce and publish an SFRS Operations Strategy. (Year 2 of 2)	Production of an Operations Strategy.	Apr-21	Mar-22	Service Delivery (Operations)	SR1, SR3, SR8

Purpose: This action will see the production of a coherent strategy that details how Service Delivery will support the SFRS Strategic Plan. It will help identify how we will provide greater access to specialist resources tailored to local needs; protect and enhance the frontline; and will improve community resilience through partnership working and collaboration.

SO2: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Plan and deliver a number of national events taking place across Scotland during 2020/21 and ensure that SFRS Operational Response remains resilient throughout these events. (Year 2 of 2)	Conference of the Parties (COP26) - Planning.	Dec-19	Nov-21	Service Delivery (Operations)	SR3
	COP26 - Engagement with multi-agency partners.	Dec-19	Nov-21		
	COP26 - Delivery.	Oct-21	Nov-21		
	COP26 - Recovery.	Nov-21	Dec-21		
	COP26 - Reporting/Debrief.	Nov-21	Mar-22		

Purpose: This action will ensure that SFRS has C3 (command, control and coordination) preparations in place to deal with the expected impact over and above business as usual for significant, planned national events. The above milestones relate to the specific actions for this reporting year.

SO3: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Introduce a Clinical Governance regime for Operational Patient Care. (Year 1 of 1)	Prepare and deliver a Memorandum of Understanding between the SFRS and the Scottish Ambulance Service for Clinical Governance.	Apr-21	Jul-21	Training, Safety and Assurance	SR1, SR3, SR4, SR5, SR6, SR7.
	Oversee a Clinical Governance Review of current medical / trauma training and practices within SFRS.	Aug-21	Dec-21		
	Produce a report with recommendations arising from the Clinical Governance Review.	Jan-22	Feb-22		

Purpose: This action will introduce clinical governance which is embedded in all aspects of first aid and casualty care. As we provide casualty care to members of the public who are injured at the scene of an emergency incident, clinical governance will ensure that appropriate risk assessments are made and training needs are defined, relevant and delivered to the required standards with equipment that is fit for purpose.

Strategic Outcome 3: People

We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

SO3: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values. (Year 2 of 3)	Implement the Building the Future Together Programme (Organisational Effectiveness and Staff Engagement Framework) enabling the foundation and conditions for the delivery of the Future Vision.	Oct-20	Sep-23	People and Organisational Development	SR5

Purpose: This action will see the implementation of the Building the Future Together Programme. This Framework aims to create the environment and conditions to support our workforce to think innovatively, empower our leaders, build on our skills, competencies and behaviours and deliver a service that is 'fit for the future'. All of this must be built on a foundation of clear structures, systems and processes to ensure that our organisational infrastructure can support the future direction of travel.

SO3: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Deliver Strategic Workforce Planning and Resourcing. (Year 1 of 2)	Strengthen and continually review our approach to Strategic Resource Planning, ensuring that SFRS current and future workforce needs are understood and planned for.	Apr-20	Mar-23	People and Organisational Development	SR5
	Develop and deliver a recovery strategy for of all staff groups to address impact of reduced resourcing activity due to the COVID-19 pandemic.	Apr-21	Mar-23		
	Progress a review of Recruitment and Selection methods and assessments for all staff groups and deliver a continuous improvement programme of activity to ensure all associated processes and practices are consistent, fair and transparent.	Apr-21	Mar-23		

Purpose: This action will ensure a strategic focus is maintained on our ability to have our workforce resourced to delivery our statutory responsibilities.

SO3: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Strengthen SFRS approach to Talent Management and Development which identifies and develops capacity and capability at all levels. (Year 3 of 3)	Implement Leadership Development Centres in support of the SFRS Strategic Workforce and Resource Plan priorities and wider succession planning.	Apr-20	Mar-22	People and Organisational Development	SR5
	Complete virtual implementation and evaluation of the Leadership for Change Programme across identified Middle and Strategic Manager target audience.	Apr-20	Sep-22		
	Review Learning Needs Analysis arrangements and implement learning partner arrangements to remain responsive organisational operating environment and employee requirements.	Apr-21	Mar-22		
Purpose: This action will enable us to continue to strengthen the leadership capability and capacity at all levels within the Service via the delivery of our Leadership Development Programmes, in line with the business planning cycle. The implementation of learning partner arrangements will enable responsive alignment of development initiatives and resources to complex and uncertain organisational operating environment and resulting employee requirements.					

SO3: Action 4	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Strengthen arrangements to help support and improve staff general wellbeing to safely and effectively undertake their roles. (Year 2 of 4)	Deliver planned actions as detailed in the Clinical Governance Action Plan structured around the key themes of Clinical Audit, Clinical Effectiveness, Staff Management, Education and Training, Service User Experience, Information Management.	Apr-20	Mar-24	People and Organisational Development	SR4, SR5
	In collaboration with external partners, undertake research project to inform SFRS fire ground fitness assessment and introduce muscular strength and endurance assessments.	Apr-21	Mar-22		
Purpose: This action will provide proactive and innovative approaches to support managers and staff to ensure that individuals have the physical abilities to be safe and effective in their role and reduce periods of absence associated with health conditions. This will include the promotion and development of physical fitness to reduce risk of individuals being removed from operational duty due to physical fitness, reduce risk of musculoskeletal injury and associated absence.					

SO3: Action 5	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement the Mental Health Strategy to promote and mainstream positive mental health. (Year 1 of 3)	Integrate mental health and wellbeing into training and leadership development programmes.	Apr-21	Mar-23	People and Organisational Development	SR4, SR5
	Establish and implement the annual health campaign calendar.	Apr-21	Mar-22		
Purpose: This action will help to ensure that the mental health and wellbeing of our staff is supported by providing early and ongoing tools and interventions to help prevent long-term absences relating to mental health. It also aims to develop a culture of openness and stigma reduction by providing mental health awareness and training to support managers' awareness of mental health issues and provide guidance on how to support employees.					

SO3: Action 6	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Progress the development of an in-house Health and Safety Management Information System (HSMIS). (Year 2 of 2)	Launch Premise Inspection, Risk Assessment and Manual Handling Assessment modules.	Apr-21	Jun-21	Training, Safety and Assurance	SR4, SR5
	Complete programme of technical design and development of: Workplace Transport; First Aid; and Control of Substances Hazardous to Health Regulations.	Apr-21	Jul-21		
	Test and launch modules: Workplace Transport; First Aid; and Control of Substances Hazardous to Health Regulations.	Jul-21	Sep-21		
	Complete programme of technical design and development of PUWER and Fire modules.	Jul-21	Oct-21		
	Test and launch PUWER and Fire modules.	Nov-21	Feb-22		
Purpose: This action will provide SFRS with an electronic system to record and monitor Health and Safety events reducing the administrative burden on staff and increasing reporting capability. The system will reflect SFRS' procedures, templates, policy and statutory requirements e.g. risk assessments and manual handling.					

SO3: Action 7	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop a SFRS Communications and Engagement Strategy for 2021-23. (Year 1 of 2)	Review and benchmark communications strategies from other organisations.	Jul-21	Sep-21	Strategic Planning, Performance and Communications	SR8
	Engage with Strategic Leadership Team/Senior Management Board to identify what gaps need to be addressed in an SFRS Communications and Engagement Strategy.	Jul-21	Sep-21		
	Draft overarching Communications Strategy framework and principles and identify key areas for development.	Oct-21	Dec-21		
	Publish final Communications and Engagement Strategy.	Jan-22	Mar-22		
Purpose: This action will provide a document that outlines how we plan to communication with our staff, the public and our stakeholders. The Strategy aims to improve communications to these groups leading to them being better informed and engaged with our activities and messaging.					

Strategic Outcome 4: Public Value

We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

SO4: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Maintain and develop robust Cyber Security minimising the opportunity for Cyber-attack on SFRS ICT architecture and systems. (Year 2 of 3)	Recruit and embed additional Cyber Security staff in ICT.	Apr-21	Sep-21	Service Development	SR6, SR5
	Complete actions from annual penetration test.	Apr-21	Mar-22		
	Develop and implement annual cyber security training refresh for all staff.	Jul-21	Dec-21		
<p>Purpose: Cyber threats to SFRS continue to develop and require continuing vigilance, controls and awareness to protect SFRS systems and infrastructure. This action aims to introduce measures that minimise the opportunity for cyber-attacks, including the use of technical controls within the ICT function and the provision of training to all staff to ensure that they can identify cyber security risks and know how to report them.</p>					

SO4: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement the new Wide Area Network. (Year 1 of 1)	Complete pre-implementation activity including approved design.	Apr-21	Jun-21	Service Development	SR6
	Implement high priority sites.	Apr-21	Dec-21		
	Complete full implementation to all sites.	Sep-21	Mar-22		
<p>Purpose: This action aims to develop and further strengthen our ICT infrastructure by providing improved robustness and resilience of connectivity at all SFRS locations via the implementation of a new Wide Area Network.</p>					

SO4: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop and publish the SFRS Digital Strategy 2021-2024 (Year 1 of 1)	Complete research and development for the Digital Strategy.	Apr-21	Jun-21	Service Development	SR6
	Carry out consultation and engagement.	Jul-21	Oct-21		
	Gain approval and publish the SFRS Digital Strategy.	Oct-21	Dec-21		

Purpose: This action will provide a document that outlines the Service's strategy for digital transformation in line with our future's vision and the SFRS Strategic Plan.

SO4: Action 4	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop the structure of the Service Development Directorate to support the delivery of the SFRS change ambition and change portfolio. (Year 1 of 1)	Appointment of Change Management posts in line with 2020 Structure Review and available financial envelope.	Apr-21	Mar-22	Service Development	SR7, SR8
	Appointment of Change Delivery posts in line with 2020 Structure Review and available financial envelope.	Apr-21	Mar-22		
	Appointment of Change Support posts in line with 2020 Structure Review and available financial envelope.	Apr-21	Mar-22		

Purpose: The Service Development Directorate was formed in March 2020 with the overarching purpose of providing the bridge between strategy and implementation, through the coordination of activity and delivery of access to a full suite of change management, change delivery and service improvement capabilities, all within a single location. This action will see the creation of an appropriate Directorate structure with the embedded capacity and capability required to deliver against the SFRS change ambition and agreed change portfolio.

SO4: Action 5	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement Portfolio, Programme and Project approach to managing change across the SFRS. (Years 2 of 2)	Managing Successful Programmes Training.	Nov-20	Mar-22	Service Development	SR7, SR8
	Senior Responsible Officer and Executive Lead Training for Strategic Leadership Team and Senior Management Board.	Apr-21	Mar-22		

Purpose: This action will introduce a Portfolio approach, replacing the previous programme approach, to delivering change that will assist us to successfully manage major projects on time and to cost. Additionally, this approach helps us meet the requirements of the Government Gateway Review carried out in February 2020.

SO4: Action 6	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement Year 2 Actions from the Carbon Management Plan 2020-2025 (Year 2 of 5)	Install Electric Vehicle Charging to corporate hubs and rural wholetime Watch Manager Stations.	Apr-21	Mar-22	Finance and Contractual Services	SR8, SR7, SR6, SR4
	Photo voltaic installations to corporate hubs and larger wholetime stations.	Apr-21	Mar-22		
	Installation of Building Management Systems to larger premises.	Apr-21	Mar-22		

Purpose: Our Carbon Management Plan, in response to the Scottish Government's Emergency Climate, is a legislative commitment. This action will see delivery of our Year 2 actions within the Plan which seek to reduce of carbon footprint and provide a cleaner environment to the communities of Scotland.

SO4: Action 7	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop formal Fleet Strategy 2022-2032, with clear links to the Carbon Management Plan 2020-2025 and associated strategies. (Year 1 of 1)	Present draft Fleet Strategy to Asset Management Liaison Board.	May-21	Sep-21	Finance and Contractual Services	SR4, SR6, SR7, SR8
	Undertake internal consultation on draft Strategy.	Oct-21	Dec-21		
	Present Strategy to Strategic Leadership Team.	Jan-22	Jan-22		

Purpose: This action will provide a document that outlines how we will manage SFRS Fleet, in collaboration end users, to meet the needs of a changing modern fire and rescue service that is committed to the reduction of its carbon footprint.

SO4: Action 8	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Complete decommissioning of fuel sites identified as environmental concerns – surplus. (Year 1 of Year 1)	Commence three-year decommissioning plan.	Feb-21	Feb-24	Finance and Contractual Services	SR4, SR5, SR6
	Upgrade and modernise existing Fuel sites to provide enhanced resilience.	May-21	Dec-21		
<p>Purpose: An Audit of Fuel Management Arrangements was undertaken in 2018 where a recommendation was made to implement a long-term strategy for bulk fuel tanks, including a decommissioning programme. This action will ensure that surplus fuel sites are decommissioned, addressing the risk of degrading tanks causing seepage and the resultant impact on the wider environment.</p>					

SO4: Action 9	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement Employee Self Service (ESS) for all employees within iTrent, as a precursor to future development within the PTFA project. (Year 1 of 3)	Complete support staff transition from paper process to ESS.	Apr-21	May-21	Finance and Contractual Services	SR5, SR7
	Review lessons learned from wholtime pilots (North and East).	Mar-21	Apr-21		
	Rollout of ESS wholtime employees.	Apr-21	Jun-21		
	Complete wholtime transition from paper process to ESS.	Jul-21	Sep-21		
	Post project review and benefits realisation.	Oct-21	Dec-21		
<p>Purpose: This action will reduce administrative burden on the Service by introducing an online self-service tool for all staff. The tool allows staff to complete a range of administrative tasks including booking leave, updating personal details, viewing payslips and making overtime/other allowance claims. As well as reducing the administrative burden on the Service, the tool aims to improve employee experience by moving away from paper-based processes.</p>					

SO4: Action 10	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership. (Year 1 of 3)	Review current LGPS arrangements.	Apr-21	Jun-21	Finance and Contractual Services	SR7, SR4
	Design and agree options to take forward.	Jul-21	Sep-21		
	Consultation on options with employees.	Oct-21	Dec-21		
	Procure/select provider.	Jan-22	Mar-22		
Purpose: The Service currently administers multiple Pensions under the Local Government Pension Scheme (LGPS). This action would reduce that administrative burden by exploring opportunities to consolidate LGPS membership and ensure that we achieve best value for employer contributions.					

SO4: Action 11	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement robust sustainable arrangements for the mainstreaming of equality, diversity, inclusion and human rights. (Years 3 of 3)	Develop and introduce revised Equality Outcomes.	Jun-20	Apr-21	People and Organisational Development	SR4, SR5
	Co-ordinate SFRS response to existing and emerging equality related obligations and raise profile of SFRS as leader in equality, diversity, inclusion and human rights.	Apr-20	Mar-22		
Purpose: There is a legal obligation for the SFRS to mainstream equality across functions, employment practice, service provision and into corporate governance arrangements. This action will result in Equality Outcomes that are aligned with SFRS strategic priorities and provide a means to track the equality impact of our employment practices and service provision on equality groups.					

SO4: Action 12	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review the SFRS Corporate Governance Framework. (Year 1 of 3)	Create a new and updated SFRS Governance Framework.	Apr-21	Mar-22	Strategic Planning, Performance and Communications	SR3, SR4
Purpose: As part of our on-going commitment to good governance, this action will ensure that the intelligence gathered via the annual governance review and ongoing improvement work will be used to refresh the SFRS Governance Framework.					

SO4: Action 13	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Create a structure for the Service Delivery Directorate that recognises the relationship between its constituent Functions. (Year 1 of 2)	Review the arrangements and structures for Business support, Central staffing and the wider Service Delivery Area models.	Sep-20	Mar-22	Service Delivery	SR1, SR3
	Re-align budgets to provide management capacity to undertake wider Prevention and Protection structure review.	Apr-21	Sep -21		
	Undertake a mapping exercise to establish legislative requirements of Prevention and Protection Delivery.	Sep-21	Dec-21		
	Establish existing and future resource requirements to maintain legislative compliance with the Prevention and Protection Structure.	Jan-22	Mar-22		
Purpose: The Service Delivery Directorate was created in 2020 and saw the amalgamation of Operations, Prevention & Protection, and Service Delivery Areas. This action will examine the structures, work, working practices and cultures of each of these functions to ensure a positive transition from standalone entities to an integrated and equal partnership within the Service Delivery Directorate.					

Appendix 1: Strategic Risks Table

Strategic Risk	Risk Description
SR1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services.
SR2	Ability to reduce the number of unwanted fire alarm signals and associated occupational road risk.
SR3	Ability to collaborate effectively with partners and communities, to enhance service delivery and best value.
SR4	Ability to ensure legal and regulatory compliance.
SR5	Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally.
SR6	Ability to have in operational use the necessary assets, equipment, supplies and services to enable the smooth running of the organisation, that exploit available technologies and deliver public value.
SR7	Ability to deliver a high quality, sustainable service within the funding envelope.
SR8	Ability to anticipate and adapt to a changing environment through innovation and improved performance.
SR9	While Covid-19 remains a threat to health, the ability of SFRS to protect staff, partners and the public while meeting service delivery demands.



SCOTTISH
FIRE AND RESCUE SERVICE

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www.firescotland.gov.uk

Annual Operating Plan 2021/22
Version 1: February 2021

SCOTTISH FIRE AND RESCUE SERVICE
The Board of Scottish Fire and Rescue Service



Report No: B/SPPC05-21

Agenda Item: 19

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	25 MARCH 2021						
Report Title:	SFRS BUSINESS INTELLIGENCE STRATEGY AND 2021/22 ACTION PLAN						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to present the Scottish Fire and Rescue Service (SFRS) Business Intelligence Strategy (Appendix A) and Action Plan for 2021/22 to the members of the SFRS Board for information.						
2	Background						
2.1	At the start of 2020 the Business Intelligence (BI) Review looked at SFRS existing approach and capacity for BI and made some recommendations for the service to consider. One of those recommendations was that the Service produce a BI Strategy before the end of 2020.						
2.2	The draft SFRS BI Strategy was presented to SLT in December where it was approved subject to final changes.						
2.3	The strategy sets out the principles and priorities for the development of BI across SFRS over the next 3 years.						
2.4	The 21/22 action plan for the BI Strategy sets out the key tasks for the year ahead. Progress against this action plan (and strategy) will be reported to the Good Governance Board (GGB) on a quarterly basis.						
3	Main Report/Detail						
3.1	The Draft SFRS Business Intelligence Strategy 2021-2024 sets out a vision for the Services approach to improving BI and data management in order to bring about improvements in analysis and insights across the Service. The Vision statement is; <i>The SFRS will become an exemplar of BI for Fire and Rescue Services by 2025. The Service will build expertise in information management, analysis and data science and shift from transactional data activity to high value analysis and intelligence which will bring about improvements in the way the SFRS works.</i>						
3.2	The strategy also attempts to set out some of the main benefits, principles and priorities of pursuing a strategic approach.						

3.3	<p>The intended benefits are listed as;</p> <ul style="list-style-type: none"> • Improved decision-making • Improved prioritisation • Improved public safety • Improved organisational reputation • Better strategic planning • Better risk management • Engaging use and presentation of data • Identifying potential efficiency gains • Improved understanding of performance information • Improved insights into customer and staff satisfaction • Overall improvement in insights and relevant research • Reduced stressors on staff
3.4	<p>The suggested principles of the SFRS approach are;</p> <ul style="list-style-type: none"> • A Single version of the Truth. • Customer Focused Business Intelligence • Good Design and sound methods • Data as an asset
3.5	<p>The suggested priorities for the strategy are;</p> <ul style="list-style-type: none"> • Demonstrate Innovation and Collaboration • Deliver Collaborative Product Design, Development and Assurance • Develop and Use New Analytical Tools and Techniques • Focus on Data Discovery • Make best use of Data Visualisation • Develop and Deliver Predictive Analysis • Demonstrate the use of Machine Learning and Artificial Intelligence • Commitment to Open Data • Develop our People and Skills • Continue to Develop our approach to Statistics • Demonstrate detailed understanding of performance • Demonstrate Good Governance
3.6	<p>These priorities are intended to run for the lifetime of the strategy and will form the framework for any actions and action plans for delivery. Progress against this strategy will be reported to the GGB and specific tasks and activities are proposed within the 21/22 (year one) action plan.</p>
3.7	<p>The 21/22 Action Plan has specific tasks organised against the priorities of the BI Strategy (see 3.5). Progress against the BI Strategy and Action Plan will be reported to the GGB on a quarterly basis.</p>
3.8	<p>An annual update report on progress against the BI Strategy and Action Plan will be brought before the SFRS Board.</p>
4	Recommendation
4.1	<p>Members of the Board are asked to scrutinise SFRS Business Intelligence Strategy 2021/24 and the associated Action Plan for 2021-22.</p>
5	Key Strategic Implications
5.1	Financial
5.1.1	<p>SFRS are intending to use a modern BI platform. Procurement and licensing of any platform will require additional and specific licenses.</p>

5.1.2	Any further costs will be met by departmental budgets within year one.
5.2 5.2.1	Environmental & Sustainability There are no specific environmental or sustainability implications arising from this report. Although an improvement in SFRS BI and Analysis should bring benefits and support for the service carbon reduction and sustainability objectives.
5.3 5.3.1	Workforce There are no specific workforce implications arising from this report. Although an improvement in SFRS BI and Analysis should bring benefits to the entire service.
5.4 5.4.1	Health & Safety There are no health and safety implications arising from this report. Although an improvement in SFRS BI and Analysis should bring benefits to the planning, analysis and reporting of Health and Safety.
5.5 5.5.1	Training There are no training implications arising from this report. Although an improvement in SFRS BI and Analysis should bring benefits to the planning and analysis of training.
5.6 5.6.1	Timing The report suggests that SFRS look to approve and adopt a strategy for the period of 2021 to 2024.
5.7 5.7.1	Performance There are no specific workforce implications arising from this report. Although the BI Strategy makes specific reference to further improvements in the management of performance and performance information. This would be expected throughout the lifetime of the BI Strategy.
5.8 5.8.1	Communications & Engagement There are no specific communications and engagement implications arising from this report.
5.9 5.9.1	Legal There are no specific legal implications arising from this report.
5.10 5.10.1	Information Governance DPIA is not required.
5.11 5.11.1	Risk The draft SFRS BI Strategy (and the work resulting from it) are (in part) linked to and intended to address; <i>SFRS 8 - Ability to anticipate and adapt to a changing environment through innovation and improved performance</i> <i>SPPC1 - There is a risk where the Directorate fails to provide Service Performance Management Information resulting in inaccurate data and loss of confidence in service performance</i> <i>SPPC 5: Failure to ensure quality of data, analysis, statistics and performance management information from SFRS systems resulting in a lack of evidence supported decision making and planning.</i>
5.12 5.12.1	Equalities There are no specific equalities implications arising from this report.

5.13	Service Delivery	
5.13.1	There are no specific implications for Service Delivery although some development work on a specific BI solution for Service Delivery is underway and a priority area of work.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications brought forward the final version of the SFRS Business Intelligence Strategy with an action plan for the first full year of the strategy.	
7	Appendices/Further Reading	
7.1	Appendix A: SFRS Business Intelligence Strategy 2021-24	
7.2	Appendix B: SFRS Business Intelligence Strategy Action Plan 2021-22	
Prepared by:	Richard Whetton, Head of Governance, Strategy and Performance	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Performance	
Presented by:	Mark McAteer, Director Strategic Planning, Performance and Communications	
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Digital Steering Group</i>	<i>16 November 2020</i>	<i>For Recommendation</i>
<i>Senior Management Board</i>	<i>16 December 2020</i>	<i>For Information</i>
<i>Strategic Leadership Team</i>	<i>21 December 2020</i>	<i>For Decision</i>
<i>Good Governance Board (Action Plan)</i>	<i>23 February 2021</i>	<i>For Decision</i>
<i>SFRS Board</i>	<i>25 March 2021</i>	<i>For Scrutiny</i>

Business Intelligence Strategy

2021-2024



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Introduction

This strategy document aims to set a direction of travel for development and advancement of the Scottish Fire and Rescue Service's (SFRS) approach to Business Intelligence (BI), Data and Statistical Analysis.

The implementation of this strategy is expected to have a positive impact across the Service and bring about improvements for all areas of service delivery in conjunction with the development of the SFRS Digital Strategy.

In addition, the work taken forward under the auspices of this strategy will involve many stakeholders including our staff associations, the public, Scottish Government, Community Planning partner and local Community Planning priorities, academic partners and the private sector.



The Strategic Context

Expectations of public services are changing and continue to be challenging. The demand for the provision of good quality services and ability to demonstrate best value for public finance has never been more important.

In addition, the Service continues to evolve providing ever more complex responses to increased challenges such as climate change whilst ensuring that the Service provides excellent core services and is an active Community Planning partner.

The Service must ensure that its data and evidence base is being used in the best possible way to provide insight and analysis to support strategic and operational decision making. Key to this is the development of our use of BI, both in terms of how the Service collects, manages, integrates and presents information to inform decisions, and how the SFRS gets the best possible value the data we use.

At time of writing the full impact of Coronavirus is still to be determined, public-sector finances were already under some pressure for the years ahead. Annual spending reviews are likely to continue and the effect of sustained reductions in Government funding across the public sector is anticipated.

SFRS continues to see changing demand for its services and must be able to deliver existing models of service delivery and meet new challenges whilst remaining affordable, sustainable and relevant to the people of Scotland. Key to our success will be the information and insight that the SFRS uses to make decisions about services.

Fundamentally, the SFRS is driving itself to provide more advanced intelligence to move beyond the knowledge of 'what happened' to understand and answer more difficult questions of 'why did it happen' and 'how can we predict and prevent it happening again'.

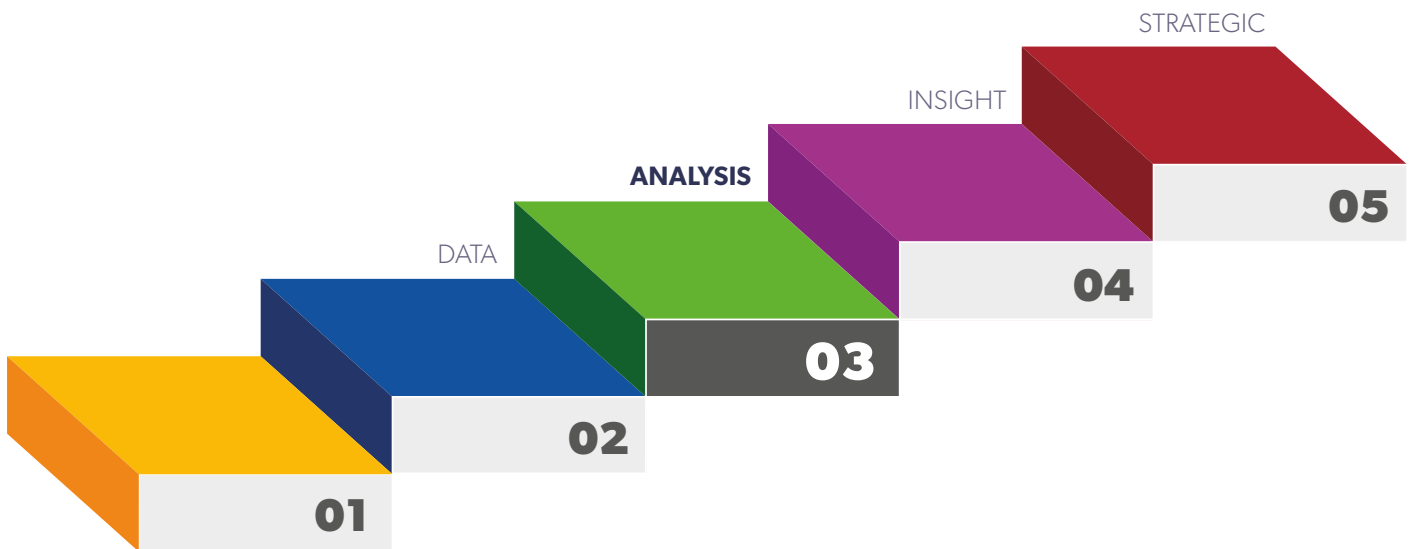
For a Service with prevention at the core of how it works, this shift is both wanted and required.

Furthermore, how the SFRS continues to play an active role in local communities and in delivering local Community Planning priorities across the whole of Scotland for issues such as Placemaking, economic development, health and wellbeing and issues such as community safety, will require shared intelligence with partners for the targeting of action and interventions.

Innovation is one of the SFRS values and, like all organisations, the SFRS is always looking to improve and meet any new or increasing need for Service redesign. Scotland is a country rich with innovative approaches to data and the use of technology to analyse that data.

Approaches, tools and techniques are being revolutionised through the development of data science, predictive analytics, data mining and processes such as machine learning and artificial intelligence (AI). In developing the Service's use of these techniques offers significant opportunities for SFRS.

Evolution of data maturity model



Our Vision

The SFRS will become an exemplar of BI for Fire and Rescue Services by 2024. The Service will build expertise in information management, analysis and data science while applying a shift from transactional data activity to high value analysis and intelligence which will bring about improvements in the way the SFRS works.

The change in approach is best described as following an accepted BI maturity model (e.g. Gartner's). The majority of the BI maturity models provide a five stage, or step scale to use as a guide. The diagram above shows the SFRS approach and highlights where the Service currently assesses its capability. This assessment was taken from the SFRS Business Intelligence Review 2020 and as part of the Strategic Review also carried out in 2020.

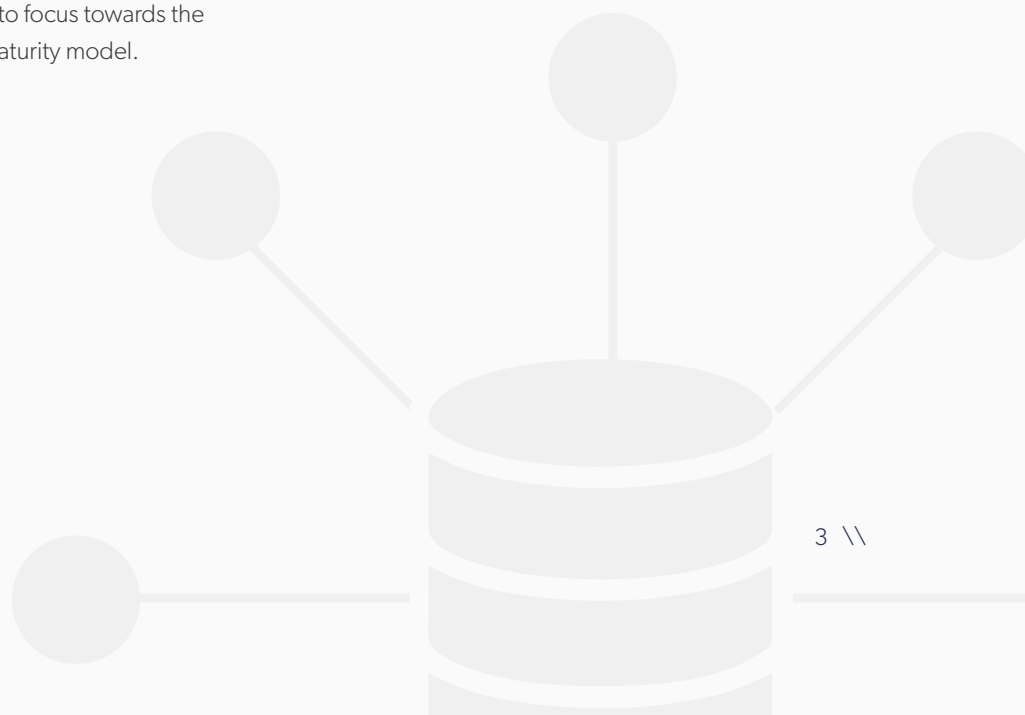
Currently, the majority of SFRS work is in the areas described as data aware or data guided areas of BI. This can be categorised as the production of multiple descriptive analytics where activity and events are recorded and published. In addition, not all activity and analysis is produced or quality assured through one place, often described as the single point of truth. In simple terms this leads to duplication and inaccuracy. In addition, the Service needs to do more to discover and map the data sources it has. The aim of this strategy will be to shift the Service's approach and develop more resources to focus towards the data savvy and data driven end of the maturity model.

This change will underpin many of the strategic objectives and operation improvements that the SFRS wishes to take over the next three years.

Innovation, research, design and development to support the aims of this strategy will be supported by investment, where required, over the three-year period and it is recognised through the SFRS Business Intelligence Review 2020 that an internal culture shift is needed to support the wider sharing of information and data; specifically, through establishing an information and intelligence culture where all Service areas are involved in the design of analytical requirements.

At the end of this 3-year strategy, SFRS will deliver high value analytics, intelligence and insights across the Service through visualisation, automation, descriptive analytics with an improved focus on predictive and prescriptive analytical reports.

The Service will also demonstrate improved collaboration and innovation with partners alongside use of machine learning.



Our Approach

BI includes developing a strategic approach to the alignment of systems, and collection of data, to enable better analysis that will provide improved insights and evidence on which to plan for the future, deploy limited resources and potentially benchmark organisational performance and activity against other public sector organisations.

Some of the expected benefits of developing a more effective approach to BI can include any, or all of the following:

Improved decision-making

Improved prioritisation

Improved public safety

Improved organisational reputation

Better strategic planning

Better risk management

Engaging use and presentation of data

Identifying potential efficiency gains

Improved understanding of performance information

Improved insights into customer and staff satisfaction

Overall improvement in insights and relevant research

Reduced stressors on staff

Through analysis of this data and the wider sources of data that are available, SFRS will seek to manage efficient services as part of our Performance Management Framework based on:

- Our understanding of **Service demand and performance**
- Planning services to meet requirements and understanding **future needs**
- Learning from **our experience**
- Improving or transforming **future service delivery**

Our Principles

A Single Version of the Truth

Data will be brought together and viewed through a single, trusted processes for BI and analysis. We seek to improve our data to provide an accurate and consistent view to develop the trustworthiness of SFRS BI.

Using accepted and transparent analytical processes, good management and trusted BI products, we will develop the professional capability of our analysts and maintain a culture of honesty and integrity in our approach to BI.

Customer Focused Business Intelligence

Customer focused BI will be shaped and designed around outcomes for our customers, this including the different parts of the SFRS, our partners and the Scottish public. BI will be timely and accessible with analytical and performance products designed and presented to meet the needs of decision makers.

We aim to provide the right information, in the right way at the right time. Our analysis will be interpreted and assured to a consistent standard to support proactive decision making, anticipating the needs of our leaders and stakeholders.

Good Design and Sound Methods

Structured data and sound methods will be underpinned by good design choices in the way that we organise and present our data. We will transform the way that the SFRS keep repositories of data and provide an integrated data pipeline, linked to all data repositories across the Service.

The SFRS analytical methods on top of our data will enable the development of dashboards and bring consistency to our data and our BI architecture.

Data as an Asset

Data gathered and held by SFRS will be used as an enabler for our services. It will be managed as an asset - so that the development of BI can help meet our multiple Service needs and strategic objectives.

The value of data, intelligence and analysis will be respected when storing, sharing and disposing of it. New data sources will be developed to maximise the use and reuse of the data with assured quality by design.



BUSINESS INTELLIGENCE

Priorities 2021-2024

Demonstrate **Innovation** and **Collaboration**



One of the values of the SFRS is innovation. Perusing and encouraging innovation is central to the success of this strategy and for the future vision of the SFRS. Innovation and innovation in collaboration with others is the primary driver for the development of the Service's approach to BI and analytics. Throughout the lifetime of this strategy the SFRS will take appropriate risks, explore new projects and increase

our engagement with the academic community. So demonstrating innovation which will lead to improvements in service delivery. Furthermore, SFRS will continue to support student placements and, throughout the lifetime of this strategy, the Service will publish the research that is carried out and be an active supporter of collaboration with the academic sector.

Deliver Collaborative **Product Design**, **Development** and **Assurance**

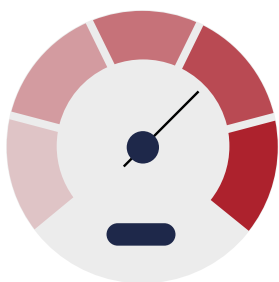


SFRS BI and Data Services, will work closely with all Service Directorates and functions to design bespoke analytical and performance reporting products that meet exact requirements. The strategic intention of this work is to provide a trusted centre for all analysis, providing high standard

reporting across the Service.

It is the intention that, once designed and in place, much of this reporting will become automated releasing capacity for further development, innovation and specialist analysis.

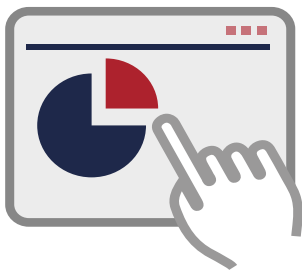
Develop and Use New **Analytical Tools** and **Techniques**



SFRS will continue to explore future analytical options and to assess areas of potential investment and development in the way the Service carries out analysis. In the first year of this strategy the Service will decide on its preferred BI platform and while the use of open tools such as Python and R will continue, we also expect to make more use of SQL Server Reporting, Integration and Analysis Services.

Over the lifetime of this strategy the Service will look to develop and make use of new tools. AI and Machine Learning, Natural Language Processing (NLP), the Internet of Things (IoT) will support our overall movement to translational intelligence. In doing so, the Service will engage and innovate with partners to share best practice and jointly develop analytical approaches and tools.

Focus on **Data Discovery**



In the first year of the strategy, SFRS will focus on data discovery, identifying, mapping and visualising data and data flows across the organisation.

Locating and classifying our data will provide an important foundation for all the work to come. In addition, SFRS will look to explore and use new sources of data.

Make best use of **Data Visualisation**



SFRS will continue to make use of and look to increase the use of visualisation in all reporting. It is intended that the use of visualisation will support colleagues across the Service in their decision making.

Throughout the lifetime of this strategy SFRS will produce a range of products with visualisation playing a key part in the communication of BIBI and analysis.

Develop and Deliver **Predictive Analysis**



SFRS will develop its approach to predictive analysis, throughout the lifetime of this strategy.

The Service will improve predictive analytical techniques and identify projects where predictive or prescriptive analytics can be applied.

Demonstrate the use of **Machine Learning** and **Artificial Intelligence**



“SFRS will continue to develop techniques, tools and approaches that make use of machine learning and artificial intelligence.

There are already examples of this work being applied by Fire and Rescue Services across the world and during the lifetime of this strategy the service will develop projects that make use of machine learning and artificial intelligence.

Commitment to **Open Data**

Throughout the lifetime of this strategy SFRS will work on an open data plan. The intention of this will be for SFRS to meet the Scottish Government standards for publishing all open data.



Develop our **People** and **Skills**



SFRS will continue to invest in the skills and development required in Data Science and Analytics. The BI and Data Services team, working closely with ICT will form a hub that will embed the expertise and knowledge in the approaches and advanced techniques required to deliver the aims of this strategy.

Continue to Develop our **approach to Statistics**



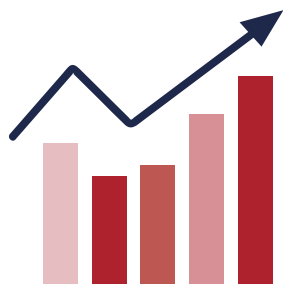
SFRS became producers of Official Statistics at the end of 2019. From that point SFRS have applied an Official Statistics badge to our published statistics to state that they are produced in compliance with the code of practice for statistics; trustworthy and independent of political interference, produced using appropriate methods and with the goal of improved public value and transparency.

The SFRS currently publish two statistical series – one on operational statistics, one on fire safety and organisation statistics. The value of these statistics is that they are compliant with National Code of Practice

for Statistics and are published externally. The immediate benefit of the badge is that SFRS can use the ‘Official Statistics’ brand and will have improved integration with the statistical system, which strengthens the role we can play in collaborations with partners.

The badge is a sign of credibility, recognised and respected nationally and it will serve SFRS well both internally and externally. The Service will uphold the code of practice, and behave transparently and, through the lifetime of this strategy, will make incremental improvements to our publishing of statistics.

Demonstrate detailed understanding of **Performance**



SFRS will continue to develop its performance framework, increasing the level of complexity and understanding of performance across the organisation and within each Service area.

The automation and successful presentation of performance information and the performance framework will form a key part of the Services BI and insight.

Demonstrate **Good Governance**



SFRS will establish, following the approval of this Strategy, an Executive Board to oversee the implementation of this strategy.

This will include all areas of BI and Data development activity with representation from across the Service. This Board will report on progress and activity to the Strategic Leadership Team and to the SFRS Board.

Business Intelligence Strategy 2021-2024

VISION



The SFRS will become an exemplar of BI for Fire and Rescue Services by 2025. The Service will build expertise in information management, analysis and data science and shift from transactional data activity to high value analysis and intelligence which will bring about improvements in the way the SFRS works.

PRINCIPLES



A Single Version of the Truth
Customer Focused Business Intelligence
Good Design and Sound Methods
Data as an Asset

PRIORITIES



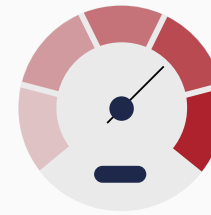
Demonstrate Innovation and Collaboration



Deliver Collaborative Product Design, Development and Assurance



Focus on Data Discovery



Develop and Use New Analytical Tools and Techniques



Make best use of Data Visualisation



Develop and Deliver Predictive Analysis



Demonstrate the use of Machine Learning and Artificial Intelligence



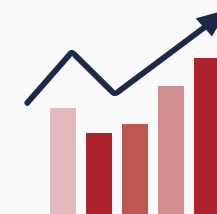
Commitment to Open Data



Develop our People and Skills



Continue to Develop our approach to Statistics



Demonstrate detailed understanding of Performance



Demonstrate Good Governance



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Business Intelligence Strategy 2021-2024

Version 1.0



APPENDIX B

**CORPORATE GOVERNANCE - BI WORK PLAN 2021/22 - DRAFT
PROGRESS / EVIDENCE REVIEW
DRAFT FOR REPORTING PERIOD UP TO END OF MARCH 2022**

Responsible: Head of Corporate Governance, Strategy and Performance

FEB 21 (NOT PROTECTIVELY MARKED)

KEY:

Colour Key	Description
B	Task Complete
R	At Risk or Late – Not Under Management Control – Action Required When Red , there is usually a change that has to be made because the project is experiencing a problem which means the agreed plan in terms of cost/time/scope needs to be adjusted.
A	At Risk or Late – Under Management Control When Amber , there is usually a problem encountered that, while disruptive, is probably still within the tolerances of the defined project
G	On Target and Under Management Control When Green , it usually means there is low risk or the project is on schedule and still able to meet original objectives as planned.
AOB	Item is on the Annual Operating Plan

1. Innovation and Collaboration	OVERALL STATUS:	G
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ACTION	DESCRIPTOR/IMPROVEMENT REQUIRED	TARGET COMPLETION	FORECAST/ ACTUAL COMPLETION	RESPONSIBLE	STATUS UPDATE EVIDENCE COLLECTED	STATUS Proposed	STATUS Agreed
1.1	Delivery Vizathon with NHS NSS	Jun-21		C Fitzpatrick		G	G
1.2	Continue to provide MSc student placements with Universities, within the BI and Data Services Team. Publish resulting research and dissertations	Mar-22		R Whetton/C Fitzpatrick/G Welsh	Linked to 'People and Skills' 9.3	G	G
1.3	Engage in innovation activity and join innovation hubs with research bodies.	Mar-22		R Whetton/C Fitzpatrick/G Welsh		G	G
1.4	Demonstrate increased networking and benefit of increased networking with other Fire and Rescue Services	Mar-22		R Whetton/C Fitzpatrick/G Welsh		G	G
1.5	Deliver Innovation Seminar	Mar-22		R Whetton/C Fitzpatrick/G Welsh		G	G

2. Product Design	OVERALL STATUS:	G
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ACTION	DESCRIPTOR/IMPROVEMENT REQUIRED	TARGET COMPLETION	FORECAST/ ACTUAL COMPLETION	RESPONSIBLE	STATUS UPDATE EVIDENCE COLLECTED	STATUS	STATUS
						Proposed	Agreed
2.1	Review bespoke analytical product request process	Jun-21		C Fitzpatrick		G	G
2.4.4	Create a new BI product for Finance (Risk Register)	May-21		C Fitzpatrick		G	G
2.4.5	Create a new BI product for Finance (Verification Team)	May-21		C Fitzpatrick		G	G
2.2	Continue to provide bespoke analytical products across the service	Mar-22		R Whetton/C Fitzpatrick/G Welsh		G	G
2.3	Improve the publication and communication of analytical products produced by BI and Data Services	Mar-22		R Whetton/C Fitzpatrick/G Welsh		G	G
2.4.1	Create a new BI product for Service Delivery	Mar-22		R Whetton/C Fitzpatrick/G		G	G
2.4.2	Create a new BI product for POD	Mar-22		C Fitzpatrick		G	G
2.4.3	Create a new BI product for Finance	Mar-22		C Fitzpatrick		G	G
2.4.4	Create a new BI product for Operations	Mar-22		C Fitzpatrick		G	G
2.4.7	Create a new BI product for Health and Safety	Mar-22		C Fitzpatrick		G	G
2.4.8	Create a new BI product for Training & Assurance	Mar-22		C Fitzpatrick		G	G
2.4.11	Create a new BI Product for Change	Mar-22		C Fitzpatrick		G	G
2.4.12	Create a new BI Product for Communications and Engagement	Mar-22		C Fitzpatrick		G	G
2.4.13	Create new BI products doe Control as a result of CCMS go live	Mar-22		C Fitzpatrick		G	G

3. Data Discovery	OVERALL STATUS:	G
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ACTION	DESCRIPTOR/IMPROVEMENT REQUIRED	TARGET COMPLETION	FORECAST/ ACTUAL COMPLETION	RESPONSIBLE	STATUS UPDATE EVIDENCE COLLECTED	STATUS Proposed	STATUS Agreed
3.1	Commission Data Discovery consultation support and produce data discovery plan/roadmap	Sep-21		R Whetton		G	G

4. Analytical Tools and Techniques	OVERALL STATUS:	G
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ACTION	DESCRIPTOR/IMPROVEMENT REQUIRED	TARGET COMPLETION	FORECAST/ ACTUAL COMPLETION	RESPONSIBLE	STATUS UPDATE EVIDENCE COLLECTED	STATUS Proposed	STATUS Agreed
4.1	Identify, procure and purchase new generation BI Platform tool	Sep-21		R Whetton		G	G
4.2	Demonstrate advanced R products in analytics	Mar-22		G Welsh		G	G

5. Predictive Analysis	OVERALL STATUS:	G
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ACTION	DESCRIPTOR/IMPROVEMENT REQUIRED	TARGET COMPLETION	FORECAST/ ACTUAL COMPLETION	RESPONSIBLE	STATUS UPDATE EVIDENCE COLLECTED	STATUS	STATUS
						Proposed	Agreed
5.1	Provide ongoing support for the SDMP project	Jun-21		C Fitzpatrick		G	G
5.2	Design SFRS Strategy Assessment/PESTLO assessment for deliver in 22-23	Mar-22		R Whetton/C Fitzpatrick/G Welsh		G	G

6. Machine Learning	OVERALL STATUS:	G
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ACTION	DESCRIPTOR/IMPROVEMENT REQUIRED	TARGET COMPLETION	FORECAST/ ACTUAL COMPLETION	RESPONSIBLE	STATUS UPDATE EVIDENCE COLLECTED	STATUS Proposed	STATUS Agreed
6.1	Continue to develop the Amaranth AI Innovation Project	Mar-22		C Fitzpatrick		G	G

7. Visualisation	OVERALL STATUS:	G
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ACTION	DESCRIPTOR/IMPROVEMENT REQUIRED	TARGET COMPLETION	FORECAST/ ACTUAL COMPLETION	RESPONSIBLE	STATUS UPDATE EVIDENCE COLLECTED	STATUS	STATUS
						Proposed	Agreed
7.1	Visualisation Dashboard are part of all BI product design (section2)	Mar-22		E Gayler		G	G
7.2	Develop and demonstrate corporate data stories and visualisation within analytics and bespoke products	Mar-22		E Gayler		G	G

9. People and Skills	OVERALL STATUS:	G
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ACTION	DESCRIPTOR/IMPROVEMENT REQUIRED	TARGET COMPLETION	FORECAST/ ACTUAL COMPLETION	RESPONSIBLE	STATUS UPDATE EVIDENCE COLLECTED	STATUS	
						Proposed	Agreed
9.1	Renew Udemy Online Training platform	Apr-21		C Fitzpatrick		G	G
9.2	Staff Appraisals & PDP	May-21		C Fitzpatrick		G	G
9.3	Presentation of 1st year Data Science Graduate Apprenticeship achievements	Mar-22		C Fitzpatrick		G	G

SCOTTISH FIRE AND RESCUE SERVICE
The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/04-21

Agenda Item: 20

Report to:	THE BOARD OF THE SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	25 MARCH 2021							
Report Title:	LOCAL FIRE AND RESCUE PLAN CONSOLIDATED REVIEW REPORT							
Report Classification:	For Information	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The purpose of the report is to provide the Board of the Scottish Fire and Rescue Service (SFRS) with a review of our current Local Fire Plans which had been conducted to establish: our progress against local priorities and whether our local priorities remain relevant to the current operating landscape.							
2	Background							
2.1	The second iteration of Local Fire and Rescue Plans were published in 2017/18.							
2.2	The publication of the Strategic Plan 2019-22 in October 2019 instigated a requirement to carry out a mandatory review of these Local Plans.							
2.3	As part of this review a public consultation exercise was held between January and March 2020, where we asked our stakeholders to share their views on local service provision. This exercise gave us the opportunity to engage with the communities directly served by local plans and ask them whether our local priorities remain relevant to community need and risk, as well as being aligned to our Strategic Plan.							
2.4	On completion of the public consultation exercise, 32 Local Review Reports were developed by Local Senior Officers. Each of these Reports have been closely scrutinised and have contributed to the development of the Local Fire and Rescue Plan Consolidated Review Report at Appendix A.							
2.5	As well as seeking the views through the public consultation exercise, findings from a recent light-touch Local Scrutiny Review have been reviewed and considered. Performance data has also been included to look at our progress against the local priorities set within our local plans.							
2.6	It is important to note that the consultation exercise, and the majority of local review work, was carried out prior to the first Covid-19 lockdown. As such, it is likely that the changes to risk and operating landscape that we now find ourselves in would not have significantly featured within the local review work.							

3	Main Report/Detail
3.1	The Board is presented with the Consolidated Local Review Plan Report at Appendix A .
3.2	In summary, the report findings have led us to the conclusion that Local Plans remain fit for purpose at this time.
3.3	From the results of the consultation exercise, we know that 76% of the 937 respondents were very or quite satisfied with our performance in local areas. Furthermore, 68% of respondents indicated that current plans were reflective of local need.
3.4	The Local Scrutiny Review painted a positive and consistent view of local plans and the scrutiny processes that govern them. The general consensus is that these documents are performing as intended and that there are clear links between them and their contribution to other community based plans.
3.5	It appears that in relation to both access and quality of Local Performance data that this continues to be working well. There are however clear opportunities with the introduction and development of our national performance management systems to further improve, giving a standardised look and feel across the country to our local reporting processes while continuing to make it local area specific, based on the Local Plan and LOIP objectives. This is a key piece of work currently under development by the Business Intelligence and Data Services Team in support of Service Delivery.
3.6	From a data perspective, the information provided within the report indicates that Local Plan priorities are focused on those areas of need. There are clear links between local and national priorities, as well as examples of how local partnerships can drive improvement and be shared across the Service as best practice.
3.7	Following submission of this report in February 2021, the Strategic Leadership Team agreed the recommendations made within the report.
4	Recommendation
4.1	The Board are asked to note the contents of the report for information.
5	Key Strategic Implications
5.1	Financial
5.1.1	There are no financial implications associated with the recommendations of this report.
5.2	Environmental & Sustainability
5.2.1	There are no environmental implications associated with the recommendations of this report.
5.3	Workforce
5.3.1	There are no workforce implications associated with the recommendations of this report.
5.4	Health & Safety
5.4.1	There are no health and safety implications associated with the recommendations of this report.
5.5	Training
5.5.1	There are no training implications associated with the recommendations of this report.

5.6 5.6.1	Timing Local Fire and Rescue Plans are subject to regular review. The flexibility of this approach will allow Local Fire and Rescue Plans to support service re-design and be more reactive to local needs and changing circumstances.	
5.7 5.7.1	Performance The performance of each Local Fire and Rescue Plan will be reported to its respective local authority committee for scrutiny.	
5.8 5.8.1	Communications & Engagement There is no implication associated with the recommendations of this report.	
5.9 5.9.1	Legal Review and preparation of Local Fire and Rescue Plans meets with our statutory duties as laid out in the Police and Fire Reform (Scotland) Act 2012.	
5.10 5.10.1	Information Governance A DPIA is not required for this report.	
5.11 5.11.1	Risk There are no risks associated with the recommendations of this report.	
5.12 5.12.1	Equalities An Equality Impact Assessment is not required for this this report.	
5.13 5.13.1	Service Delivery The content of this report will have no impact upon Service Delivery.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications presented the Local Fire and Rescue Plan Consolidated Report to the Board for their information.	
7	Appendices/Further Reading	
7.1	Appendix A – Local Fire and Rescue Plan Consolidated Review Report	
Prepared by:	Louise Patrick, Planning and Performance Officer	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Performance	
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Links to Strategy and Corporate Values		
Our review of Local Plans contributes to Strategic Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Management Board</i>	<i>20 January 2021</i>	<i>For Recommendation</i>
<i>Strategic Leadership Team</i>	<i>12 February 2021</i>	<i>For Decision</i>
<i>SFRS Board</i>	<i>25 March 2021</i>	<i>For Information</i>

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**SCOTTISH
FIRE AND RESCUE SERVICE**

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LOCAL FIRE AND RESCUE PLAN CONSOLIDATED REVIEW REPORT 2020

Safety. Teamwork. Respect. Innovation.

Introduction

The Scottish Fire and Rescue Service is required under the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012, to prepare Local Fire and Rescue Plans for each local authority in Scotland. Our first Local Fire and Rescue Plans were published in April 2014.

These were reviewed and replaced in 2017/18 and the subsequent plans helped to continue directing the Service through its initial transformation journey, forging our place as a national organisation with a strong sense of local accountability.

The publication of our Strategic Plan 2019-22 in October 2019 instigated a requirement to carry out a mandatory review of all Local Fire and Rescue Plans.

As part of this review a public consultation exercise was held between January and March 2020, where we asked our stakeholders to share their views on local service provision. This exercise gave us the opportunity to engage with the communities directly served by local plans and ask them whether our local priorities remain relevant to community need and risk, as well as being aligned to our Strategic Plan.

On completion of the public consultation exercise, each of our Local Senior Officers interrogated the feedback from their area and provided a Local Plan Review Report. Each of these Reports have been closely scrutinised and have contributed to the development of this consolidated document.

As well as seeking the views through the public consultation exercise, findings from a recent light-touch Local Scrutiny Review have been reviewed and considered. Performance data has also been included to look at our progress against the local priorities set within our local plans.

Public Engagement – what our stakeholders told us

Building on the intelligence we gathered during the consultation of our Strategic Plan 2019-22 we re-engaged with our key stakeholders to seek further views on our local service delivery.

From January 2020 to mid-March 2020, an online survey was shared with our stakeholders and the public to give them the opportunity to tell us whether they thought we were making progress against the priorities set within the current local plans.

The question set also allowed us to consider the relevance of priorities against current data trends and other community priorities, such as those outlined in Local Outcome Improvement Plans.

The survey received 973 responses from right across Scotland. The full breakdown of these responses can be found at **Appendix 1**.

The results of the consultation were analysed at local level with each Local Senior Officer producing a Local Plan Review Report. Some respondents made suggestions around local

resources and specific incident response types and these have been considered and are either captured locally or within national project work. Our Local Senior Officers have the responsibility to ensure the national fire and rescue service is delivered locally. They endeavour to reflect, and take account of, local views wherever possible. This is predominantly through the local Police, Fire and Community Safety Scrutiny Committee.

From a national perspective, every local authority area received responses to the engagement exercise, although some areas did receive more than others. Of those responses, 250 (25.7%) were from those who identified themselves as SFRS staff members and 284 as representing an organisation.

The survey results indicate a high level of satisfaction with 737 (76%) respondents stating that they were very or quite satisfied with SFRS performance in local areas. When looking at our understanding of local needs, 658 (68%) were very or quite satisfied that local plans were reflective of these. 20% of respondents left a neutral response to this question.

The majority of respondents, 431 (44%), felt that there had been no change in the quality of services delivered by SFRS during the last three years. Similarly, 421 (43%) felt that there have been no changes to the innovations used to improve service provision and outcomes.

When asked about communications, 395 (40%) respondents were satisfied with the level of information they receive about local fire and rescue activity and development. 337 (35%) respondents provided a neutral response and 241 (25%) stated that were dissatisfied with our service in this area.

Respondents were asked to rate some of our core fire and rescue duties, with high percentages agreeing that the below list of activities were either very or quite important:

Core duties	Satisfied
Being prepared for and responding to fires	99%
Promoting fire safety in the home	93%
Enforcing fire safety in non-domestic buildings	93%
Being prepared for and responding to road traffic collisions or serious transport incidents	99%
Being responsible for and responding to animal rescues	77%
Being prepared for and responding to flooding incidents	93%
Helping you be prepared for emergency situations	86%

Respondents were also asked to rank, by level of importance, some of the services we would like to do more of:

Services we would like to do more of	Important	Neutral	Not important	No answer
Being prepared for acts of terrorism	80%	11%	8%	1%
Working with partners to identify and help people at risk of preventable accidents in their homes	70%	12%	18%	0%
Working with partners to reduce crime and improve safety	57%	20%	22%	1%
Working with partners to support young people	64%	20%	15%	1%
Working with partners to support older people	68%	16%	15%	1%
Working with partners to improve the health and wellbeing of communities	60%	21%	18%	1%
Working with partners to support the local economy and those in poverty	52%	25%	22%	1%

The figures provided above were also analysed by respondent group.

When looking at those respondents who are not identified as employees, this piece of work indicated only a small change in the overall results with most figures only differing by 2 or 3% against the combined survey results. The largest difference was noted in the 'services we would like to do more of section' where 63% of non-employees felt we should work with partners to reduce crime, as opposed to the 57% overall/non-employee result.

When considering the data from those who had identified themselves as SFRS employees, the results indicated a lower percentage of satisfaction with SFRS performance in local areas. 65% of this group were either very or quite satisfied as opposed to the overall 76% level achieved in the combined results. A lower level of satisfaction (59% against 68%) was given when asked if local plans were reflective of local need.

Where 44% of respondents from the overall results indicated there had been no change in the quality of services provided, 28% of staff respondents stated there had been no change and 40% said quality was a little or much worse. The majority of staff respondents feel that more innovations were used to improve service provision and outcomes, with 49% recording that either a little more or much more had been used.

When asked about communications, 60% of employee respondents were satisfied with the level of information they receive about local fire and rescue activity and development. This is 20% higher than that of the overall/non-employee results.

When looking at core duties, the employee results varied very little from the overall results, except in one category. 86% of employee respondents said that animal rescues were important, as opposed to the other groups where 77% said they were important.

The survey results from this group of respondents suggest that there is less support for some of the additional services noted within the survey. The table below shows the results from the employee group against the overall survey results:

Services we would like to do more of	Important (Overall Result)	Important (Staff Respondents)
Being prepared for acts of terrorism	80%	81%
Working with partners to identify and help people at risk of preventable accidents in their homes	70%	58%
Working with partners to reduce crime and improve safety	57%	37%
Working with partners to support young people	64%	58%
Working with partners to support older people	68%	60%
Working with partners to improve the health and wellbeing of communities	60%	53%
Working with partners to support the local economy and those in poverty	52%	42%

The final two questions invited the respondent to add text commenting on: any fire and rescue activities which they feel are important, but have not been listed; and areas that we need to improve on in their locality. In total, these questions received 505 comments. Each of these comments has been reviewed, with the following themes emerging.

Other important fire and rescue activities

There were 215 responses to this question. Over 20% of the comments raised referred to partnership working, with 47% of these in favour of our continued partnership working with the Scottish Ambulance Service. More specifically, many of these respondents were clear that our involvement in first responder medical assistance emergencies was important and should continue. As well as other positive comments received about our continuation in general planning and prevention work, protecting the most vulnerable in society was also mentioned as important.

Comments made by 39 (19%) respondents indicated that broadening the firefighter role wasn't important to them. In fact, of these respondents many stated that the Service should only carry out those duties that are perceived as our 'core roles'.

Prevention work within the community featured within this section. From the 45 comments received on this topic, there is a clear feeling that we have an education role to play within communities and respondents requested a higher level of community involvement. Our attendance at open days/galas to promote safety messaging and engage with local communities was highlighted as important. There was also support for our continuing work

with children and students and this included the expansion of existing Youth Volunteer Schemes that are available in some of our Service Delivery Areas.

The need for our involvement, both in planning and attending, more specialist incidents was raised by 26 (12%) respondents. Water rescue, safe working at heights, wildfire and animal rescues were all mentioned as areas of importance.

The need to ensure firefighters are properly trained to carry out their roles was noted. This also included the need for multi-agency training. A few respondents also mentioned the need for the retention of local knowledge.

Improvements needed

There were 290 comments made in this section of the report and many of them didn't fall into a specific theme.

The most common issue raised (21%) in this section related to appliance availability and the need to have enough firefighters at local stations to ensure that fire appliances could be called upon if required to attend an emergency. Requests were made specifically for how improvements could be made locally, including the assurance that we have fully crewed appliances in line with the current 24-hour crewing arrangements. Comments by respondents referred to both RDS and wholetime crews.

Respondents noted that crews should be trained and have suitable equipment, vehicles and premises to carry out their roles safely and effectively.

In line with the comments in the above section, respondents highlighted the importance of partnership working with young people and improving links with Education.

Comments suggested the SFRS should consider how it can develop further opportunities to share resources and further strengthen its partnership links, including those within the Third Sector.

It was recognised that persons at risk are often known to other organisations, therefore areas such as: information sharing; joint training and an integrated joint response within a partnership environment, could enhance the safety and well-being of those at risk within our communities.

The expansion of our role into Health, Social Care and Out of Hospital Cardiac Arrest and Medical response was also highlighted as an area SFRS could continue to explore and improve upon. Overall an underlying theme was one where the SFRS should continue to promote safety and well-being within the home environment.

Feedback also highlighted the need to consider the provision of services and support to persons who are sensory impaired and this was highlighted as a common challenge across organisations.

It was felt that we could communicate and engage with our local community better on the services we offer and how the SFRS is developing to meet the changing needs of our local communities.

Local Scrutiny Review – how plans work in practice

The Police and Fire Reform (Scotland) Act 2012 sought to place local communities at the heart of the provision of Police and Fire and Rescue Services. There were three key elements to this:

- The designation of a Local Senior Officer (LSO)
- The production of a Local Fire and Rescue Plan for each authority area, approved by the local authority
- The creation of formal scrutiny relationships between local authorities and the services.

Since then, all thirty-two local authorities have made arrangements for local scrutiny, in the form of local Scrutiny Committees with the SFRS being an active partner.

A recent external local scrutiny review was conducted to establish how this is working in practice across Scotland. The following points were raised regarding the production and reporting of Local Plans.

There was evidence that, in general, Local Senior Officers are satisfied there is a clear link between the Local Fire and Rescue Plan priorities and how this contributes to other community based plans to ensure the best outcomes for the communities.

From the HMFSI discussions with Chief Executives, Conveners and Officials, there is a good level of satisfaction with the performance reporting mechanisms and the level of detail the Service provide overall.

The Service has been mentioned by many as a key community planning partner, with user friendly reports. It was suggested that a greater focus on risk and outcomes would be beneficial within our scrutiny reports, as opposed to benchmarking against personal targets.

In many of the HMFSI Local Inspections specific reference was made to the local plan content being very similar across different LSO areas. While this may ease a burden, it paints a picture of less local relevance and therefore needs addressed as part of any wider review.

An area HMFSI highlighted for exploration was the identification of local targets. To avoid expressing desired results which are unachievable, uncontrollable or impractical the SFRS is advised to only apply targets when it is appropriate to do so.

It was highlighted how important it is for local Councils to be fully consulted in their production at an appropriate time and to provide more narrative around the rationale for, and definition of priorities.

Performance Data – what the figures told us

In this section of the report, we look at performance data between 2015/16 and 2019/20 and our progress against local priorities.

Although each of our Local Plans is bespoke to the area it serves there are similarities between the priorities outlined within the Plans. For ease of reviewing our performance, these have been categorised into five themes:

- Priority 1: Domestic Fire Safety and Wellbeing
- Priority 2: Non-Fire Emergencies
- Priority 3: Deliberate Fire Setting
- Priority 4: Non-Domestic Fire Safety
- Priority 5: Unwanted Fire Alarm Signals

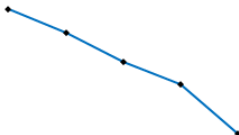

Priority 1: Domestic Fire Safety and Wellbeing

Fire safety within the home is a key prevention strategy for the SFRS. The consequence of fires within the home can result in a range of impacts on individuals, families, social landlords and communities.

Reducing Accidental Dwelling Fires and Fire Casualties

The number of Accidental Dwelling Fires we attended over the last five years can be found in the table below. Annual totals have been decreasing since national records began in the 1990s, with the last five years seeing a significant reduction.

The table below also shows the number of Accidental Dwelling Fire Casualties in the same time period. Annual totals fluctuate, though overall, we have seen a continuation of the longer-term trend in reducing casualty numbers.

KPI Name	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	Sparkline
Accidental Dwelling Fires	5,072	4,931	4,761	4,634	4,364	
Accidental Dwelling Fire Casualties	711	697	637	701	573	

Our prevention work is key to this local priority, and the reduction of dwelling fires and resultant casualties. Home Fire Safety Visits (HFSVs) play an important role in this work. Between 2015/16 and 2019/20, the Scottish Fire and Rescue Service have carried out a

total of 350,778 HFSVs.

Working towards this outcome within Local Plans has fostered positive relationships across Scotland, with many LSO Areas working closely with a range of partners to provide prevention work. For example, Angus work with 32 partners to target those most at risk via a referral scheme.

Since October 2018, Aberdeen City's Community Action Team have joined up with Bon Accord Care to pilot an initiative aimed at reducing the risk of harm from fire to their service users. In just under 18 months, 200 Bon Accord Care Support Workers have received home fire safety risk recognition training and implemented the use of a fire safety assessment form that identifies any increased fire risk, ability to react to fire, and the ability to escape. Almost 1000 service users now have a fire risk assessment form in their care plan. Additionally, almost 450 referrals for full HFSVs have been made to SFRS, all of which have been completed.

A reduction in accidental dwelling fires and accidental dwelling fire casualties can mean our prevention initiatives are working to reduce the number of high risk fires through community fire safety activity, or can show that our response saves lives at incidents.

Priority 2: Non-Fire Emergencies

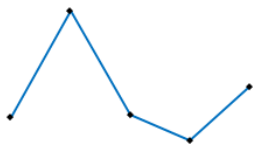

The SFRS responds to a wide range of non-fire related emergencies. The most common incidents of this type are: effecting entry and exit; road traffic collisions and flooding:

Incident Type	2015/16	2016/17	2017/18	2018/19	2019/20
Effecting entry/exit	2,490	2,838	3,123	3,275	3,991
Road Traffic Collisions	2,444	2,461	2,531	2,313	2,368
Flooding	1,488	1,005	1,302	1,156	1,626

Reducing Non-Fire Casualties

Non-fire fatal casualties encountered by SFRS crews is substantially higher in recent years as a result of increasing inter-agency cooperation. They have remained close to four hundred per year for the last five years with the exception of 2016-17 when there was a spike in a trial in attending more medical responder incidents.

Similarly, non-fatal casualties in non-fire incidents increased through efforts to support other agencies but have since decreased from the peak three years ago following reductions in casualties in road traffic collisions.

KPI Name	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	Sparkline
Fatal Casualties from Non-Fire Incidents	411	505	413	391	438	
Non-Fatal Casualties from Non-Fire Incidents	3,373	3,593	3,778	3,484	3,208	

The SFRS has a crucial role at a local level in contributing to the wider road safety agenda, as statistically fire and rescue operational activity continues to be an area of concern within many areas across Scotland.

We are active participants in joint working initiatives to reduce road traffic collisions (RTC) right across Scotland. The Dundee Safe Drive Stay Alive Road Safety event is held every November. This multi-agency roadshow runs over two days and is aimed at S5/S6 school pupils and college students who may be about to learn to drive. It is presented to around 1200 young people to raise awareness about the importance of road safety as a young driver and passenger. The hard-hitting initiative provides crucial road safety messages and life skills via filmed scenarios, and using real people on stage who have been affected by RTCs from emergency services personnel, to local family members affected by tragedy.

Our Local Plans also focus our duty to prepare for and respond to major emergencies on a local basis. The scope of such preparations may include responding to adverse weather events, natural disasters, pandemics, chemical incidents or major transport incidents. The threat of terrorism also compels the SFRS to ensure it can also respond alongside other partner agencies should such an event occur. Our Local Plans support work with our Local Resilience Partners and other key groups to minimise risk wherever possible.

Priority 3: Deliberate Fire Setting

Deliberate fire setting accounts for a significant number of operational incidents across Scotland and takes various forms. Whilst a small proportion of incidents involve occupied buildings, vehicles and outdoor structures (primary fires), the majority of deliberate fires are classed as secondary in nature and mostly occur in outdoor locations.

Analysis of incident data identifies deliberate secondary fires occurring throughout the year, however peak activity is noted in the spring time, during the bonfire season and when prolonged periods of dry weather arise.

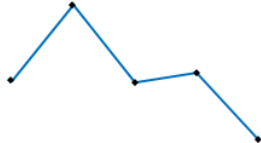
Deliberate fire setting is regarded as anti-social behaviour and is also criminal in nature. These acts can lead to serious consequences such as personal injury, damage to property and the environment.

Dealing with instances of deliberate fire setting also diverts fire and rescue resources from other meaningful activities. Working in partnership, we seek to combine our information to identify those parts of our communities that are being affected by anti-social behaviour to reduce such instances whilst tackling the underlying causes of such behaviour.

Reducing Deliberate Fire Setting

Our national performance against the Deliberate Fires is shown below with an overall downward trend in this type of incident.

Deliberate fires attended have been relatively stable in recent years, however, last year's annual total was the lowest in the last five/ the second lowest on record.

KPI Name	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	Sparkline
Deliberate Fires	14,870	15,890	14,851	14,989	14,089	

There are many local initiatives in place to support this reduction across the country. In Highland, local teams share intelligence with partners to identify communities that are being affected by anti-social behaviour. They work with Police Scotland to investigate deliberate fire setting, determine the cause and, if possible, identify those responsible for such acts.

Diversionary and engagement activities such as education talks within schools, the Fireskills Employability Award and Rock Challenge are an important approach in tackling anti-social behaviour and diverting young people towards positive behaviours and responsible citizenship.

Anti-social behaviour intelligence and evidence is used to target schools where fire education talks are initiated in advance of holiday periods, or in response to deliberate fires with the aim of reducing or preventing recurrence. Partnership working with Police Scotland and Highland Council has also enabled high profile multi agency patrols and engagement with young people in hot spot areas.

SFRS Fireskills Employability Award is also used in the Area. FireSkills is a programme targeted at High School pupils who, for a variety of reasons, are nearing the point of exclusion, are not attending, or are not attaining well in school. The programme provides guidance, mentoring, practical skills and team building to build confidence, develop skills and deliver an employability award for successful attendees. Positive outcomes have been evidenced in relation to increased attendance and attainment at school, improved engagement with teachers, and positive peer engagement in relation to anti-social behaviour.

The SFRS has contributed financially and through personnel to the annual Highland Rock Challenge programme which sees pupils from schools across Highland engage in diversionary activities which culminate in them presenting a song and dance showcase in

front of large audiences. The programme engages pupils throughout the spring and summer in developing a theme, creating stage sets, and building team working skills to deliver their performance as well as taking part in educational activities to raise their awareness of safety and deter them from anti-social behaviour.

Priority 4: Non-Domestic Fire Safety

In general, all workplaces and business are classed as non-domestic premises. The SFRS has a statutory duty to promote fire safety and where required enforce compliance with fire safety legislation.

The impact of fire in these properties can have a devastating impact on business, employment, the provision of critical services, and our heritage. Protecting businesses from fire is therefore a key priority for us so that they can continue to safely contribute to Scotland's economy.

Reducing Non-Domestic Fires

The number of fires in non-domestic regulated premises occurring between 2015/16 and 2019/20 is shown in the table below. There has been a clear downward trend in this type of incident.

KPI Name	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	Sparkline
Non-Domestic Building Fires	2,083	1,880	1,844	1,811	1,599	

Given the importance of the protection of the local economy, monitoring of activity within these premises is ongoing in conjunction with a programme of Fire Safety Enforcement Audits. Local Plans have supported the delivery of audits across Scotland:

	2015/16	2016/17	2017/18	2018/19	2019/20
Fire Safety Audits	9,834	8,939	7,635	7,872	7,261

Priority 5: Unwanted Fire Alarm Signals

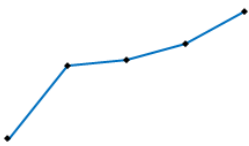
False alarms account for over half of the incidents we attend. Most of these unwanted calls are generated by automatic fire alarm systems. This is a significant drain on our resources and travelling to these incidents under blue-light conditions presents an undue risk to our firefighters and other road users.

Whilst we encourage the use of automatic fire detection to save lives and protect buildings, we actively seek to reduce the burden to us and businesses that false alarms from systems installed in commercial and public premises cause.

We will always send a full fire response to automatic fire alarms confirmed as actual fires but by reducing our response through risk assessment, we are yielding a significant reduction in blue light journeys, having a positive effect on road risk, carbon emissions and availability of crews for other duties such as prevention work. Our Local Plans support our national agenda to reduce this type of incident.

Reducing Unwanted Fire Alarm Signals

The number of Unwanted Fire Alarm Signals in non-domestic premises we have attended between 2015/16 and 2019/20 is shown below and reveals a clear upward trend in this type of activity.

KPI Name	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	Sparkline
False Alarm, UFAS	27,420	28,435	28,501	28,722	29,171	

The reduction of UFAS is complex and challenging. Meaningful reductions in UFAS calls require a strong partnership approach at national and local level, which is underpinned by an appropriate response when a UFAS is passed to the Service.

There has been excellent work conducted by personnel locally to drive down UFAS, and this work continues to be shared across Scotland. An initiative with Dumfries and Galloway Council Education Department has seen a near 50% drop in UFAS activity within schools where it has been applied. Investigations are ongoing to adopt this initiative in other premises types and in other areas of the county.

Conclusion

Our review of Local Plans, which has included an engagement survey, the results of a local scrutiny review and a look at performance data, has led us to the conclusion that our Local Plans remain fit for purpose.

From a stakeholder perspective, survey results indicate a high level of satisfaction with 76% of respondents stating that they were very or quite satisfied with SFRS performance in local areas. 68% were very or quite satisfied that local plans were reflective of local need, with a further 20% of respondents leaving a neutral response to this question.

The Local Scrutiny Review suggested that, overall, a very positive and consistent picture has been given over seven years of local scrutiny arrangements being in place. Following this light touch review of the process and how it is functioning, the consensus is that it is performing as intended both from an Elected Members, Convener and LSO perspective.

There is evidence that there is a clear link between the Local Fire and Rescue Plan priorities and their contribution to other community based plans, ensuring the best outcomes for the

communities. Additionally, the performance reporting of the Plan and the level of detail the Service provide overall has been positively received.

There is, however, room for improvement and the suggestion that a greater focus on risk and outcomes would be beneficial within our Scrutiny reports as opposed to simply benchmarking against personal targets.

Finally, the performance data section indicate that our Local Plans priorities are focused on those areas of need across Scotland. There is clear synergy between national and local priorities and need, as well as examples of how local partnerships can drive improvement and be shared across the Service as best practice.

Recommendations:

Given the current uncertainties surrounding our operating landscape and the results of this review which indicate that local priorities remain fit for purpose at this time, it is recommended that a light touch revision of Local Plans is undertaken.

In the main, the priorities set within the current local plans, developed with consideration of local Community Planning Local Outcome Improvement Plan, will remain the same. Minor adjustments will be made locally where it is felt that the risk landscape has changed or where increased focus should be made following the feedback received via the above review process.

The following points should be considered when the Plans are being reviewed and updated:

- Although all our current local plans have been developed to contribute to Local Outcome Improvement Plans (LOIP), it is recommended that these documents clearly detail how the local priorities they have set align with LOIP outcomes. This will assist us to evidence our contribution to LOIPs.
- Local Senior Officers should be reminded that they have flexibility to identify specific local priorities supported by appropriate local performance measures relevant to their area. This will help ensure local relevance and reduce the similarities between plans that was identified as part of the local scrutiny review.
- Local targets should only be applied when it is appropriate to do so. Careful consideration should be given when identifying local targets to avoid expressing desired results which are unachievable, uncontrollable or impractical.
- When considering the local scrutiny reports that result from Local Plans, a greater focus on risk and outcomes should be considered, opposed to simply benchmarking against personal target.
- Local Scrutiny Committees should be fully consulted in the production of Local Plans at an appropriate time.

A refresh of the Fire Framework is scheduled to take place 2021/22. This work will also instigate the need to revise the Strategic Plan 2019-22. Following this re-publication, Local Plans will then require a full review and update.

Appendix 1: Local Fire and Rescue Plan Review 2020 Survey Results

1: In what local authority area do you live or represent?

LA Location

Option	Total	Percent
Aberdeen City	24	2.47%
Aberdeenshire	69	7.09%
Angus	21	2.16%
Argyll and Bute	61	6.27%
Clackmannanshire	8	0.82%
Comhairle nan Eilean Sar (Western Isles)	14	1.44%
Dumfries and Galloway	78	8.02%
Dundee City	12	1.23%
East Ayrshire	9	0.92%
East Dunbartonshire	11	1.13%
East Lothian	26	2.67%
East Renfrewshire	12	1.23%
Edinburgh City	45	4.62%
Falkirk	32	3.29%
Fife	32	3.29%
Glasgow City	83	8.53%
Highland	46	4.73%
Inverclyde	15	1.54%
Midlothian	10	1.03%
Moray	17	1.75%
North Ayrshire	6	0.62%
North Lanarkshire	51	5.24%

NOT PROTECTIVELY MARKED

Orkney	14	1.44%
Perth and Kinross	20	2.06%
Renfrewshire	40	4.11%
Scottish Borders	33	3.39%
Shetland	20	2.06%
South Ayrshire	15	1.54%
South Lanarkshire	78	8.02%
Stirling	16	1.64%
West Dunbartonshire	11	1.13%
West Lothian	37	3.80%
Other (UK)	1	0.10%
Other (Outside UK)	2	0.21%
Not Answered	4	0.41%

2: If you represent an organisation, please give its name here:

Organisation name

There were 284 responses to this part of the question.

3: If you are an SFRS employee, please indicated here:

SFRS staff

Option	Total	Percent
Yes	250	25.69%
No	705	72.46%
Not Answered	18	1.85%

4: How satisfied or dissatisfied are you in how the Scottish Fire and Rescue Service is performing in your area?

SFRS performance in locality

Option	Total	Percent
Very satisfied	451	46.35%
Quite satisfied	286	29.39%
Neither/ Nor	139	14.29%
Quite dissatisfied	59	6.06%
Very dissatisfied	38	3.91%
Not Answered	0	0%

5: How satisfied or dissatisfied are you at the way in which the SFRS understands and reflects local needs in their plans and activities?

SFRS understands and reflects local needs in their plans and activities

Option	Total	Percent
Very satisfied	344	35.35%
Quite satisfied	314	32.27%
Neither/ Nor	196	20.14%
Quite dissatisfied	85	8.74%
Very dissatisfied	34	3.49%
Not Answered	0	0%

6: Has there been any change in the quality of services delivered by the Scottish Fire and Rescue Service over the last 3 years?

Change in quality of Services?

Option	Total	Percent
Much better	134	13.77%
A little better	182	18.71%

NOT PROTECTIVELY MARKED

No change	431	44.30%
A little worse	142	14.59%
Much worse	84	8.63%
Not Answered	0	0%

7: In the past 3 years are you aware of any changes and innovations used to improve service provision and outcomes?

Change in innovation?

Option	Total	Percent
Much more	111	11.41%
A little more	313	32.17%
No change	421	43.27%
A little less	70	7.19%
Much less	58	5.96%
Not Answered	0	0%

8: How satisfied or dissatisfied are you with the level of information you received on local fire and rescue activity or developments?

Level of information received

Option	Total	Percent
Very satisfied	165	16.96%
Quite satisfied	230	23.64%
Neither/ Nor	337	34.64%
Quite dissatisfied	166	17.06%
Very dissatisfied	75	7.71%
Not Answered	0	0%

9: Listed below are a number of core fire and rescue services, please rate these in terms of their importance to you:

Core fire and rescue - Being prepared for and responding to fires

Option	Total	Percent
Very important	954	98.05%
Quite important	13	1.34%
Neither/ Nor	4	0.41%
Not important	0	0%
Not Answered	2	0.21%

Core fire and rescue - Promoting fire safety in the home

Option	Total	Percent
Very important	613	63.00%
Quite important	295	30.32%
Neither/ Nor	53	5.45%
Not important	11	1.13%
Not Answered	1	0.10%

Core fire and rescue - Enforcing fire safety in non-domestic buildings

Option	Total	Percent
Very important	583	59.92%
Quite important	326	33.50%
Neither/ Nor	50	5.14%
Not important	13	1.34%
Not Answered	1	0.10%

Core fire and rescue - Being prepared for and responding to road traffic collisions or serious transport incidents

Option	Total	Percent
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Very important	902	92.70%
Quite important	64	6.58%
Neither/ Nor	3	0.31%
Not important	1	0.10%
Not Answered	3	0.31%

Core fire and rescue - Being prepared for and responding to animal rescues

Option	Total	Percent
Very important	322	33.09%
Quite important	429	44.09%
Neither/ Nor	161	16.55%
Not important	59	6.06%
Not Answered	2	0.21%

Core fire and rescue - Being prepared for and responding to flooding incidents

Option	Total	Percent
Very important	628	64.54%
Quite important	272	27.95%
Neither/ Nor	57	5.86%
Not important	8	0.82%
Not Answered	8	0.82%

Core fire and rescue - Helping you be prepared for emergency situations

Option	Total	Percent
Very important	507	52.11%
Quite important	328	33.71%
Neither/ Nor	105	10.79%
Not important	29	2.98%

NOT PROTECTIVELY MARKED

Not Answered	4	0.41%
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10: Listed below are other services we would like to do more of, please rate these in terms of their importance to you:

Services we would like to do more of - Being prepared for and responding to acts of terrorism

Option	Total	Percent
Very important	510	52.42%
Quite important	272	27.95%
Neither/ Nor	107	11.00%
Not important	81	8.32%
Not Answered	3	0.31%

Services we would like to do more of - Working with partners to identify and help people at risk of preventable accidents in their home

Option	Total	Percent
Very important	384	39.47%
Quite important	299	30.73%
Neither/ Nor	120	12.33%
Not important	170	17.47%
Not Answered	0	0%

Services we would like to do more of - Working with partners to reduce crime and improve safety

Option	Total	Percent
Very important	257	26.41%
Quite important	297	30.52%
Neither/ Nor	193	19.84%
Not important	221	22.71%

NOT PROTECTIVELY MARKED

Not Answered	5	0.51%
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Services we would like to do more of - Working with partners to support young people

Option	Total	Percent
Very important	279	28.67%
Quite important	342	35.15%
Neither/ Nor	194	19.94%
Not important	153	15.72%
Not Answered	5	0.51%

Services we would like to do more of - Working with partners to support older people

Option	Total	Percent
Very important	352	36.18%
Quite important	308	31.65%
Neither/ Nor	161	16.55%
Not important	147	15.11%
Not Answered	5	0.51%

Services we would like to do more of - Working with partners to improve the health and wellbeing of communities

Option	Total	Percent
Very important	289	29.70%
Quite important	294	30.22%
Neither/ Nor	208	21.38%
Not important	178	18.29%
Not Answered	4	0.41%

Services we would like to do more of - Working with partners to support the local economy and those in poverty

Option	Total	Percent
Very important	236	24.25%
Quite important	271	27.85%
Neither/ Nor	240	24.67%
Not important	219	22.51%
Not Answered	7	0.72%

11: Are there are any other fire and rescue activities which are important to you that are not listed?

Important but not listed

There were 215 responses to this part of the question.

12: Are there any areas that we need to improve on in your locality?

Improvement needed

There were 290 responses to this part of the question.

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p align="center">29 April 2021</p>	<ul style="list-style-type: none"> • Chair's Welcome • Apologies For Absence • Consideration of/ Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • DCO – Change Portfolio Update • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<ul style="list-style-type: none"> • Grenfell Fire Update (linked to SDC update SS) 	<ul style="list-style-type: none"> • Combined Risk and Performance Report Q3 Progress Report • Performance Management Framework Review (PMF: Approval of Revised Indicators) 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Board and Committee related Governance Items (SO, SoD, ToR's, Code of Conduct etc) • Internal Audit Plan 2021/22 • Board Members Annual Remuneration Review • Procurement Strategy
<p align="center">24 June 2021</p>	<ul style="list-style-type: none"> • Chair's Welcome • Apologies For Absence • Consideration of/Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • DCO – Change Portfolio Update • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<ul style="list-style-type: none"> • Grenfell Fire Update (linked to SDC update SS) 	<ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q4 Progress Report • Final Report for Grenfell Fire • Arrangements and Outcomes of Annual Review – Effectiveness of Board • Value Added Statements • Code of Corporate Governance • AFA Options (UFAS) 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • ARAC Committee Annual Report to Accountable Officer • Health & Safety Annual Report 2019/20

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p align="center">26 August 2021</p>	<ul style="list-style-type: none"> • Chair's Welcome • Apologies For Absence • Consideration of/Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • DCO – Change Portfolio Update • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<ul style="list-style-type: none"> • Grenfell Fire Update (linked to SDC update SS) 	<ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q1 Progress Report • Annual Performance Review 2020/21 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Annual Procurement Report 2020/21
<p align="center">28 October 2021</p>	<ul style="list-style-type: none"> • Chair's Welcome • Apologies For Absence • Consideration of/Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • DCO – Change Portfolio Update • • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<ul style="list-style-type: none"> • Grenfell Fire Update (linked to SDC update SS) 	<ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Capital Budget Outturn Report 2020/21 • Resource Budget Outturn Report 2020/21 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Board Forward Plan Schedule 2022/23 • Annual Report and Accounts 2020/21 (PRIVATE)

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
16 December 2021	<ul style="list-style-type: none"> • Chair's Welcome • Apologies For Absence • Consideration of/Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • DCO – Change Portfolio Update • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<ul style="list-style-type: none"> • Grenfell Fire Update (linked to SDC update SS) 	<ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q2 Progress Report • AFA Final Option (UFAS) 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Budget Strategy 2022-23
24 March 2022	<ul style="list-style-type: none"> • Chair's Welcome • Apologies For Absence • Consideration of/Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • DCO – Change Portfolio Update • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 		<ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q3 Progress Report • Annual Operating Plan 2022/23 Development 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Resource Budget 2022/23 • Capital Programme 2022-2025