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21 April 2021

TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Dear Member

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

Date: Thursday 29 April 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

KIRSTY DARWENT
Chair

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The recording will be destroyed following final approval of the minutes.

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SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD
THURSDAY 29 APRIL 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: THURSDAY 25 MARCH 2021** *B McQueen*
(attached)

The Board is asked to approve the minute of the meeting.

- 6 ACTION LOG** *(attached)* *H Greig*

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

- 7 DECISION LOG** *(attached)* *H Greig*

The Board is asked to note the Decision Log.

- 8 CHAIR'S REPORT** *(attached)* *B McQueen*

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:**
- *Draft Minutes of Meeting: 24 March 2021 (attached)* B Baverstock
- 11.2 **Service Delivery Committee:**
- *Draft Minutes of Meeting: 11 March 2021 (attached)* N Barr
- 11.3 **Staff Governance Committee:**
- *Draft Minute of Meeting: 4 March 2021 (attached)* P Stark
- 11.4 **Transformation & Major Projects Committee** F Thorburn
- 12 ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS** *(attached)* R Whetton
- The Board is asked to approve the report.*
- 13 INTERNAL AUDIT PLAN 2021/22** *(attached)* B Baverstock
- The Board is asked to approve the report.*
- 14 ANNUAL OPERATING PLAN 2021/22** *(attached)* M McAteer
- The Board is asked to approve the report.*
- 15 PROCUREMENT STRATEGY 2021-2024** *(attached)* J Thomson
- The Board is asked to approve the report.*
- 16 COMBINED RISK AND PERFORMANCE Q3 PROGRESS REPORT** *(attached)* M McAteer
- The Board is asked to scrutinise the report.*
- 17 RISK THEMES** *(verbal)* B McQueen
- The Board is asked to reflect on any risk themes identified during this meeting.*
- 18 FORWARD PLAN** *(attached)* H Greig
- The Board is asked to note the update.*

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- 19 DATE OF NEXT MEETING**
Thursday 27 May 2021 at 1000 hrs (Special Board)

PRIVATE SESSION

- 20 PREPARATION FOR MASS CASUALTY EVENTS** *(attached)* S Stevens
The Board is asked to scrutinise the report.

Please note that this meeting will be recorded for the purposes of minute taking only.
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PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 25 MARCH 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Kirsty Darwent (Chair) (KD)
 Brian Baverstock (BB)
 Anne Buchanan (AB)
 Fiona Thorburn (FT)
 Malcolm Payton (MP)
 Tim Wright (TW)

Nick Barr (NB)
 Lesley Bloomer (LBI)
 Marieke Dwarshuis (MD)
 Bill McQueen (Deputy Chair) (BMcQ)
 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
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Alasdair Cameron (AC)	Group Commander Board Support
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS:

None

1 CHAIR'S WELCOME

- 1.1 KD opened the meeting and welcomed those participating via MS Team. The Board were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.
- 1.2 This meeting would be recorded to allow the Board to review and decide whether this recording would be published on the SFRS website for wider public access.

2 APOLOGIES

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

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- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 3.1 The Board agreed that the private minutes of the previous meetings and private action log would be taken in private due to the confidential nature of the issues.
- 3.2 No further private items were identified.
- 4 DECLARATION OF INTERESTS**
- 4.1 None.
- 5 MINUTES OF PREVIOUS MEETING:**
- 5.1 **Thursday 17 December 2020**
- 5.1.1 The minutes were agreed as an accurate record of the meeting.
- 5.1.2 Matters Arising
In relation to Suspension of Public Access to SFRS Board Public Meetings, the Board re-affirmed the accuracy of the previous minutes and associated action log entry. The Chair noted that the intention would be for Board Members to review and provide feedback on the trial recording of today's meeting and, barring any technical issues, publish on the website. Previous minutes to remain unchanged.
- 5.1.3 In relation to Item 16.1 Combined Risk and Performance Report Quarter 2 Progress Report, it was noted in the previous minutes that an option for consideration would be given to updating the Board (Strategy Day) on increases in response times. RH indicated that this would be progressed and an update would be issued in due course.
- 5.2 **Thursday 25 February 2021 (Special)**
- 5.2.1 The minutes were agreed as an accurate record of the special meeting.
- 5.3 **The minutes of the meeting held on 17 December 2020 and 25 February 2021 were approved as a true record of the meeting.**
- 6 ACTION LOG**
- 6.1 The Board considered the action log and noted the updates.
- 6.2 **Members noted the updated Action Log and approved the removal of completed actions.**
- 7 DECISION LOG**
- 7.1 The Board considered the Decision Log.
- 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 17 December 2021, highlighting:
- Lord Greenhalgh address at the Local Government Authority Fire Conference and the publication of the HMICFRS State of Fire and Rescue Report (England). Both have implications for all UK fire and rescue services (FRS). In Lord Greenhalgh's speech, he spoke on FRS's professionalism, people and governance, including an indication to move towards a police and fire commissioner model, professional career structures and breadth of the firefighter's role. The HMICFRS report expanded on these areas and also indicated a major reform or potential abolition of the National Joint Council (NJC) for Fire. This would have significant impact on SFRS, who needed to be politically aware of potential changes.
 - Meeting with Fire Brigades Union (FBU), facilitated by the NJC, had been scheduled for 31 March 2021 to discuss future negotiations and SFRS's direction of travel. CO

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Blunden's letter outlining the wider context and contents of discussions had been previously shared with the Board.

- Introductory meeting scheduled with Robert Scott, new HMFSI Chief Inspector, on 1 April 2021. On behalf of the Board, KD thanked Simon Routh-Jones for his contributions and wished him well for the future.

8.2 In relation to the implications for SFRS following the publication of the State of Fire report, KD indicated that it was still uncertain. She noted that a White Paper on Fire Reform in England would be published in the Spring. Any changes to the NJC would have direct implications on SFRS and the situation would continue to be closely monitored.

8.3 It was agreed that an invitation would be extended to Robert Scott, offering the opportunity to attend a future strategy day in order to meet the Board and to outline his proposals for the future.

ACTION: BST

8.4 KD provide a brief update on Board Members recruitment, which closed on 22 March 2021, noting the shortlisting of applications had commenced. Following the interview process, new Board Members would be confirmed by mid-May 2021.

8.5 KD formally announced the retirement of Board Members Anne Buchanan and Primrose Stark, who would be stepping down on 30 June 2021. On behalf of the Board, KD thanked both Anne and Primrose for their valuable contributions during their tenures and wished them well for the future.

8.6 KD confirmed her formal appointment as Chair of the Board for a further 4 years.

8.7 During their last meeting with the Minister of Community Safety, prior to purdah, Ms Denham expressed her thanks and best wishes to the Board and SFRS for the future.

8.8 **The Board noted the report and the verbal update.**

9 CHIEF OFFICER'S REPORT

9.1 The Chief Officer presented his report noting events which had occurred since the Board meeting held on 17 December 2020, highlighting:

- Discussions held with Chief Executives of Aberdeenshire, Aberdeen City and Moray Councils regarding realignment of Local Senior Officer areas following a recent review undertaken.
- Covid Recognition Scheme awarded gift vouchers to 504 individuals, including 143 Sodexo personnel.
- Attending Cheapside Street Memorial on Sunday 28 April 2021.

9.2 In regard to the Franklin Covey Leadership sessions, the Board asked for reflections on what contributions and impact these were making. MB noted the significant changes within the SLT over the last 12 months and as such Franklin Covey has been hugely beneficial for the SLT. This has helped to identify and focus on priority areas including health and wellbeing of staff, recovery from Covid and engagement around the draft vision. These sessions have provided the SLT with an opportunity to understand how they work together by identifying individual and combined strengths. This would now be cascaded, via the Leadership Framework, through the whole organisation. The Board commented on the improved cohesiveness within the SLT, interaction with the Board and quality of papers being presented.

9.3 In regard to the Wildly Important Goals Session, MB noted that this has been delayed until 29 March 2021 and outlined the expectation for the session.

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- 9.4 MB informed the Board that the HMICFRS State of Fire Report recommended, due to inconsistencies in approach, that the Fire Standards Board publish England Fire Standards covering activities undertaken by English fire and rescue services. The aim being to drive improvements, enhance professionalism and identify good practice. Fire Standards relating to Emergency Response Driving, Operational Preparedness, Operational Competence and Operational Learning have already been published. SFRS would take cognisance of these standards, undertake a gap analysis and prepare a report for the SLT and Staff Governance Committee for scrutiny.
- 9.5 Taking cognisance of the England Fire Standard, MB noted his anticipation that the HMFSI would potentially audit these areas and this would provide the Service with external verification on our position.
- 9.6 MB updated the Board on the work undertaken to develop and deliver training as close to the point of need as possible, and noted that this has been accelerated due to Covid. Within the Western Isles, Orkney and Shetland areas, resources were now available to deliver all elements of core skills and recruitment processes, emergency response driving courses/refreshers and modularised Incident Command Level 1 (pilot scheme).
- 9.7 In relation to delivery of Incident Command Level 2 and 3, all refresher content can now be delivered remotely. On Monday 29 March 2021, the first fully remote Incident Command Level 2 acquisition course would be delivered.
- 9.8 MB noted that the initial review of the Rural Full-Time posts (Phase 1), highlighted both significant benefits and value for money. Following completion of the final phase, the Service were now bringing all the resources together to ensure consistency in delivery.
- 9.9 In regard to key risk areas, MB highlighted the McCloud judgement and the potential reputational and financial risks. Meeting scheduled with the Scottish Pensions Agency (SPA) to gain a better understanding. Report to be presented to the next Remuneration, Appointments and Nominations Sub Committee (RANSc) in June 2021.
- 9.10 MB also highlighted COP 26, in particular potential Marauding Terrorist Attacks (MTA). He reminded the Board of the current position, in relation to training and preparedness, within the Service. He noted his intention to inform Chris McGlone, FBU Executive Member, what measures the Service would be undertaking to ensure the health, safety and wellbeing of staff, should they find themselves involved in a MTA incident. MB clarified that the Service would like to reach a partnership approach with the FBU on the 4 identified stations, provide appropriate training, pay the additional responsibility and provide a guaranteed 24/7 response to assist partners across Scotland.
- 9.11 The Board reiterated the importance of firefighter safety and supported the Chief's proposals.
- 9.12 MB agreed to provide a formal report on the context and progress made on this issue at the next meeting (April 2021). This should include training for all firefighters across Scotland and also specialist resources. It was further proposed that a standing agenda item for MTA be added to the forward plan.

ACTION: MB/BST

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

10 SERVICE TRANSFORMATION UPDATE

- 10.1 RH updated Members in regard to Change Portfolio matters which had occurred since the Board meeting held on 17 December 2020, highlighting the following:
- New Head of Portfolio appointed and would take up post on 26 April 2021.

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- Senior Management Board (SMB) meeting held on 24 March 2021, discussed the new architecture of the portfolio which would help to streamline and strategically focus scrutiny.
- Ongoing programmes/projects were Service Delivery Model Programme (SDMP), People, Training, Finance and Assets (PTFA) Programme, Retained/Volunteer Duty System (RVDS) project, CCMS project, Emergency Service Network Implementation (ESNI) programme, McDonald Road/Museum of Fire, West Asset Resource Centre (ARC), Protection of Vulnerable Groups (PVG) project, Safe and Well project and Out of Hospital Cardiac Arrest (OHCA) project.
- OCHA Closing Report to be submitted to the next SMB meeting (April) and Transformation and Major Projects Committee (TMPC) meeting (May).
- Post project evaluations were undertaken for the Rapid Response Unit (RRU) and Rural Full-Time Posts (RFTP) projects. These evaluations were focused on the management aspects of the project and action plans have been developed to address the recommendations.
- Post project evaluation underway on the 5 Watch Duty System and would be presented to the TMPC in due course.

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 24 March 2021 and provided a verbal update, highlighting the following:

- Internal Audit Plan, impacted by Covid but assurance received that the plan would be completed as scheduled.
- Final Report SFRS ICT and Data Security discussed and assurances were provided on how the Service were addressing the identified weaknesses.
- Internal Audit Plan for 2021/22, clear alignment with the strategic direction and emerging strategic risks for the Service.
- Risk register – new revised format presented. The Committee acknowledged the significant improvements in terms of readability, accessibility and strengthened alignment between the risk management and planning process across the Service.
- Detailed discussion on the spotlighted risk relating to the Service failing to undertake consultation/engagement processes. Assurances were provided that the Service had appropriate systems and processes in place and were fully aware of the potential challenges and issues associated with these processes.

11.1.2 The Board noted the verbal update.**11.2 Service Delivery Committee (SDC)**

11.2.1 NB reported that the Committee held a public meeting on 10 December 2020 and referred the Board to the attached approved minutes noting that a verbal update was provided at the previous Board meeting.

11.2.2 NB reported that the Committee held a public meeting on 11 March 2021 and provided a verbal update, highlighting the following:

- Comprehensive Service Delivery Update.
- Quarterly Performance Report for Q3 2020/21 noting the impact of Covid on statistics.
- Action Plan and Closing Report Update noting Management of Fleet equipment and Operational Risk Information were progressing well.
- Unwanted Fire Alarm Signal (UFAS) Review Project Update progressed to Stage 3 and included an externally facilitated stakeholder's engagement event.

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- Clinical Governance Arrangements continuing to be progressed along with Scottish Ambulance Service (SAS). Memorandum of Understanding currently being developed.
- Risk spotlight on Fire Safety Enforcement was deferred to the next meeting (May 2021).

11.2.3 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:

- Interim update report presented to the Committee. Reminder that the Full Action Plan and Interim Update reports were presented at alternating meetings.
- Action Plan covers 3 key areas: Grenfell Tower Enquiry Phase 1 report, London Fire Brigade (LFB) Investigation Report and SFRS' own Register of Focus Areas.
- SFRS Action Plans contained all 46 Grenfell Tower Enquiry Phase 1 recommendations. Of the 31 recommendations specific for LFB, SFRS have closed 11 recommendations with a further 3 presented to SDC for closure, revised timelines for 10 recommendations and the remaining 7 actions remained on track. Revised timelines were due to ongoing Covid restrictions and reprioritisation of both internal and third-party resources. It was anticipated that this would not impact on the overall completion timeline (June 2021), however this would continue to be monitored and, if necessary, adjusted accordingly.

11.2.4 Joint Workshop - Command and Control Future (CCF)

NB reported that a joint workshop, with the Transformation and Major Projects Committee, on the (CCF) project was held on 11 March 2021. During the workshop, the Committees looked at the chronological order of the existing infrastructure and processes including threats and opportunities, migration to and establishment of a new system.

11.2.5 FT reported that the workshop provided a greater understanding of specific risks associated with legacy systems and the mitigations in place and provided assurances to both Committees of the cohesive team work involved on the project.

11.2.6 The Board noted the approved minutes and verbal updates.**11.3 Staff Governance Committee (SGC)**

11.3.1 PS reported that the Committee held a public meeting on 3 December 2020 and referred the Board to the attached approved minutes noting that a verbal update was provided at the previous Board meeting. A Building the Future Together and workplace culture workshop was scheduled to be held directly after this meeting (25 March 2021).

11.3.2 PS reported that the Committee held a public meeting on 4 March 2021 and provided a verbal update, highlighting the following:

- Agreement on Instructors terms and conditions.
- Update on the PVG project noting the remedial actions being taken to improve response rates.
- RDS resourcing, both the challenges with recruiting and the mitigating actions.
- PTFA project update including the provision to extend the current working arrangement to provide continuity of existing services.
- Wellbeing survey undertaken and results will be available in Q4. Any emerging themes will be linked to the next staff survey.
- Positive aspect of the increase in self referrals.
- Graduations held in December 2020 (24 graduates) and scheduled for April 2021 (24 graduates).
- Risk profile focused on the impact on training including the robust processes to mitigate any reduction and impact on specialist skills, operational abilities, etc.

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- Meeting scheduled (31 March 2021) to review and reformat future training reports to include new performance indicators.
- Innovative solutions introduced during this pandemic to ensure that training continued to be delivered.
- Workforce planning including the future Area and Station Commander processes in the near future.

11.3.3 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 4 February 2021 and referred the Board to the attached draft minutes, the following key points were highlighted:

- Welcomed restructure and additional resourcing within the Portfolio Office.
- Circulation of monthly CCF report to all Committee members for awareness. Option to schedule a short phone call, if deemed necessary, outwith the normal meeting cycle.
- Further information to be brought to the next meeting (May 2021) on the PTFA project.

11.4.2 The Board noted the draft minutes.

(The meeting broke at 1140 hrs and reconvened at 1150 hrs)

12 RESOURCE BUDGET 2021/22

12.1 SO'D presented a report to the Board seeking approval of the proposed Resource Budget for 2021/22. The following key points were highlighted:

- Detailed presentation during Board Strategy Day (18 March 2021).
- Details of overall budget (value and breakdown) and noted the Service's intention to remain within this budget.
- Uncertainty regarding the timing and financial implications of the ongoing response and future recovery phases of Covid. This situation would continue to be closely monitored.
- Reimbursement of costs for the provision of additional support services (national response) have been assumed.
- Ring fenced funding to be provided for 2 major UK-level projects: COP26 Climate conference and the Emergency Services Mobile Communication Project (ESMCP).
- Appendix A to be amended to include the 2020/21 Revised Budget column and amended 2020/21 Base Budget figures.

12.2 The Board acknowledged the previous scrutiny on the budgets at the recent Board Strategy Day (18 March 2021).

12.3 In regard to a decrease in Property Costs, SO'D noted there were substantial adjustments made this year to progress areas of deficit within property and this budget was being brought back in line with the base core position. The Service has also benefited from reduction in rates and utility costs.

12.4 SO'D stated that the Resourcing – Recovery and Renewal budget was projected for staffing resources ie temporary support staff, etc.

12.5 Due to the volatile impact of the pandemic, SO'D explained that the Service had tried to be as adaptable as possible, continue to closely monitor budgets and reprioritise as appropriate. Looking forward the SLT would be considering business cases on 14 April 2021, to identify potential "shovel ready" projects. SO'D reiterated the challenges of resourcing and delivering projects within a 12-month budget period.

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12.6 To provide assurance to the Board, RH commented on the extent of the co-ordinated recovery activities within the Service, including specific SMB meetings focusing on recovery, reset and renew work, reviewing of the route map and work packages. Finance was an overarching factor; however, there was still an element of uncertainty as we have not yet moved into the recovery phase. The financial position would continue to be monitored, updated and refreshed as the Service moves into the recovery phase.

12.7 **The Board approved the Resource Budget for 2021/22.**

13 **CAPITAL PROGRAMME 2021-2024**

13.1 SO'D presented a report to the Board seeking approval of the proposed Capital Programme 2021-2024. The following key points were highlighted:

- Capital DEL funding represents a flat cash position.
- Anticipated capital receipts from the sale of legacy properties.
- Additional grant funding received to support fleet decarbonisation. Work continues to source further grant funding and this will be incorporated into the budget when secured.
- Asset Management Strategy is critical in terms of the approach to capital investment. Anticipated that the Service Delivery Model Programme will provide clarity on long term capital investment.
- Continue to proactively engage and identify collaboration opportunities with partners via the Reform Collaboration Group and other avenues.

13.2 In regard to collaboration opportunities, SO'D commented on the previous work with partner agencies and noted the renewed focus to identify shared infrastructure opportunities. SO'D informed the Board of ongoing engagement with Edinburgh City Council's Place Based Opportunities Board and also the North Territory Partnership Board which may provide opportunities for the Service to explore.

13.3 In regard to the property investment backlog, SO'D confirmed that the Chief Officer and Chair of the Board continued to raise awareness with Scottish Government of the substantial investment required. The Carbon Management Plan and associated documents highlighted the Service's ability and preparedness to deliver on projects should funding be available. SO'D reiterated that the magnitude of the investment required to ensure that the Service's property profile was fit for purpose. KD informed the Board that the investment backlog was widely recognised within Scottish Government. The Service would continue to actively raise the awareness and pursue funding at every opportunity. It was acknowledged that SFRS's situation was mirrored across the wider public sector.

13.4 Discussions took place regarding the potential to explore alternative financial modelling/ initiatives for future investment. It was noted that advantages and disadvantages of any such initiatives would have to be fully investigated and identified. The Service would also need to ensure compatibility with other public sector organisations and the requirements of public sector funding.

13.5 **The Board approved the Capital Programme 2021-2024.**

14 **STATUTORY REPORTING REQUIREMENTS – MAINSTREAMING REPORT AND EQUALITY OUTCOMES REPORT 2021**

14.1 LBa presented a report to the Board seeking approval of the proposed revised Equality Outcomes and the Mainstreaming and Equality Outcomes Report 2021, the following key points were highlighted:

- Proposed new equality outcomes.
- Statutory duty to publish no later than 30 April 2021.

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- 14.2 In relation to monitoring effectiveness of services ie Home Fire Safety Visits (HFSVs) within different communities across Scotland, it was noted that there was currently no routine demographic data collected during HFSVs. MMcA noted that a customer satisfaction survey was being developed and this could potentially be used to capture this data.
- 14.3 In regard to equalities based work with travelling communities, LBa noted that there had been no specific work with these communities and agreed to feed this back to the team for further consideration. LBa confirmed that travelling communities were regularly visited and offered fire safety advice.
- 14.4 The Board commented on the accuracy of the statement that the SFRS was not representative of the communities it serves, when there was a high percentage of non-declaration. LBa stated that this was a true statement and data was available to confirm that the SFRS were not factually representative, however accepted the comments on non-declaration/unknown elements.
- 14.5 LBa informed the Board that personal data was collected at the Offer of Employment stage, not the initial recruitment stage. The Service actively encourages individuals to provide this data, however, it remains voluntary and there were numerous possible reasons for withholding. LBa commented on the focus on mental health during the pandemic, the positive culture change and raised awareness across the Service.
- 14.6 It was noted that faith based diversity within the Service was not contained within the report and LBa agreed to feed this back to the team.
- 14.7 In regard to mainstreaming approach, LBa confirmed that a dedicated team had been established and a programme of work and action plan had been developed to achieve the outcomes. There were 2 elements of accessibility: providing core services to communities and employment opportunities. It was recognised that work was still required to breakdown the perception, and potential barriers, of working for SFRS.
- 14.8 Following the publication of the Equality and Human Rights Commission's Inquiry on Race, Equality, Employment and Skills, LBa to provide details on the 3 new actions being undertaken.

ACTION: LBa

- 14.9 **The Board approved the Statutory Reporting Requirements – Mainstreaming Report and Equality Outcomes Report 2021.**

15 EQUAL PAY AND GENDER PAY GAP REPORT 2021

- 15.1 LBa presented a report to the Board seeking approval to publish the Equal Pay and Gender Pay Gap Report 2021. The Board were advised of the Service's 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. The following key points were highlighted:
- Statutory duty to publish no later than 30 April, every 2nd year
 - Traditionally focus on difference between male and female pay gap. Following recommendations by the Equality and Human Rights Commission, information now included on disability and BAME communities.
 - SFRS's Gender Pay Gap, as of January 2021, was 1.01% (mean) and 2.5% (median).
 - Gender pay gap was attributable to occupational segregation within the Service.
 - Low representation from the disabled and BAME communities, with 0.8% and 0.71% recorded respectively.

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- 15.2 The Board commented on the potential impact of rejected (uniformed) pay offer on the statistics. LBa agreed that this would have an effect on the figures, however, reiterated that would still be due to occupational segregation and not pay inequalities.
- 15.3 In regard to SFRS's recruitment and promotion processes being gender-neutral, the Board asked whether training was provided for individuals involved in these processes to ensure gender neutrality. LBa confirmed that training was provided to those involved in the recruitment process. Equality training is undertaken on recruitment and mandatory refresher equality training was required every 3 years. The recruitment process was anonymised until shortlisting stage and the appointments panel system reduces any risk of personal prejudices.
- 15.4 The Board commented on the differential levels of promoted posts for male and females. LBa noted that recent and future recruitment of women would positively impact on future statistics.
- 15.5 LBa confirmed that the pay figures are based on base pay rates only, in order to ensure a fair and even comparison. As overtime was generally voluntary, and due to the difference in the numbers of males to females in certain roles, consideration of overtime pay could potentially skew the statistics.
- 15.6 It was agreed that the Board would benefit from further discussion and exploration of this area at a future Strategy Day.
- 15.7 **The Board approved the publication of the Equal Pay and Gender Pay Gap Report 2021.**
- 16 RESOURCE BUDGET MONITORING REPORT – FEBRUARY 2021**
- 16.1 SO'D presented a report advising the Board of the resource budget position for the period ending 28 February 2021. SO'D outlined the analysis of the financial position and referred Members to Appendix A and B of the report, which identified the current resource position showing a forecast year-end underspend of £3.943million, which would be reduced to £1.943million once proposed budget adjustments were agreed. This forecast position includes costs for COP26 and net savings of £3.035million in respect of COVID-19.
- 16.2 SO'D outlined some additional areas of work undertaken to utilise the underspend such as drainage surveys, installation of smart metering, etc. The Board were reminded that Scottish Government had been made aware of any potential underspend.
- 16.3 In relation to the forecasted underspend in subsistence and transport costs, the Board asked whether there were future savings identified due to changes in work practices and delivery of services. SO'D indicated that savings were being assumed for the first quarter and had been appropriately reallocated. It was acknowledged that going forward there would be areas overspent ie training, home fire safety visits, etc to allow the Service to "catch up". SO'D noted the positive aspects of current adjusted working practices for the Service's carbon footprint and this was being fed into the Reset and Renew Group for their information. At this stage, it was too early to identify a definitive financial saving.
- 16.4 The Board commented on the reduced RVDS activity level and the potential for rebasing this budget post Covid. SO'D reminded the Board that the RVDS activity levels were historically volatile but had been impacted by recent societal changes ie reduced road traffic collisions, etc. The situation would continue to be monitored and as previously stated it was too early to identify any long term societal changes or definitive financial saving.

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- 16.5 In regard to Out of Pattern Rostered Reserve (OPRR), SO'D explained the purpose for amending the phasing of OPRR to provide greater flexible with the budget available.
- 16.6 **The Board scrutinised the resource budget position for the period ending 28 February 2021.**
- 17 CAPITAL MONITORING REPORT 2020/21 – FEBRUARY 2021**
- 17.1 SO'D presented a report advising the Board of actual and committed expenditure against the 2020/21 capital budget for the period ending 28 February 2021. It was anticipated that the revised budget of £39.632 million would be spent by the end of the financial year. SO'D outlined the additional monies/grants received during this financial year and commented on the significant effort undertaken to ensure that the Service were in this positive position.
- 17.2 The Board requested clarification on the separate tendering exercise being developed for the Museum. SO'D noted that the museum was not an integral part of the original tender, however, the main contractor had been asked to tender for this work. To ensure best value, this separate tendering process had been developed. It was not anticipated that the tendering process would materially impact on the timelines, however, if there were timeline changes with this project these would continue to be monitored and reported accordingly.
- 17.3 **The Board scrutinised the level of actual and committed expenditure for the period ending 28 February 2021.**
- 18 DRAFT ANNUAL OPERATING PLAN 2021/22**
- 18.1 MMcA presented the Board with the first draft of the Annual Operating Plan (AOP) 2021/22 for scrutiny. The purposes of the AOP was to support the delivery of the strategic plan and had been constructed over a 3-year rolling programme. This would allow greater flexibility in resourcing delivery of the priorities, allow better management of the overall resources within the Service and efficient management of the interconnected nature of actions and differing cross-directorate contributions. MMcA commented on the impact of Covid, noting the reduction in actions and the increased flexibility, if necessary.
- 18.2 MMcA reminded the Board that business as usual activities, outwith the AOP, continued and were managed through Directorate Management Plans.
- 18.3 The Board were informed that the development of the AOP was co-ordinated by the SMB. All core directorate and cross directorate resources are identified prior to the AOP being finalised.
- 18.4 MMcA confirmed that the report was being presented to ascertain whether the Board were content with the AOP and direction of travel. He noted that detailed scrutiny would be undertaken at Committee level, however it remained relevant that the Board maintained strategic level overview of the AOP.
- 18.5 The Board asked for consideration to be given to present the Portfolio Office projects in a tabular format. MMcA noted that these projects were scrutinised by the TMPC, but would consider inclusion of a table with additional narrative/purpose.
- 18.6 The Board commented on potential additional item relating to the conclusion of the Grenfell Tower Action Plan due to the strategic importance. MMcA to discuss with SS.

ACTION: MMcA

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- 18.7 In relation to Strategic Outcome 4, the Board asked for consideration to be given to revising the End Dates as the majority were recorded as March 2022.
- 18.8 **The Board scrutinised the Draft Annual Operating Plan 2021/22.**
- 19 SFRS BUSINESS INTELLIGENCE STRATEGY AND 2021/22 ACTION PLAN**
- 19.1 MMcA presented the Board with the SFRS Business Intelligence Strategy and Action Plan for 2021/22 to the members of the SFRS Board for scrutiny. The following key areas were highlighted:
- Business Intelligence Strategy outlines how the Service can improve their data management to more effectively analyse performance, identify new practices and improve the insights across the Service.
 - Information would be more accessible, relevant and form part of decision-making processes.
 - Analysis would become more forward looking and predictive in analysis.
 - Business Intelligence Strategy and Digital Strategy would work together.
 - Intended benefits including improving decision making and prioritisation across the Service.
 - Suggested principles including single version of the truth to ensure consistency of data.
 - Annual update report on progress against the Strategy and Action Plan to be brought to the Board.
 - Action Plan themes include building useful partnership connections across the public services, developing products to improve how data is utilised, developing data discovery, identifying and developing tools/products and developing predictive analysis.
- 19.2 The Board commented on the potential tension between the performance and artificial intelligence elements. MMcA acknowledged the tension and noted the intention to utilise both elements simultaneously with performance being used as a corrective against predictions.
- 19.3 MMcA reminded the Board of the Business Intelligence review carried out last year, which included costs and disbenefits, and noted that the Service's approach would be to build capacity on an iterative basis to minimise risks.
- 19.4 The Board asked how the Service would use this intelligence to challenge risk appetite and influence innovation and collaboration. MMcA informed the Board of a collaboration with NHS National Services Scotland (NSS) to host a Vizathon on wildfires, including impact of climate change and future predictions.
- 19.5 The Board welcomed the report and noted the future aspirations, innovations, collaborative working and benefits from the improvement in data management.
- 19.6 **The Board scrutinised and noted the SFRS Business Intelligence Strategy and 2021/22 Action Plan.**
- 20 LOCAL FIRE AND RESCUE PLAN CONSOLIDATED REVIEW REPORT**
- 20.1 The report provided an overview 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. MMcA noted the local plans were reviewed last year and in conjunction with local scrutiny partners paused reframing of local plans due to Covid. Local plans have now been refreshed and agreed with local partners.
- 20.2 As discussed at yesterday's ARAC, there would be a more fundamental review of the local plans undertaken, in light of the next strategic plan. However, this report highlights

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the strengths in local scrutiny arrangements, in terms of relationships with communities and partners, as well as some areas of improvement.

- 20.3 The Board noted the report highlighted the importance of partnership working with young people and requested a future Strategy Day session be scheduled relating to development of Young Firefighter Scheme, corporate parenting responsibilities, etc.
- 20.4 In regard to LSO level performance, the Board asked how information on LSO level intended outcomes, performance against these outcomes were collated and reported. As set out in legislation, MMcA stated that local reporting was through local authorities, and their role was to scrutinise the local plan. He noted that the Service were looking to standardise their approach to local performance reporting, however the Service would still need to take full account of the legislation. The Board acknowledged the legislation, but noted that it was the Service's response being deployed at the local level.
- 20.5 The Board were reminded that the opportunity to attend Local Scrutiny Committee, and engage with Local Senior Officers, would be reintroduced once Covid restrictions allow.
- 20.6 **The Board noted the Local Fire and Rescue Plan Consolidated Review Report.**

21 RISK THEMES

- 21.1 There were no new or emerging issues identified during this meeting.

22 FORWARD PLAN

- 22.1 The Forward Plan was noted and would be kept under review. The following items were noted:
- 22.2
- MTA Approach Training Across Scotland and Specialist Resources – April 2021
 - MTA Approach to be added as a standing agenda item
 - Gap analysis re Fire Standards (England) – *Staff Governance Committee*
- 22.3 The following Strategy Day items were noted:
- Potential session – Introductory meeting with Robert Scott, HMFSI
 - Potential item regarding development of the Young Firefighter scheme, Corporate Parenting, etc – Date to be confirmed.
 - Potential session – further discussion and exploration around Equal Pay and Gender Pay Gap.

23 DATE OF NEXT MEETING

- 23.1 The next meeting of the Board is scheduled to take place on Thursday 29 April 2021 at 1000 hrs.
- 23.2 There being no further matters to discuss in public, the meeting closed at 1405 hours.

PRIVATE SESSION**24 MINUTES OF PREVIOUS PRIVATE MEETING:**

- 24.1 **Thursday 17 December 2020**
- 24.1.1 The minutes were approved as an accurate record.
- 24.2 **Thursday 25 February 2021 (Special Board)**
- 24.2.1 The minutes were approved as an accurate record.

25 PRIVATE ACTION LOG

- 25.1 The Board considered the action log and noted the updates.
- 25.2 There being no further matters to discuss in private, the meeting closed at 1410 hours.

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 5 Actions. A total of 4 of these actions have been completed.

The Board is therefore asked to approve the removal of the 4 actions noted as completed (Blue status), note the one action are categorised as Green status and note there is no actions categorised as Yellow status on the action log.

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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		April 2021	<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> <p>Completed (29/04/21) – The first recorded Board meeting (March 2021) has now been published on website. Public access to meetings will continue to be reviewed, including virtual recording methods, and longer-term options will be considered, at the appropriate time once restrictions are eased.</p>

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Board Meeting: 25 March 2021						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
Item 8.3	Chair's Report - Robert Scott, (HMFSI) to be invited to attend a future strategy day in order to meet the Board and to outline his proposals for the future.	BST	April 2021		April 2021	Completed (29/04/2021) – Invitation extended to Robert Scott, HMFSCI, to attend the Board Strategy Day on 27 May 2021.
Item 9.13	Chief Officer's Report - Formal report on MTA Approach Training Across Scotland and Specialist Resources to be brought to the next meeting (April 2021). It was further proposed that a standing agenda item for MTA be added to the forward plan.	MB BST	April 2021		April 2021	Completed (29/04/2021) – Report to be presented at the April meeting. Forward Plan has been updated to include this standing agenda item.
Item 14.8	Statutory Reporting Requirement – Mainstreaming Report and Equality Outcomes Report 2021 - Re Equality and Human Rights Commission's Inquiry on Race Equality, Employment and Skills, LBa to provide details on the 3 new actions being undertaken by the Service.	LBa	April 2021		May 2021	Completed (29/04/2021) – Scottish Government, through their Equality and Human Rights Committee, made three recommendations on race and employment: 1) To undertake a review of structural racism and include reference in future Strategic Plans. No guidance on the scope of the review has been provided, however, the pre-existing participation in the Cross Justice Working Group on Race and Employment provides a model to pursue. Through this working group SFRS will participate in a research project to explore the working experiences and any barriers in the workplace as experienced by colleagues from an ethnic minority background. The first phase of this is to undertake focus groups and this will be conducted during Q2 and Q3 of 2021/22. 2) Publish race pay gap information – this has been completed in the Pay Gap publication 3) Review and incorporate the Scottish Government's Race Recruitment Toolkit – colleagues within POD are currently reviewing

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						the contents of the Toolkit against SFRS practices.
Item 18.6	Draft Annual Operating Plan 2021/22 – Consideration for potential additional item relating to the conclusion of the Grenfell Tower Action Plan to be included, due to the strategic importance.	MMcA	April 2021			Update (29/04/2021) – Update to be provided during presentation of the AOP agenda item



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: 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

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 25 March 2021				
ITEM 12	RESOURCE BUDGET 2021/22	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.	The Board approved the proposed Resource Budget 2021/22.	September 2021

ITEM 13	CAPITAL PROGRAMME 2021-2024	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.	The Board approved the proposed Capital Programme for 2021-2024.	September 2021
ITEM 14	STATUTORY REPORTING REQUIREMENTS – MAINSTREAMING REPORT AND EQUALITY OUTCOMES REPORT 2021	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.	The Board approved the proposed Equality Outcomes and the content of the Mainstreaming and Equality Outcomes Report 2021.	September 2021
ITEM 15	EQUAL PAY AND GENDER PAY REPORT 2021	Under the provisions 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.	The Board approved the content of this report and the attached Equal Pay and Gender Pay Gap Report and approved its publication.	September 2021

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 29 APRIL 2021****CHAIR'S UPDATE – MARCH-APRIL 2021****Monday 29 March 2021**

Board Members Recruitment - Shortlisting

Tuesday 30 March 2021

Board Member's Annual Appraisal Meetings x 3

Chief Officer's Broadcast

Introductory meeting with Don McGillivray, Interim Director of Safer Communities

Wednesday 31 March 2021

Regular catch up meeting with CO Blunden.

SFRS/FBU Facilitated meeting

Thursday 1 April 2021

Board Member's Annual Appraisal Meetings x 3

Introductory meeting with Robert Scott, HMFSI

Friday 2 April 2021

Board Members Recruitment - Shortlisting

Monday 5 April 2021

Board Members Recruitment - Shortlisting

Tuesday 6 April 2021

Board Members Recruitment - Shortlisting

Regular Catch Up meeting with B McQueen, Deputy Chair

Thursday 7 April 2021

Board Member's Annual Appraisal Meeting

Public Appointments – Board Members Shortlisting Meeting

Friday 8 April 2021

Board Member's Annual Appraisal Meeting

Board Member's Annual Appraisal – post meeting paperwork

Preparation for Board Members Interviews

Tuesday 13 April 2021

Operational Assurance Workshop

External Audit Wider Scope Review meeting with Conor Healy

Wednesday 14 April 2021

Overview of Risk meeting with Committee Chairs
Review Annual Governance/Committee structures
Regular catch up meeting with CO Blunden.

Thursday 15 April 2021

Regular Chair/Board Support Team meeting

Wednesday 28 April 2021

Public Appointments: Scottish Fire & Rescue Service - Interviews

Thursday 29 April 2021

Public Appointments: Scottish Fire & Rescue Service - Interviews

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 29 April 2021****CHIEF OFFICER'S UPDATE – April 2021****Thursday 1 April 2021**

Introductory talk to new trainee firefighters course
Regular monthly meeting with Scottish Government
Appeal Hearing

Friday 2 April 2021

CPD/Technical Reading
Meeting with new A/Director of Finance and Procurement

Monday 5 – Friday 9 April 2021

Annual Leave

Monday 12 April 2021

Handover meeting with Director of Finance and Contract Services
Regular 1:1 with ACO
Regular Business Support Team Meeting

Tuesday 13 April 2021

Operational Assurance Workshop
Regular meeting with the Chair
Meeting with Deloitte's team
Meeting with CEO North Lanarkshire

Wednesday 14 April 2021

SLT Informal Meeting
Regular 1:1 with ACO
Meeting with CEO, South Lanarkshire

Thursday 15 April 2021

Regular 1:1 with Director of POD
Anthony Nolan Partnership meeting
Scottish Resilience Partnership meeting

Friday 16 April 2021

Regular 1:1 with Director of SPPC
Regular 1:1 with A/Director of Asset Management
NFCC Chiefs Dial-in Meeting

Monday 19 April 2021

Board pre-agenda meeting
Regular 1:1 with ACO

Tuesday 20 April 2021

Appraisal meetings
DCO meeting

Wednesday 21 April 2021

DCO Year End Appraisal
Regular meeting with B Baverstock

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Thursday 22 April 2021

Meeting with new HMI

Post Covid Economy Seminar with DG Public Spending Cat Little, HM Treasury

Future Vision Leadership course– case consultation session

Friday 22 April 2021

Regular meeting with LFB Commissioner

Regular 1:1 with A/Director of Finance and Procurement

Regular NFCC Chiefs dial-in meeting

Monday 26 April 2021

Regular monthly Director meeting with 999 Cenotaph

SLT/SMB Workshop

Regular meeting with P Stark

Tuesday 27 April 2021

Introductory meeting with Head of Portfolio Office

Regular monthly meeting with Scottish Government

Technical Reading

Wednesday 28 April 2021

Formal SLT meeting

Thursday 29 April 2021

SFRS Board Meeting

Regular 1:1 with DCO

Friday 30 April 2021

Regular NFCC Chiefs dial-in meetings



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE

WEDNESDAY 24 MARCH 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Brian Baverstock, Chair (BB)	L Bloomer, Deputy Chair (LBI)
Bill McQueen (BMcQ)	Mhairi Wylie (MW)
Tim Wright (TW)	

IN ATTENDANCE:

Martin Blunden (MB)	Chief Officer
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
John Thomson (JTh)	Head of Finance and Procurement
Marysia Waters (MWa)	Head of Communication and Engagement (Item 12.2)
Gary Devlin (GD)	Internal Audit (Azets)
Matthew Swann (MS)	Internal Audit (Azets)
Caroline Jamieson (CJ)	External Audit (Deloitte)
Simon Routh-Jones (SRJ)	HMFSI
Kirsty Darwent (KD)	Chair of SFRS Board
Alasdair Cameron (AC)	Group Commander Board Support
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS:

Alan Duncan, Finance Manager
 Karen Horrocks, Assistant Verification and Risk Officer

1 CHAIR'S WELCOME

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

Due to scheduled maintenance of the SFRS Website, the papers were not publicly available prior to the meeting.

2 APOLOGIES

2.1 David Johnston, Risk and Audit Manager

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

3.1 The Committee discussed and agreed that Final Report – ICT and Data Security would be heard in private session due to matters considered of a confidential nature in line with Standing Orders (Item 9G).

3.2 No further items were identified.

4 DECLARATION OF INTERESTS

4.1 None.

5 MINUTES OF LAST PUBLIC MEETING: 21 JANUARY 2021

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

5.2 Matters Arising

5.2.1 There were no matters arising.

5.3 **Subject to minor typographical errors, the minutes of the public meeting held on 21 January 2021 were approved as a true record of the meeting.**

6 ACTION LOG

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

Item 11.3 – Gifts, Hospitality and Interests Policy (21/01/21) – It was noted that the Staff Governance Committee report was circulated, however, this only covered People policies and did not provide details of the level of governance for approval. It was noted that this work is being progressed and would be presented to Board Members as part of the new Board Members Induction.

6.2 **The Committee noted the updated Action Log and approved the removal of completed actions.**

7 INTERNAL AUDIT

7.1 SFRS Internal Audit Progress Report 2020/21

7.1.1 MS presented a report to the Committee which summarised the progress on the delivery of the 2020/21 Internal Audit Plan and the following key points were highlighted:

- Due to an oversight, details of changes to completion dates have not been included within the report. Future reports would include an Original Planned Audit column.
- Fieldwork for the Procurement and Tendering and Expenses audits had been completed.
- Engaged with HMFSI to identify any potential overlap in relation to the Estates Asset Management and Maintenance and Operational Equipment audits. Apologies were made as the Committee were not previously informed that this would impact on the time.

7.1.2 It was noted that 4 Internal Audit reports would be submitted at the next meeting (July 2021). The Committee requested that sufficient time be given, prior to and during the meeting, to fully review and scrutinise these reports.

7.1.3 In regard to KPI 5 (Percentage of follow up recommendations completed on time), MS noted that this was the joint responsibility of Internal Audit (setting realistic timescales for completion) and Management (reasonable actions/appropriate resources).

7.1.4 **The Committee noted the progress report.**

7.2 Progress Update – Internal Audit Recommendations

7.2.1 MS presented a report to the Committee outlining the current status of the recommendations raised by Internal Audit, noting the inclusion of a comments section from Azets on previous outstanding recommendations. The following key areas were highlighted:

- Majority of recommendations were related to the current or previous year.
- Due to the current circumstances, timelines had been extended for several actions and consideration needed to be given to external factors, third party involvement, etc.

- 7.2.2 In relation to the Corporate Governance – External Engagement Recommendation No. 2, MMcA noted that the original timeline was committed to the updated guidance being available from the Scottish Public Services Ombudsman (SPSO) last year. Unfortunately, this has been delayed and had subsequently impacted on the conclusion of the action.
- 7.2.3 SO'D commented on the impact of the ongoing pandemic, however, reiterated the improvement in addressing these recommendations in recent years. She further noted the importance of setting realistic timelines and taking full cognisance of all business as usual commitments.
- 7.2.4 Consideration to be given to expand or include a glossary of acronyms within future reports.
- 7.2.5 **The Committee welcomed the update and the progress being made.**

8 INTERNAL AUDIT PLAN 2021/22

- 8.1 GD presented the proposed Internal Audit Plan 2021/22 to the Committee for recommendation. He outlined on the process and engagement undertaken to identify areas for potential audits. The following key points were highlighted:
- Chart showing allocation of audit days, noting that the allocations for certain areas will change as time progresses.
 - Seven potential assignments have been identified including learning and development, fire safety enforcement, programme office, environmental sustainability, workforce planning and remote working. Follow up work on ICT and data security.
- 8.2 As the Accountable Officer, MB supported the Internal Audit Plan 2021/22 noting that the proposed areas were appropriate and looked forward to working with Internal Audit in the coming year.
- 8.3 In relation to the remote working audit, the Committee queried whether the time commitment (25 days) was sufficient given the importance of security, procedures, etc. GD confirmed that this audit would be approached by different teams and specialists doing different aspects of remote working audit. At the appropriate time, further consideration would be given on how to coherently report on the outcomes of the audit and noted that that it may be necessary to split the report into 2 areas ie security and general aspects.
- 8.4 The Committee queried the process for agreeing the scoping and methodology on the above audit and the potential for a detailed scope to be brought back to the Committee before commencing the audit. GD stated that work was undertaken with Management to identify and confirm a detailed scope and objectives document to ensure the audit covered all the appropriate areas. Given the timings of the Committee, he highlighted the potential delays in the process if the scope was to be presented to the Committee before commencing the audit. He commented on the recent audit within Police Scotland relating to staff wellbeing and explained the areas focused on and how this was measured. Due to the Committee's interest in this audit, it was agreed that the detailed scope/terms of reference of the audit, once finalised, would be circulated to the Committee for information only.
- ACTION: GD**
- 8.5 In relation to the Environment Sustainability, GD stated that the audit would cover how management monitor progress on environmental sustainability, including the level of progress and implementation. The Committee suggested that the narrative on the Environmental Sustainability objectives to be expanded.
- ACTION: GD**
- 8.6 In relation to ICT and Data Security, the Committee queried whether other risks in the ICT area were considered. GD noted that the priority actions, at this time, were to address the issues raised in the previous audit.

8.7 The Committee commented on the reference to liaising with HMFSI and requested a brief update. GD explained that in conjunction with HMFSI, they reviewed the HMFSI's plan for the coming year to identify any potential overlap or duplication of review. One potential conflict was identified and through discussions with HMFSI and Management, it was agreed that the audit would be undertaken solely by HMFSI.

8.8 Within the Plan, the Committee noted that Internal Audit's methodology links internal audit activity to the organisation's risk management framework and requested whether this linkage could be more clearly shown. GD noted that background working documents which are used to help identify risks. The Committee requested that a summary/clarification of the linkage between risks and reviews be included when the Plan is presented to the Board for approval (April 2021).

ACTION: GD

8.9 **The Committee content to recommend the plan for approval to be Board.**

9 **EXTERNAL AUDIT – PLANNING REPORT 2020/21 AUDIT**

9.1 CJ represented the Committee with the report outlining the Audit Plan 2020/21 and highlighted the following key areas:

- Approach to Materiality, setting out the materiality calculated and the changes in controls.
- Brief explanation of performance materiality.
- Significant risk for current year including operating within the expenditure limit, management override of controls. Other areas of focus include pension liability.
- Covid-19 impact on audit and new auditing standards coming into effect.
- Wider Scope Audit to be brought to next meeting (July). This audit would cover financial sustainability and management, governance and transparency and value for money.
- Details for audit fee and reaffirmation of their independence.

9.2 In regard to the valuation of property and the impact of covid, CJ noted the potential risk of having to undertake a re-evaluation of all property assets due to changes in external benchmarks. However, the risk is lower an anticipated.

9.3 In regard to leases, CJ noted that the lease balance continued to be immaterial and therefore there was no impact due to covid.

9.4 **The Committee noted the update.**

10 **INDEPENDENT AUDIT/INSPECTION ACTION PLAN UPDATE**

10.1 MMcA presented a report to the Committee outlining the arrangements for managing audits/inspections reports and associated action plans and provided an update on the progress relating to the Audit Scotland report. The following key points were highlighted:

- Audit Scotland Action Plan contains 36 actions of which 27 are now complete.
- Proposed changes within the action plan including revised timelines and refining wide ranging actions.
- On schedule for completion, with the exception of 2 actions, by the end March 2021.

10.2 The Committee noted the good progress being made against the recommendations within the Audit Scotland report. MMcA noted that he had received no indication whether Audit Scotland would revisit the Service. MB noted that Deloitte had been appointed by Audit Scotland and was scheduled to meet with him in the near future. Further information would be provided at the next meeting.

10.3 In relation to progressing and identifying suitable Local Senior Officer's KPIs, MMcA confirmed that the review of local plan had been completed, however, due to Covid further

work with Local Scrutiny Groups had to be paused. This has since restarted and progress was now being made.

10.4 **The Committee noted the report.**

11 **PROCUREMENT STRATEGY**

11.1 JT presented the Committee with the proposed Procurement Strategy 2021 – 2024 for scrutiny and recommendations for onwards submission to the Board for approval. The following key points were highlighted:

- Legislative requirement to produce a procurement strategy in line with the Procurement Reform (Scotland) Action 2014.
- Significant changes in SFRS' operating environment due to ongoing global pandemic, exiting the European Union, focus on response to climate change and potential future political changes following the May elections.
- Third iteration of the strategy, reflecting the maturity within the procurement elements.
- Five key themes: Sustainability, Value for Money, Enhancing Capacity, Transparency, and Governance and Risk
- Greater emphasis and focus on sustainability and outcomes.
- Commitment to increase transparency and improve accountability.

11.2 In relation to sustainability, the Committee noted that it was not clear from the KPIs how the Service would be able to measure reductions in carbon emissions. JT noted that the strategy reflected what activities the Service would undertake and the outcomes, ie carbon emissions reduction, would be reported in the Annual Procurement Report. This would be considered as part of the final review of the strategy prior to its submission to the Board

11.3 In relation to the Supplier Development Programme, JT noted that this was a Scottish Government initiative which helps encourage participation, provides support to SMEs and was economically beneficial for all those involved.

11.4 JT noted the Service's Procurement Commercial Improvement Programme (PCIP) scoring was 81%, which was an indication of maturity and good processes.

11.5 JT clarified that the procurement of a new safe and well system related to an ICT solution.

11.6 In relation to reducing energy consumption, JT briefed the Committee on other options being explored ie ground source heat pumps, water to water exchanges, etc.

11.7 In relation to potential future innovations, the Committee discussed how innovations were/should be defined, and how best to reflect the Service being proactive/leaders in this area. Consideration to be given to redefine "innovation" within the final review of the strategy prior to its submission to the Board.

11.8 **The Committee noted and recommended the report for approval to the Board.**

(Meeting broke at 1134 hrs and returned at 1140 hrs)

(M Waters joined the meeting at 1140 hrs)

12.1 **INTERNAL CONTROLS UPDATE**

12.1.1 **a) Strategic Risk Register**

SO'D presented the revised Strategic Risk Register (SRR) along with the aligned Directorate Risks to the Committee. The following key points were highlighted:

- Ongoing review and InPhase reporting.
- Risk report contains the Strategic Risk Summary, Aligned Directorate Risk Summary and Committee Aligned Directorate Risk Actions.
- Format of register well received within Directorates and Strategic Leadership Team.
- Linked into the Annual Operating Plan.

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- Automated process to remove actions once complete to allow scrutiny to be focused on actions still being progressed. All closed action information would remain accessible via InPhase.
- Changes identified for Strategic Risk 1, which has been increased due to high risk elements involved, and TSA6 (EU Exit) has been removed.

12.1.2 In relation to Risk SPPC008 (Corporate Social Responsibility), the Committee noted that the status was Red (0%) and MMcA indicated that due to resourcing issues this has not been progressed. MMcA confirmed that this had been carried over into next years Directorate Plan.

12.1.2 The Committee commented on the risk actions deferred to next year and requested that the due dates be updated. However, SO'D advised that this was the responsibility of the relevant risk owners to identify new due dates. These would be updated in due course.

12.1.3 The Committee welcomed the new format, which has improved the readability of the information being provided. It was noted that going forward the link between the target risk rating and actions would be further developed and strengthened to provide clearer information on progress towards achieving the target risk rating. At the next meeting, the risk register update would include discussions on how the new process was embedding and how it is being received across the Service considering the numerous changes.

12.1.4 In relation to Strategic Risk 9 (Covid), a brief discussion on the impact of Covid on risk/assurance and the rationale of presenting the risk in this way. It was noted that the risks may align with the other strategic risks and some areas of assurance would be provided through external and internal auditors.

12.1.5 **The Committee noted the report.**

12.2 **Spotlight Risk Report SPPC6 Failure to Ensure Consultation and Engagement Processes supporting effective decision making**

12.2.1

MWa presented a risk spotlight report to the Committee, noting the following key points:

- Previous Strategy Day session with Davy Jones, Consultation Institute.
- Legal duty to consult both statutory and under common law.
- Adherence to Gunning principles for formal public consultations ie consult at the formative stage, provide sufficient information, allow sufficient time to respond and ensure that the product of consultation is consciously considered when finalising the decision.
- Importance on the processes for the pre-consultation phase and development of pre-expectation of consultation.
- SFRS is a Member of Consultation Institute which is a source of information and support.
- National Standards of Community Engagement have been adopted.
- Outlined processes and phrases for any consultation ie options development and appraisal and public consultation.
- Certified consultation and engagement training provided to 35 individuals within Service Delivery, Service Development and Communications Directorates.
- Developing and refreshing the Communication and Engagement Strategy including an Engagement Framework which would ensure engagement in built into business as usual.
- Proposed development of a Stakeholder Reference Group and Stakeholder Database.
- Creation of a Public Insight Involvements Team within the Service Development Directorate, who would be responsible for managing and advising on the processes to be followed for change projects.

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- Any change project has a dedicated Communication business partner assigned to it to ensure the proper communication plan to support the change project, noting the Business Partner communicates the process but do not design it.
- Acknowledgement that consultation and engagement processes are resource intensive and constantly evolving.

12.2.2 In relation to the Stakeholder Reference Group (SRG), MWa outlined the role of the SRG would be to identify how to improve engagement with communities, sense check processes, and ensure appropriate group/people are included. The membership of the SRG was still to be identified and a stakeholder mapping exercise would need to be conducted.

12.2.3 The Committee commented on the potential difficulties in managing individual consultation processes within the overall change programme and the potential risk due to individuals involved in the process being based within different Directorates.

12.2.4 PS informed the Committee of a scheduled meeting between Communication and Service Development to discuss the need to ensure the connectivity between the Communications and Engagement Team and the consultation process of the Service Delivery Model Programme (SDMP). He commented on the need to fully understand the local and national consultation requirements, need to identify a team who would be able to advise and guide the organisation and the future recruitment of 3 individuals. MMcA noted that Communications would develop the Engagement Framework within the Consultation Strategies and Service Development would manage the specifics in terms of SDMP Programme.

12.2.5 MWa confirmed the importance of Local Senior Officer's role in terms of the assessing local needs and local intelligence to inform the design process prior to commencing public consultation.

12.2.6 MWA confirmed that it was essential for the Service to ensure the correct process from the outset but need to be aware and build in contingencies for unforeseen issues. The Service need to be able to stop, review and restart to ensure the appropriate management of the process.

12.2.7 **The Committee noted the report.**

(MWa left the meeting at 1222 hrs)

12.3 **b) Anti-fraud/Whistleblowing Update**

12.3.1 SO'D noted that there were no issues to report.

13 **ARRANGEMENTS FOR PREPARING THE 2020-21 ANNUAL GOVERNANCE STATEMENT**

13.1 MB presented the report to the Committee outlining the preparatory arrangements and reporting methods that have been developed for providing sufficient levels of assurance in support of the 2020/21 Annual Governance Statement (AGS).

13.2 In relation to the Assurance Framework (Appendix A), BB and MB to discuss further outwith the meeting.

ACTION: BB/MB

13.3 In relation to the Assurance Mapping process, it was noted that work was still being progressed to introduce RAG ratings to provide a high level strategic view of the quality of assurance against each element.

13.4 The Committee complimented the Service on the thoroughness applied to this process.

13.5 **The Committee noted the report.**

14 ACCOUNTING POLICIES 2020-21

14.1 JT presented the report informing the Committee of regulatory changes in relation to the preparation of the Annual Report and Accounts for financial year 2020-21 and presented the Accounting Policies being adopted.

14.2 **The Committee noted the report.**

15 HMFSI ROUTINE ANNUAL REPORT

15.1 SRJ presented the report to the Committee to provide a progress update on HMFSI's inspection and reporting activity and the following key areas were noted:

- Midlothian Local Area Inspection complete and draft report was being finalised.
- Argyll & Bute Local Area Inspection undertaken remotely, due to restrictions, and interim report would be prepared.
- Thematic review on Health, Safety and Welfare was progressing well.
- Thematic review on Assessing the Effectiveness of Inspection Activity has been laid before Parliament. Outcome highlighted that some recommendations were observations and therefore difficult to action.
- Thematic review on Operational and Protective Equipment, preliminary work has commenced.
- Thematic inspection follow up review has commenced on the Management of Fleet and Equipment.
- HMFSI 3-Year Plan has been developed and noted the potential review areas identified, ie climate change, specialist resources, operational learning, etc.
- Both the 3-Year Plan and 2020/21 Annual Report would be published on the website at the end of March 2021.
- Appointment of new HM Chief Inspector – Robert Scott would take up post on 1 April 2021.

15.2 The Committee welcomed the acknowledgment that some previous recommendations were observations rather than recommendations. The Committee commented on the enhanced collaborative approach with Internal Audit.

15.3 On behalf of the Committee, BB thanked SRJ for this attendance and contribution at these meetings and wished him well in his retirement.

15.4 **The Committee noted the report.**

16 REVIEW OF ACTIONS

16.1 AC confirmed the 3 actions arising during the meeting.

17 FORWARD PLANNING

a) Committee Forward Plan Review

The Committee considered and noted the Forward Plan. The following items were noted:

- Penetration Testing (April 2021)– Result, Outcomes and Actions

b) Items for Consideration at Future IGF, Board and Strategy Days Meetings

No items were noted.

18 DATE OF NEXT MEETING

18.1 The next meeting is scheduled to take place on Thursday 8 July 2021 at 1000 hrs.

18.2 There being no further matters to discuss the public meeting closed at 1245 hrs.

PRIVATE SESSION**19 MINUTES OF LAST PRIVATE MEETING: 21 JANUARY 2021**

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

20 ACTION LOG

20.1 The Committee considered the action log and noted the updates.

21 SFRS ICT & DATA SECURITY

21.1 PS presented the report the Committee outlining the progress made on the ICT and Data Security audit action.

21.2 The Committee commended the progress made against the recommendations since the last meeting.

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SCOTTISH
FIRE AND RESCUE SERVICE

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PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

THURSDAY 11 MARCH 2021 @ 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)
Richie Hall (RH_a)
Kirsty Darwent (KD)
Richard Whetton (RW)
Alasdair Cameron (AC)
Debbie Haddow (DH)

Deputy Chief Officer
Assistant Chief Officer, Director of Training, Safety and Assurance
Assistant Chief Officer, Director of Service Delivery
Performance and Data Services Manager
Group Commander, Prevention and Protection (Item 8.3 only)
Area Commander, Continuous Improvement (Item 9.1 only)
Chair of SFRS Board
Head of Governance, Strategy and Performance
Group Commander, Board Support Manager
Board Support Team/Minutes

OBSERVERS

1 WELCOME

1.1 The Chair opened the meeting and welcomed those present.

2 APOLOGIES

2.1 None

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

3.1 The Committee discussed and agreed that Item 15 (Service Delivery Update – Command and Control Futures)) would be heard in private session due to the confidential commercial/financial information in line with Standing Orders (Item 9E).

3.2 The Committee agreed that any specific discussions relating to Cameron House (Item 7 Service Delivery Update), would be heard in private session due to the confidential nature of the issue in line with Standing Orders (Item 9G).

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS MEETING: 10 DECEMBER 2020

5.1 The following amendments were noted and agreed:

Item 7.2 – Service Delivery Update – JD requested that the text “*This would be applied in a strategic manner to manage availability and provide a framework for managers/control to adhere to.*” to be amended to “*This would be applied in a strategic manner to manage availability and provide a framework for managers/Operations Control to adhere to*”.

Item 8.3.1 – Unwanted Fire Alarm Signals (UFAS) Review Project – Ali Perry’s role to be amended to Head of Service.

5.2 **Subject to the above amendments, the minutes of the meeting held on 10 December 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 for the period 27 November 2020 – 21 February 2021, albeit some actions may proceed and extend beyond these dates.

7.2 In relation to the *Make the Call* and *COVID Lockdown* campaigns, SS informed the Committee that full evaluations would be undertaken in due course. He noted that both campaigns were still ongoing and interim reports were very positive.

7.3 In regard to potential risk associated with EU exit, SS noted that there had been no short-term impact, therefore the Service are downgrading the D20 arrangements and stockpiling of goods would now cease. Any future longer-term impact, ie legislation, would be addressed as and when appropriate. JD informed the Committee of a delay with the export of hardware for the Command and Control Futures (CCF) project, which had just come to light, noting that the situation was being managed and there would be no significant impact on timelines.

7.4 In regard to improving Retained Volunteer Duty System (RVDS) recruitment, SS confirmed that Local Senior Officers continue to engage with local employers to encourage and highlight the benefits to the community by releasing their staff to undertake RVDS duties. He commented on the current primary employer’s recognition scheme and noted that further work was required to strengthen and raise the profile of the RVDS to support future recruitment.

7.5 The Committee sought clarification on the governance of the Operational Document Review project and whether this linked into the People, Training, Finance and Assets Project (PTFA). SS confirmed that there was no link to the PTFA project and there was no requirement for Committee overview. He stated that this was an internal review to streamline documentation and simplify processes, with the aim to move operational guidance online.

7.6 The Committee were reminded that an Operational Assurance Workshop was scheduled on 13 April 2021, which would provide an opportunity to see the new electronic Operational Assurance Recording and Reporting System (OARRS).

7.7 JD noted that Frontline Updates had been circulated previously to the Committee and were issued on a regular basis or as required due to operational needs/firefighter safety issues. He assured the Committee that the updates were monitored and released in co-ordination with Service Delivery.

7.8 The Committee scrutinised the report.

8 SERVICE DELIVERY PERFORMANCE REPORTING

8.1 Quarterly Performance Report for Q3 2020-21

8.1.1 SS introduced CF to the Committee, who presented the performance report for quarter 3, highlighted the following key areas:

- Update on report structure which now included a combination of elements from the old and new processes.
- Errors were highlighted in the Cumulative Total infographics (page 3) but did not significantly impact on service performance. The fault has now been addressed.
- Overall reduction in Incidents, 5% and 9% less than previous 3rd quarter and year-to-date total, respectively
- Reductions in Road Traffic Collisions (35%), Unwanted Fire Alarm Signal (UFAS) (22%) and Non-Domestic Fire (14%), based on year to date comparisons.
- Accidental Dwelling Fires reduced for the 3rd consecutive quarter based on previous year.
- Significant reduction in Accidental Dwelling Fire Casualties based on previous years comparison.
- Increase in Fire Fatalities in comparison to previous years.
- Reduced UFAS incidents within hospitals has mirrored the reduced attendance at Accident and Emergency departments.
- Reduction in Home Fire Safety Visits, due to the covid restrictions, but were starting to increase. Significant increase in high risk visits.
- Fire Safety Audits continuing to increase.
- Reduction in Wholetime availability in comparison to previous quarter but increased from previous 3rd quarter. 4 x 4 crewing model has played a key role in improving overall availability.
- Identifying and understanding the reasons for increased response and call handling times continues to be a priority for the Data Management Team. This includes the attendance at non-addressable incidents, occurrence of emerging threats such as of climate change ie wildfires, flooding, etc.

8.1.2 In regard to UFAS incidents within hospitals, SS commented on the positive work undertaken to raise awareness within the NHS over the last year, and along with their need to maintain business continuity, has proven beneficial.

8.1.3 In regard to fire fatalities, SS noted that a detailed fatal fire analysis would be undertaken at the end of the financial year and any commonalities would be identified.

8.1.4 In regard to response and call handling times, CF stated that work continued with operational colleagues, however there was no definitive reasons at this time. Following the launch of the new command and control mobilising system, CF indicated that access to the primary data source would allow for greater analysis and interrogation.

8.1.5 In regard to 4x4 crewing model, SS stated that a full evaluation was currently being undertaken and noted that through the operational assurance process, no concerns were raised regarding mobilising with 4.

8.1.6 The Committee asked if consideration was being given to extracting covid 19 data from cumulative totals, to avoid skewing future analysis, due to the current unprecedented circumstances. CF stated that this was being considered and he was engaging with other UK fire and rescue services to ensure that this was a managed and aligned process.

8.1.7 **The Committee scrutinised the report.**

8.2 Action Plan and Closing Reports Updates

8.2.1 RW presented the report to the Committee to provide an update on the following audit and inspection action plans:

- Management of Fleet and Equipment – 97% complete, some delays due to COVID.
- Provision of Operational Risk Information – 92% complete, some delays due to CCF.
- Action plans were periodically submitted to the Senior Management Board and then reported to the Committee. Progress continued to be made on all action plans.
- Fire Safety Enforcement currently reporting red, however this was 94% complete and would be completed soon.

8.2.2 With reference to the Provision of Operational Risk Information Action Plan, the Committee requested clarification on the In-Vehicle Solution. JD noted that this linked to the Emergency Services Mobilising Communication Programme (ESMCP) project and the future 3rd party involvement in vehicle installations (hardware).

8.2.3 RH noted that future iterations of the report would include additional narrative to provide more information.

8.2.4 The Committee requested further clarity on the technical solutions being scoped by the In-Vehicle System project and what the actions/outcomes would be. RW noted that additional commentary would be included in future reports and would help provided background/outcomes, etc. RH noted that the creation of the Emergency Services Network Implementation (ESNI) project, which co-ordinates all the strands of the ESMCP work, would be scrutinised by the Transformation and Major Projects Committee going forward.

8.2.5 **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:

- Recommendation for Improvement Working Group (RIWG) – Ten recommendations completed and the remaining 3 were on track for completion.
- Staff and Stakeholder Engagement Event facilitated by Animate Consulting was held on 24 February 2021, 42 participants took part to explore the risk and benefits of the 5 options shortlisted.
- Recently received Animate Consulting's report, which would be issued to participants for comments and will form the basis of an option appraisal update report for the Strategic Leadership Team (SLT) and SFRS Board.
- Review of COVID-19 Interim Response to Automatic Fire Alarm (AFA) Actuations would feed into the options appraisal process and resulted in an overall reduction of blue light journeys by 21% (approx. 7,200) up to end of December 2020. Interim response to maintained until the end of 2021, subject to further review of a preferred option.

8.3.2 RD informed the Committee that some universities, with historical premises, had raised concerns regarding the interim one-pump response. SS reminded the Committee, that the responsibility for fire safety, risk assessments, etc ultimately lay with the stakeholders.

8.3.3 In relation to operational learning, RD advised that there was no evidence of increase property damage during this reduced attendance period. It was noted that the reduction in blue light journeys had improved firefighter and public safety though reduced road risk and reduction in accidents/injuries.

8.3.4 **The Committee welcomed the report and noted the positive progress being made.**

9 OPERATIONAL LEARNING

9.1 SFRS Clinical Governance Arrangements

9.1.1 JD introduced RHa who presented a report to the Committee outlining the agreed arrangements with Scottish Ambulance Services (SAS) for the provision of clinical governance to the SFRS. The following key points were highlighted:

- Three initial areas of focus identified by SAS were the review of current casualty care training packages, review of SFRS Trauma Kit, and consulting with frontline crews to understand the types of casualty care provided daily. These initial reviews were interlinked and would allow SAS to determine whether the training packages and equipment were suitable for undertaking casualty care.
- On completion of these reviews (above), SAS would provide a report outlining their findings and recommendations. An action plan would be developed to address any recommendations made by SAS.
- Inaugural meeting of the Clinical Governance Technical Working Group (CGTWG) would be held in August 2021. This Group would be co-chaired by SAS and cross Directorate representatives would attend.
- The CGTWG would report into the SFRS Clinical Governance Committee on a quarterly basis. The SAS Medical Director would attend this meeting.
- Memorandum of Understanding (MOU) was currently being developed. Progress was also being made to develop the Service Level Agreement, risk register, equality impact assessment, financial agreement, data protection, etc.

9.1.2 The Committee commented that the SAS were providing this function with SFRS. SAS were providing both technical support and assurance, however in terms of governance the SFRS were beginning to develop with own internal processes. The Committee asked how this would link into other governance aspects within the organisation, both for Executive and Non-Executives.

9.1.3 It was noted that further work and consideration was required on potential governance routes, recording and auditing and this was work in progress. The Committee were reminded that the current focus of the project was to baseline the existing position, identify gaps and implement any necessary recommendations.

9.1.4 **The Committee noted the 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 (GT) fire tragedy in June 2017. The following key points were highlighted:

- Clarification was provided that the Committee were being asked to support the recommendation to close 3 recommendations and not 5 as inaccurately recorded within the report.
- Grenfell Tower Inquiry Phase 1 Report (GTIR) - Further 3 recommendations completed, 10 recommendations timelines revised due to impact of covid and reliance on external partners and 7 were on track for completion.
- London Fire Brigade (LFB) Grenfell Tower Investigation and Review Team (GTIRT) – Thirteen actions were complete or on track.
- SFRS' approach of developing and publishing a detailed action plan was publicly supported in a recently Fire Magazine article.
- Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services recently published a report into London Fire Brigade progress against the recommendations.

9.2.2 As previously agreed, the Committee were reminded that Grenfell quarterly reporting would alternate between the full action plan (covering both GTIR and LFB) and an interim report, as presented today.

9.2.3 SS provided a verbal update on the progress being made against recommendation LFB

4 (operational information) and LFB 13 (positive pressure ventilation).

9.2.4 In relation to recommendation GT02, SS confirmed that although the acquisition of training was 90% this related to all relevant personnel directly involved in any incidents. He further noted that the Standard Operating Procedure had been updated and scenario based training was being developed at part of the Incident Command courses.

9.2.5 **The Committee scrutinised the report, supported the closure of the 3 recommendations and noted the revised timelines against 10 recommendations.**

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 SS informed the Committee that risk ratings for SD3, SD6 and SD10 have all increased.

10.1.3 In regard to Risk SD10, SS noted that the risk has been amended (since publication) to include the impact of a COVID on carrying out statutory duties.

10.1.4 In regard to future risk reporting, the Committee would welcome an opportunity to look at the format of InPhase risk register monitoring and reporting moving forward.

ACTION: RW

10.1.5 **The Committee noted the report.**

10.2 Risk Spotlight – SD10 Fire Safety Enforcement - Impact of COVID and Change of Delivery Model

10.2.1 In order to afford the Committee with an opportunity to fully discuss and scrutinise this area, the Chair agreed to defer this risk spotlight to the next meeting (26 May 2021).

10.2.2 It was further agreed that additional deep dive analysis information would be identified (through the Chair) to support and inform future discussions.

10.2.3 **Deferred to the next meeting.**

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:

- Deferred Risk Spotlight SD10 Fire Safety Enforcement, including deep dive analysis, to be brought back to the next meeting (May 2021)
- Entries for Grenfell Tower Updated Reports to be amended to indicate whether a Full or Interim report would be presented.

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 one formal action recorded during the meeting.

13 DATE OF NEXT MEETING

13.1 The next meeting is scheduled to take place on Thursday 26 May 2021.

- 13.2 There being no further matters to discuss, the public meeting closed at 1145 hours.

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING: 10 DECEMBER 2020

- 14.1 The minutes were approved as an accurate record.

7 SERVICE DELIVERY UPDATE (Cont)

- 7.9 The Committee requested a brief update relating the tragic incident at Cameron House. Due to ongoing legal proceeding, RH reserved his comments on any specific details of this incident.

15 SERVICE DELIVERY UPDATE - COMMAND AND CONTROL FUTURES

- 15.1 RH presented the update report detailing relevant matters from a SFRS service delivery perspective, specifically in relation to Command and Control Futures noting that the report covered the period 27 November 2020 to 21 February 2021.

The Committee noted the report.

DRAFT



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – STAFF GOVERNANCE COMMITTEE

THURSDAY 4 MARCH 2021 @ 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
Geri Thomson (GT)	Deputy Head of People and Organisational Development
Jason Sharp (JS)	Area Commander Workforce, Planning and Resourcing
Paul King (PK)	Deputy Assistant Chief Officer Training and Employee Development
Jim Holden (JH)	Senior Health and Safety Advisor
Kirsty Darwent (KD)	Chair of SFRS Board
Alasdair Cameron (AC)	Group Commander, Board Support
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DH)	Board Support /Minutes

OBSERVERS:

Sandra Haig HROD Manager

1 WELCOME

1.1 The Chair opened the meeting and welcomed those present.

2 APOLOGIES

2.1 Fiona Munro, Head of People and Organisational Development
Karen Lockhart, Head of Safety and Assurance
Rachel Scott, Deputy Head of People and Organisational Development
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 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.

5 MINUTES OF PREVIOUS MEETING: 10 DECEMBER 2020

5.1 The following amendments were noted and agreed:

Item 7.1.5 – Performance and Risk Report Quarter 2 2021/21 – GT requested that the text “*In relation to the recommencement of health and safety activities, ...*” to be amended with “*In relation to the recommencement of health and wellbeing activities, ...*”

Item 13.2.1 – Update from Partnership Advisory Forum – MP requested that the text “*Concern that prior knowledge of Scottish Ambulance Service’s non-attendance was known.*” to be amended to “*Concern that prior knowledge of Scottish Ambulance Service’s non-attendance is known*”.

5.2 **Subject to the above amendments, the minutes of the meeting held on 3 December 2020 were approved as a true record of the meeting.**

5.3 Matters Arising

5.3.1 None

6 ACTION LOG

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

6.2 Due to the postponement of the Building the Future Together workshop, items 8.1.3 and 8.2.2 to be reopened until a new date has been scheduled.

6.3 **The Committee noted the updated Action Log and approved the removal of completed actions.**

7. PERFORMANCE AND RISK REPORT QUARTER 3 2020/21

7.1 People and Organisational Development (POD)

7.1.1 SSe presented the Committee with the POD Progress and Performance Report Quarter 3 2020/21, highlighting the following key areas:

- Following the publication of this report, an agreement has been reached in relation to the standardisation of Instructor’s Terms and Conditions.
- Successful COVID Recognition Scheme launched and would close in March 2021.
- Leadership Development Centre Policy now live. This would help support and prepare individuals for future promotion and leadership roles.
- Continual development of skill bank with a view to launch in Q4.
- Update on People, Training, Finance and Asset (PTFA) Programme including ongoing discussions with current systems provider to extend existing contracts to ensure continuity through the tendering phase. Paul McGovern has been appointed as Programme Manager.
- Protection of Vulnerable Groups (PVG) project extended by 6 months (September 2021).
- Resourcing of RVDS continues to be challenging. Recently established National RVDS Leadership Forum would help to progress this area and implement involvements.
- Progressing the review of Re-engagement Policy.
- Through collaborative work within the Service, pre-placement recruitment and routine health assessments have been re-established in Q3 in line with a revised safe system of work and appropriate risk assessments.
- Wellbeing Group continues to produce a suite of resources which are available via iHub.
- Employee Wellbeing survey undertaken and results will be available in Q4.

- Analysis on referrals both management and self-referrals, improved attendance at (remote) appointments, recognition of both work and non-work related stress and support mechanisms available.
- Recording of COVID absences to be categorised separately to improve analysis.
- Reviewing Directorate's Annual Operating Plan for 2021 and Performance Management Framework.

7.1.2 The Committee noted the positive connotation from increased self-referrals and the fact that staff were aware of the support available.

7.1.3 SSe noted that consideration would need to be given to separate and identify the impact of COVID on statistical data.

7.1.4 GT noted that self-referrals were being requested for a wider range of reasons, both self-referrals and management referral data were reviewed and discussed through individual case management conferences between Health & Wellbeing and HR Business Partners. Due to health and absence data being held on separate systems, the ability to track and trace the impact of previous referrals was currently a manual, time-consuming process. GT reminded the Committee of the post incident support arrangements currently in place.

7.1.5 In relation to any identified themes emerging from Wellbeing Survey, SSe confirmed that they would be linked into the next staff survey.

7.1.6 In relation to signposting staff to external organisations, who can provide support with relationships outside the workplace, SSe agreed to revisit this with the Wellbeing Group.

7.1.7 In relation to RIDDOR reporting incidents relating to COVID, JD gave assurances that the Service had robust processes in place for identifying and responding (rapid review) to any incidents. Following any rapid review, an action plan was developed for the individual location to highlight and support best practice. He further noted that regular monthly meetings were held with the HSE Inspector, who had provided positive feedback on the processes in place. JD reminded the Committee that all SFRS premises have been designated COVID secure.

7.1.8 JH informed the Committee that the increase in incidents of exposure to harmful substances was directly related to COVID.

7.1.9 In regard to the PVG project, the Committee commented on the resilience on one counter-signatory and questioned whether the Service could introduce further measures to improve response rates. GT reminded the Committee of the impact of COVID on the project and noted several areas of improvement. These included the PVG database being developed to more effectively track progress of individual PVG forms, providing regular monitoring reports to Local Senior Officers, additional administration support and increasing numbers of counter-signatories. GT briefed the Committee on the different processes in place for existing staff and potential new recruits should an issue occur. The project was estimated as 50% complete at the start of 2021.

7.1.10 The Committee scrutinised the report.

7.2 Training, Safety and Assurance

7.2.1 PK presented Training, Safety and Assurance Progress and Performance Quarter 3 Report 2020/21. Within the Training function, the following key areas were highlighted:

- 56 new RVDS Trainee Firefighters completed their Task and Task Management course, across 7 different training locations, on 11 December 2020. 24 Wholetime Trainee Firefighters graduated on 18 December 2020 and a further 24 new Trainee Firefighters were scheduled to graduate in April 2021.

- Within Q3, 22 Specialist courses were delivered including a multi-agency National Inter-Agency Liaison Officer (NILO) course. During this 2-week course, one case of COVID was identified however, there were no transmission to other attendees.
- Area Commander Richie Hall was appointed as the Continuous Improvement Programme Manager in November 2020.
- Within Q3 the risk movement had remained stable, however, due to continuing restrictions this will impact on Q4.
- Spotlight risk on specialist rescue attributes that have reduced due to the focus on core skills. Processes were in place to risk assess and identify any reduction in specialist skills that would impact on maintaining operational ability. Should any be identified, a concerted focus on that specific skills would be made.
- Core competencies remain static due to the focus on key skills. Trends identified decline in Incident Command competence for Flexi Duty Officers, however mitigating actions have been put in place ie remote assessments. Ability to assess incident command competencies on the incident ground was still being progressed.
- Proposal to reformat report, incorporating new performance indicators, to be discussed with the Committee Chair.

(SS left the meeting at 1400 hrs)

- 7.2.2 The Committee noted the innovative solutions introduced during the pandemic and particularly welcomed competence assessment on the incident ground as part of the Incident Command Course.
- 7.2.3 The Committee queried any potential increased risks due to the decline in specialist skills. PK informed the Committee that the matrix within the report relate to individuals who are nearing their periodic reaccreditation, however, a recovery plan had been developed to address this. He reminded the Committee that staff were continuing to maintain their skills through training, and recording, on stations. JD noted that the Service had processes in place for tactical withdrawal and deploy specialist services to ensure an appropriate response.
- 7.2.4 PK informed the Committee that there was a training backlog hence extending currency periods. The annual Training Needs Analysis (TNA) had recently been compiled and would be discussed with Service Delivery colleagues to develop a training delivery and recovery plan.
- 7.2.5 In relation to the Improvement Plan, JH noted the overall progress was 60% with significant improvements across most of the areas. This indicated that these plans were becoming embedded within Directorates. Two areas, Operations and Service Development, were impacted significantly by COVID, however, Safety and Assurance Improvement Group have been reconvened in this areas and plans were now in place to progress overdue actions.
- 7.2.6 **The Committee scrutinised the report.**

8 WORKPLACE PLANNING

8.1 Resourcing: Verbal update

- 8.1.1 JS provided the Committee with a verbal update on resourcing, highlighting the following key points:
- As a result of COVID restrictions, unique challenges had arisen in relation to continuing to facilitate fitness testing, medicals, and interviews. Interviews were now held virtually.
 - Forums established to support recruitment and selection are: National Retained and Volunteer Leadership Forum including the RVDS projects; Operational Availability Group, Resourcing Recovery Group; Task & Finish Group to focus on local solutions for fitness, medicals, selection testing, training, etc.

- 8.1.2 The Committee welcomed the localised targeted interventions and the integrated Directorate collaboration.
- 8.1.3 JS informed the Committee that a significant increase in applications had been received following both the Operational Control and Wholetime Firefighters campaigns. JS provided an overview of the applications received and the potential benefits of hosting an information forum or producing information videos prior to campaigns being launched. Within the Wholetime application process, the Service currently have a self-assessment tool to allow individuals to self-assess prior to application.
- 8.1.4 JS reiterated the impact of COVID on the Strategic Resourcing Plan. He informed the Committee of the upcoming process for Area Commander, commencing on 22 March 2021 for a potential 13 posts within the next 18 months and recent conclusion of the Station Commander process, resulting in a pool of 79 candidates. He confirmed that due diligence had been undertaken on temporary promotions and transfers processes. Due to the current circumstances, increased engagement had been undertaken with both candidates and selection panels during the process and had resulted in positive feedback. Event to be organised for the successful Station Commander applicants to offer congratulations and to provide an overview of the expectations of the role within the organisation.

(SS joined the meeting at 1435 hrs)

- 8.1.5 The Committee commented on the turnover of Area Commander and Station Commander within the next 2 years and asked whether any additional support needed to be considered for those taking up these roles. JS advised the Committee that he had been fully engaging with the Leadership and Development Team to review the retirement profile. The Committee were reminded that these posts were being filled through normal promotion process therefore the successful candidates were not new to the Service. In addition, leadership invention and mentoring processes were in place to support newly promoted post holders.
- 8.1.6 JS updated the Committee on future Crew Commander process, which was being supported by Training and Leadership & Development teams, as well as Group Commander and Deputy Assistant Chief Officer processes.
- 8.1.7 The Committee welcomed the update and acknowledged the collaborative work within the Service in preparation and to improve the Service's position.

8.1.8 The Committee noted the report.

(J Sharp left at 1446 hrs)

9 HMFSI TRAINING OF RETAINED DUTY SYSTEM PERSONNEL ACTION PLAN

- 9.1 PK provided an update to the Committee on the action plan, which has been developed in response to the report published by Her Majesty's Fire Service Inspectorate (HMFSI), relating to the Training of the Retained Duty System (RDS) Personnel. The following key points:
- Action Plan containing 31 actions developed to address the HMFSI's 22 recommendations.
 - Currently 72% complete but would remain live until 2023.
- 9.2 In relation to the initial training, PK advised that the Service now had the ability to deliver this training in modules which would make it more accessible for individuals, however they would still be required to complete their training within a specific time. JD reminded the Committee that the Service were continuing to explore alternative options for delivering courses. He noted that any changes required both time and resources to develop and implement and this needed to be balanced against existing commitments.
- 9.3 **The Committee scrutinised report.**

10 UPDATE: WORKING TOGETHER FRAMEWORK**10.1 Update from Employee Partnership Forum (EPF)**

10.1.1 LB advised the EPF meeting scheduled for 18 February 2021 was cancelled.

10.2 Update from Partnership Advisory Forum (PAG)

10.2.1 LB advised the PAG meeting scheduled for 3 March 2021 was cancelled.

11 STRATEGIC RISK REGISTER

11.1 The Committee queried whether the Red risk ratings were appropriate, when considering the mitigation actions in place. PK advised that the risk register was regularly reviewed and the risk rating were reflective of the impact of COVID and subsequent backlog to address these issues. Given the discussions earlier in the meeting, it was suggested that additional narrative be included in future iterations to help highlight the mitigations actions.

11.3 **The Committee noted the report.**

12 FORWARD PLANNING**12.1 POD Policy Review Schedule Update**

12.1.1 The POD Policy Review Schedule Update report was presented to the Committee for information.

12.1.2 The Committee were informed of a discussion at the last Audit & Risk Assurance Committee (ARAC) relating to the levels of governance for policies across the organisation and it was suggested that this report could be shared with ARAC members for their awareness. LB outlined the different layers of governance and processes for new, revised and refreshed policies.

12.1.3 AC noted that a specific action to provide an update on this issue, including the links within the scheme of delegation, was due to be provided at the next ARAC meeting (24 March). He further noted the creation of the Good Governance Board could potentially add a further layer of controls and check to ensure appropriate governance during policy development and review.

12.1.4 **The Committee noted the report.**

12.2 Committee Forward Plan Review

12.2.1 The Committee noted the Forward Plan.

12.3 Items for Consideration at Future IGF, Board and Strategy Meetings

12.3.1 The following items were identified for future meetings:

- General Policy Governance Routes – Integrated Governance Forum (March 2021)

13 REVIEW OF ACTIONS

13.1 AC confirmed the no formal actions arising during the meeting.

14 DATE OF NEXT MEETING

14.1 The next meeting is scheduled to take place on Thursday 3 June 2021 at 1300 hrs.

14.2 There being no further matters to discuss, the public meeting closed at 1505 hrs.

PRIVATE SESSION**15 MINUTES OF PREVIOUS PRIVATE MEETING: 3 DECEMBER 2020**

15.1 The minutes of the private meeting held on 3 December 2020 were approved as a true record of the meeting.

- 16 REMUNERATIONS, APPOINTMENTS AND NOMINATIONS SUB COMMITTEE (RANSc) UPDATE**
- 16.1 The draft minutes of the RANSc meeting on 3 December 2020 had been circulated to the Committee and a verbal update was given on the key issues discussed at the RANSc meeting held earlier today (4 March 2021).
- 16.2 **The Board noted the draft minutes and verbal update.**
- 17 KEY CASE UPDATE 2020/21 – QUARTER 3**
- 17.1 SSe presented a report providing an overview of the Discipline, Grievance, Bullying and Harassment Statistics for Quarter 3 2020/21.
- 17.2 **The Committee noted the report.**

DRAFT

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



Report No: B/SPPC/08-21

Agenda Item: 12

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	29 APRIL 2021						
Report Title:	ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS						
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 present the Annual Governance Review of Board and Committee related items for decision, thereby ensuring the continued effectiveness of the governance arrangements within the Scottish Fire and Rescue Service (SFRS).						
2	Background						
2.1	To ensure our governance arrangements are annually reviewed and strengthened as part of our continuous improvement and effectiveness of the Board and its Committees, in compliance with statutory requirements.						
3	Main Report/Detail						
3.1	As part of the Annual Governance Review we continue to ensure we strengthen our arrangements and the following documents were revised: <ul style="list-style-type: none"> • Standing Orders for Meetings of the Board and its Committees, Appendix B; • Scheme of Delegations, Appendix C; • Members Code of Conduct, Appendix D; • Committee Structures, Appendix E; • Corporate Template, Appendix F; • Committee Terms of Reference (ToR), Appendix G • Equality Impact Assessment (EIA), Appendix H. • Finance Regulations, Appendix I 						
3.2	The review was undertaken and led by the Board Support Manager with the support of the Board Support Team, Head of Governance, Strategy and Performance, in consultation with the Chair of the Board, Deputy Chair of the Board, Board Members through workshop sessions, Chief Officer and Director of Strategic Planning, Performance and Communications.						
3.3	For ease of reference Appendix A has been produced as a 'Summary of Amendments' to highlight the key proposed changes.						
3.4	All Terms of Reference (ToR) have been reviewed and presented at separate Committee workshops, to ensure that they are an accurate representation of the responsibilities expected of each Committee and to simplify and standardise approaches where possible across all Committees of the Board, Appendix G.						

3.5	<p><u>Additional key areas to highlight:</u> The request for approval to appoint Board Member Fiona Thorburn as the new Deputy Chair of the Board for a minimum period of 18 months, replacing current Deputy Chair of the Board Bill McQueen with effect from 1 May 2021. This will ensure and enable a smooth transition and handover before Mr McQueen's departure from the SFRS Board later in July 2021.</p>
4	Recommendation
4.1	It is recommended that the Board approve the reviewed and amended governance related items of the Board and its Committees as detailed, subject to any further final amendments, also the appointment of a new Deputy Chair of the Board.
5	Key Strategic Implications
5.1 5.1.1	<p>Financial This review ensures continued compliance with the Scottish Public Finance Manual (SPFM).</p>
5.2 5.2.1	<p>Environmental & Sustainability There are no key strategic implications arising from the recommendations set out in this paper.</p>
5.3 5.3.1	<p>Workforce There are no key strategic implications arising from the recommendations set out in this paper.</p>
5.4 5.4.1	<p>Health & Safety There are no key strategic implications arising from the recommendations set out in this paper.</p>
5.5 5.5.1	<p>Training There are no key strategic implications arising from the recommendations set out in this paper.</p>
5.6 5.6.1	<p>Timing This report has been produced to support the proposed arrangements to ensure the continued effectiveness of the governance arrangements of the Board and its Committees.</p>
5.7 5.7.1	<p>Performance The purpose of this review is to ensure the continued effectiveness in performance of the Board and Committee meetings in compliance with its statutory requirements.</p>
5.8 5.8.1	<p>Communications & Engagement Amendments have also been made in consultation with the Director of Strategic Planning, Performance and Communications, Head of Governance, Strategy and Performance, Chair of the Board, Deputy Chair of the Board, Board Members through Committee workshops and Chief Officer, where required. The proposals, specifically in regard to the Terms of Reference for Committees, have been amended by the Board Support Team following Committee workshops held in January and February 2021 and are collectively presented within this report to the Board for their consideration and decision, subject to any amendments.</p>

5.9 5.9.1	Legal This review ensures continued compliance with the Police and Fire Reform (Scotland) Act 2012, General powers of the SFRS as set out in Schedule 1A of the Fire (Scotland) Act 2005, inserted by section 101 of the 2012 Act and the responsibilities of the SFRS Board as detailed in the SFRS Governance and Accountability Framework.
5.10 5.10.1	Information Governance There are no key strategic information governance implications arising from the recommendations set out in this paper.
5.11 5.11.1	Risk The implementation of the proposed arrangements in this report are intended to support control measures identified to mitigate the impact of our Strategic Risk – Failure to Maintain Effective Systems of Control.
5.12 5.12.1	Equalities The Equality Impact Assessment was reviewed with no significant amendments made.
5.13 5.13.1	Service Delivery There are no key strategic implications arising from the recommendations set out in this paper.
6	Core Brief
6.1	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.
7	Appendices/Further Reading
7.1	Appendix A – Summary of Amendments
7.2	Appendix B – Revised Standing Orders for Meetings of the Board and its Committees
7.3	Appendix C – Scheme of Delegations
7.4	Appendix D – Members Code of Conduct
7.5	Appendix E – Committee Structure
7.6	Appendix F – Corporate Report Template
7.7	Appendix G – Committee Terms of Reference
7.8	Appendix H – Equality Impact Assessment (For Information)
7.9	Appendix I – Financial Regulations

Prepared by:	Alasdair Cameron, Group Commander, Board Support Team	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Performance	
Presented by:	Richard Whetton, Head of Governance, Strategy and Performance	
Links to Strategy and Corporate Values		
This links to the desired outcomes within the SFRS Strategic Plan 2019-22 and our SFRS values.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>SFRS Board</i>	<i>29 April 2021</i>	<i>For Decision</i>



Summary of Key Amendments

(Please Note: The purpose of this appendix is to assist the Board by bringing together and highlighting the key changes as part of the 'Annual Governance Review')

Standing Orders for Meetings of the Board and its Committees (Appendix B) Under Section:

AGENDA FOR MEETINGS AND ORDER OF BUSINESS

STANDING COMMITTEES

45.

- Updating the name of the 'Transformation and Major Projects Committee' to 'Change Committee: Strategic Change and Major Projects'.
- Updating the name of the 'Staff Governance Committee' to 'People Committee'.

Scheme of Delegations (Appendix C) Under Section:

3. MATTERS RESERVED FOR THE BOARD

Addition

- Financial and Performance Monitoring arrangements **including virements;**

4. DELEGATED AUTHORITY

4.1 Delegations to Standing Committees of the Board

The list of Committees has been updated to include the change in name to the Change Committee and People Committee (all subject to Board Approval).

4.2 Delegation of General Powers

The list has been updated to reflect the Acting Director now responsible for Finance and Procurement and the Acting Director of Asset Management.

5. DELEGATION TO SFRS ACCOUNTABLE OFFICER

5.2 Strategic and Financial Management Responsibilities

5.2.2 Financial Management Responsibilities amended to state 'Acting Director of Finance and Procurement'.

6. DELEGATION TO SFRS CHIEF OFFICER

6.1 Acquisitions and Disposals

Updated to state the Chief Officer sub-delegates this authority to the Acting Director of Asset Management.

6.4 Bad Debt and Losses

Updated to state the Chief Officer sub-delegates this authority to the Acting Director of Finance and Procurement.

6.5 Borrowing

Updated to state the Chief Officer sub-delegates this function to the Acting Director of Finance and Procurement, who will also be under the obligation to obtain the necessary prior consents.

6.6 Complaints, Comments and Compliments

Updated to include the Acting Director of Finance and Procurement and Acting Director of Asset Management.

6.7 Consultants

Updated to state the Acting Director of Finance and Procurement

6.8 Contracts

Updated to state the Chief Officer and the Acting Director of Finance and Procurement and the Acting Director of Asset Management may enter into contracts for the supply of goods, works and services on behalf of the SFRS subject to adhering to the SFRS's [Standing Orders for the Regulation of Contracts](#) and subject to the Acting Director of Finance and Procurement confirming that appropriate budget provision has been made.

6.12 Senior Appointments

Updated to remove reference to the role of Deputy Assistant Chief Officer as now captured under the standardised term 'Head of Function'.

6.14 Finances and Payments

Updated to state the Chief Officer sub-delegates this authority to the Acting Director of Finance and Procurement.

6.18 Gifts and Hospitality

Updated to state the Chief Officer sub-delegates this authority to Acting Director of Finance and Procurement.

6.20 Insurance

Updated to state the Chief Officer sub-delegates this authority to the Acting Director of Finance and Procurement.

6.21 Legal

Updated to state the Chief Officer sub-delegates this authority to negotiate settlement of claims or legal proceedings to the Acting Director of Finance and Procurement and the remainder of this authority to the Director of Strategic Planning, Performance and Communications.

7. DELEGATIONS TO EMPLOYEES OUTWITH THE STRATEGIC LEADERSHIP TEAM

Updated to include the Acting Director of Finance and Procurement and Acting Director of Asset Management.

Appendix 1 – Summary of Delegated Powers has been updated to reflect role changes of Directors and any Heads of Function.

Members Code of Conduct (Appendix D):

Again no amendments have been made at this time to the Members Code of Conduct, as a result of the Standards Commission issuing and recently concluding a consultation on a revised Model Code of Conduct for members of devolved public bodies, to which we as the SFRS responded. Once this has been published by The Standards Commission, the Board Support Team will conduct a review of our Members Code of Conduct and bring this back to the Board 'For Decision' accordingly.

Committee Structure Matrix, key changes (Appendix E):

Fiona Thorburn to stand down from Service Delivery Committee if appointed Deputy Chair of the Board and to take up position on the Remuneration, Appointments and Nominations Sub-Committee with immediate effect along with Mhairi Wylie, this is in preparation for Board member retirements over the coming months.

An update and revision will be brought back to the June Board in preparation for the new Board Members being appointed.

Corporate Template (Appendix F):

An amendment has been made to the **Key Strategic Implications** section within the Corporate Template Paper highlighting the importance of people preparing papers to engage with relevant Directorates/Functions for updating these sections, particularly where issues are complex. This is to ensure appropriate advice and note that this has been done, only marking "Not Applicable" as an exception.

Further to this and based on feedback from the Board, a greater emphasis is to be placed on 'Risk' within future papers. As a result, this has been moved to the top of 'Section 5' of the covering papers and further explanatory text included highlighting the need for a risk focus to be included within the main reports.

Terms of Reference (Appendix G):

As described in the cover paper, all ToR's have been presented at each respective Committee Workshop with the proposed changes agreed through further correspondence. Overall, it consisted of a light touch review and further standardising of text where possible.

Please see a summary of key changes within each Committee/Forum:

Audit and Risk Assurance*Within 'Introduction' Section 1 –*

- Update to make link to SFRS 'Values' simple and clear. (Note this will be standardised across all Committee ToR's)

Within Section 4 'Responsibilities' –

- The amendment is to add in reference to the Assurance Framework. While this isn't referred to in the model SG ToR it features heavily in Section 4 of the ARAC Handbook and therefore recommended this be included in our ToR.
- Add 'Fraud' as standing item (For info this is already actioned).

Transformation and Major Projects

- Committee name from 'Transformation and Major Projects Committee' re-named to '**Change Committee: Strategic Change and Major Projects**'.
- 1.2 – Amended wording to align with Committee's responsibilities and new name.
- 2.1 – Updated as there will be a new Head of Function (HoF) and Manager.
- 4.1 – The authorising is basically giving the go ahead as sub-delegated by the Board in relation to major projects, if however, this impacts on the strategic direction of the organisation then it does need referred to the Board as 4.1 of the SoD.
- 4.1 clearer text and now including key areas such as business cases, benefits tracking, continuous improvement.
- 4.2 – Added reference back to 1.2 for clarity.
- 8.3 – Risk Management – this has now evolved with text no longer relevant so removed.
- Appendix 1 – Others in Attendance - change to new Head of Portfolio.
- Appendix 2 - linked to 8.3 and is now superseded so has also been removed as we now have much more clarity across all Committees around the risk register and it is clear what Committees focus on what risks as they are all detailed on the Strategic Risk Register.
- Appendix 3 (now 2) Governance reporting arrangements, graphics have been enhanced image for corporate look.

Service Delivery

- Section 4.2 additional detail to highlight inclusion of responsibilities regarding 'operational medically related matters'.
- Amendment to Appendix 1 – Others in Attendance.

Staff Governance

- Change in name of Committee from 'Staff Governance' to '**People**'.
- Under 'Responsibilities' update to the strategic matters relating to the employment of SFRS staff on behalf of the Board and the Accountable Officer, to **including but not limited to costs**. Further to this under performance change from SLT to the Organisations performance.
- Under Others in Attendance remove 'operational' from TSA Directorate name.

Remuneration, Appointments and Nominations

- Chair of the Board to become a member, no longer Ex-officio.
- As a result of Board Members leaving June/July 2021, supplement Committee with 2 further Members to ensure a smooth transition.

Integrated Governance

Within 'Responsibilities' Section 4.1 –

- Removal of 'Review actions taken by the organisations on recommendations.....' as a result of ARAC's revised oversight and updates given to IGF.
- Removal of 'Consider the SFRS compliance with relevant and any new legislation and performance against national standards regarding Governance' as felt ARAC covers this aspect in its role as a Committee.

Within 'Meetings' Section 7 –

- Return to quarterly meetings.

Equality Impact Assessment (Appendix H):

- EIA is still current and within timescale for review, however, please note following approval to change names of standing Committee's of the Board relating to People and Change the EIA will be updated accordingly.

Finance Regulations (Appendix I)

Update as follows

- 4.2.3 Removing the Director of Finance and Contractual Services and replacing this with the **Director of Service Development**, must ensure that all computer systems are backed up at appropriate intervals and that back up media are held securely.
- 4.4.1 Removing the Director of Finance and Contractual Services and replacing this with the **Acting Director of Asset Management** is responsible for the control of all stocks and stores, and must ensure that:
- stock is securely stored;
 - stock levels are maintained at the minimum level required to meet operational requirements;
 - stock records are sufficient and reliable taking into consideration the value and risks associated with the stock;
 - stock is counted at least once per year and checked by a person independent of the day to day administration of the stock.

- 4.8.4 Updating the Head of Internal Audit will report directly to the Director of Finance and Contractual Services and replacing with 'The Internal Audit provider is reportable to the Accountable Officer and to the Chair of Audit and Risk Assurance Committee. The Risk and Audit Manager will manage the day to day relationship with the Internal Audit provider, overseen by the Acting Director of Finance and Procurement.'
- 4.10.3 Updated, now stating:- Whenever any matter arises which involves, or is thought to involve, irregularities concerning cash, stores, equipment or other property of SFRS or any suspected irregularity in the exercise of the functions of the Service, the Acting Director of Finance and Procurement will immediately inform the Chief Officer and they will agree the steps as may be considered necessary by way of investigation and report. The Acting Director of Finance and Procurement will also inform Internal Audit and the Audit and Risk Assurance Committee.

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APPENDIX B

**SCOTTISH
FIRE AND RESCUE SERVICE**

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SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

STANDING ORDERS FOR MEETINGS OF THE BOARD AND ITS COMMITTEES

Original Author/Role	Douglas Wilson
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2020
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2020
Quality Control (name and date)	Richard Whetton, Head of Governance, Strategy and Performance – March 2020
Authorised (name and date)	Chief Officer Martin Blunden - March 2021
Last reviewed/amended (name and date)	GC Alasdair Cameron - March 2021
Date for Next Review	March 2022

PARAGRAPH NUMBER:

- 1-3 [INTRODUCTION](#)
- 4 [ORDINARY MEETINGS](#)
- 5 [NOTICE OF MEETINGS](#)
- 6-7 [SPECIAL MEETINGS](#)
- 8 [PUBLIC MEETINGS](#)
- 9 [PRIVATE MEETINGS](#)
- 10 [CHAIR](#)
- 11 [ATTENDANCE AT BOARD MEETINGS – SFRS MEMBERS](#)
- 12 [ATTENDANCE AT COMMITTEE MEETINGS – SFRS MEMBERS](#)
- 13 [ATTENDANCE AT BOARD AND COMMITTEE MEETINGS – SFRS OFFICERS](#)
- 14-16 [QUORUM](#)
- 17-20 [CO-OPTING](#)
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- 28-29 [GIVING NOTICE OF A MATTER TO BE CONSIDERED](#)

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INTRODUCTION

- 1 The Scottish Fire and Rescue Service (the SFRS), or in Gaelic Seirbheis Smalaidh agus Teasairginn na h-Alba, was established under the Police and Fire Reform (Scotland) Act 2012 ('the 2012 Act') as a body corporate. The constitution of the SFRS is set out in schedule 1A to the Fire (Scotland) Act 2005 ('the 2005 Act'), inserted by section 101 of the 2012 Act. The 2012 Act amends and transfers the fire and rescue and other functions set out in the 2005 Act to the SFRS, but also augments them with a range of powers and duties commensurate with its public body status.
- 2 The SFRS consists of up to 15 Members, including a Chair, collectively referred to as 'the Board'. The 2012 Act requires Scottish Government (SG) Ministers (**Ministers**) to appoint a Chair, and between 10 and 14 other Members of the SFRS, and details the terms and conditions applicable to their appointment, removal and remuneration. The SFRS Members may elect from their number a Member to act as Deputy Chair.
- 3 The general powers of the SFRS are set out in Schedule 1A to the Fire (Scotland) Act 2005, inserted by section 101 of the 2012 Act allowing the SFRS Board to appoint Committees ([Paragraph 45](#)).

ORDINARY MEETINGS

- 4 Prior to the beginning of each financial year, a provisional schedule of ordinary meetings of the SFRS Board and its Committees shall be approved by the Board and published on the website.

NOTICE OF MEETINGS

- 5 Notice of ordinary meetings of the SFRS Board and its Committees will be advertised on the website, prior to the date of the meeting. The notice shall include the date, time, venue and a note of business to be considered at the meeting.

SPECIAL MEETINGS

- 6 Where there is business that is urgent and cannot await the next ordinary meeting of the SFRS Board or Committee, a special meeting may be called by the Chair, or as a result of a written request signed by a majority of Members of the Board or Committee, specifying the nature of the business that they wish to discuss at such a meeting.
- 7 Notice of a special meeting of the SFRS Board, or Committee, shall be given in the same way as a notice for ordinary meetings.

PUBLIC MEETINGS

- 8 The SFRS Board and its Committees will hold all their meetings in public, except where the SFRS Members determine that all or part of the meeting ought to be held in private, on the grounds that confidential issues or confidential papers are (or may be) considered at that meeting.

PRIVATE MEETINGS

- 9 Matters which involve confidential issues, in relation to which the SFRS Board or Committee may decide to exclude the public, and therefore be held in private, may include (but are not limited to):
 - a) matters relating to individuals (including Members of staff) where there is no consent for disclosure and/or where there is a risk of harm to any individual from the disclosure of information;
 - b) matters where public discussion may prejudice any ongoing criminal proceedings or the prosecution of offenders;
 - c) matters relating to national security;
 - d) matters which are the subject of legal proceedings and/or which relate to legal advice provided to the SFRS;

- e) matters involving confidential commercial or financial information not already in the public domain, or which is subject to restrictions relating to confidentiality; or matters where there is legislation exempting the information from disclosure;
- f) matters which are considered to be confidential, including information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between SFRS and employees of SFRS;
- g) matters where the Board or Committee are in agreement due to the confidential nature of the issue(s).

CHAIR

- 10 The Chair of SFRS will, if present, Chair all meetings of the Board. In the absence of the Chair, the Deputy Chair will take the Chair. In the absence of both the Chair and Deputy Chair, the Board Members present will choose, by a majority vote of those present, one of their number to preside. Any power or duty assigned to the Chair in relation to the conduct of a meeting may be exercised by the person presiding at the meeting.

ATTENDANCE AT BOARD MEETINGS – SFRS MEMBERS

- 11 Participation will normally be in person but, exceptionally and with the agreement of the Chair of the meeting, an individual Member may participate by telephone, conference call or video-conference. This would only apply where there are exceptional circumstances which would mean that the Member would otherwise be unable to attend the meeting. In such circumstances, such Members would be deemed to be present and to constitute part of the quorum for the purposes of that meeting. In all circumstances, the Chair would have the final authority and would be dependent on the Member providing suitable notice and the availability of the appropriate technology at the meeting location. If a Member, without reasonable justification, has been absent from meetings of the SFRS Board for a period longer than 4 consecutive months or for 3

consecutive meetings and has not been given leave by the Chair, the Chair will advise the Minister.

ATTENDANCE AT COMMITTEE MEETINGS – SFRS MEMBERS

- 12 If a Member fails to attend 3 consecutive meetings of any standing Committee, or 50% of the meetings in any 2-year period and has not been given leave by the Committee Chair, the Chair of the Board will advise the SFRS. The Board may remove the Member from the Committee.

ATTENDANCE AT BOARD AND COMMITTEE MEETINGS – SFRS OFFICERS

- 13 The Chief Officer, in consultation with the Chair, will ensure that the work of the SFRS Board and its Committees is supported and serviced by the Strategic Leadership Team and other appropriate SFRS staff.

QUORUM

- 14 The quorum for SFRS Board meetings shall be a majority of SFRS Members, including the Chair of the Board. No formal business shall be transacted at any meeting of the SFRS Board unless a quorum is present. A quorum must exist throughout the entire meeting. If, at any stage during the meeting, a quorum is not present, the meeting shall stand adjourned until the date or time the Chair determines.
- 15 The quorum of any Committee shall be a majority of Members, as detailed within their specific Terms of Reference.
- 16 If a Committee meeting is not quorate, the Chair of the Board can approve any Member of the Board present at the meeting, who is not a standing Member, to count towards the number required based on the specific Terms of Reference and for that meeting only. This Member will, however, have no voting rights for that purpose.

CO-OPTING

- 17 Co-opting non-Board Members will be subject to endorsement by the full SFRS Board. It is likely this will be short lived, determined by the advice needed, and may be authorised for a meeting or meetings, where a specialist skill set or knowledge is required to support a Committee's work. The detail of this arrangement must be presented to the full Board in advance to ensure a fully informed decision can be taken and for an agreed period. The co-opted non-Board Member will have to sign an SFRS confidentiality agreement, prior to attending any such meeting(s). It should be noted that advisors appointed as a Member of a Committee will be there to provide expertise to the Committee. They will not be Members of the Board and will not have any voting rights.
- 18 Where this is being considered, the Chair of the Board should contact the SG Sponsor Team, who will ask SG Legal Directorate to confirm the statutory basis for the appointment and process for doing so.
- 19 The Board must:
- keep their SG Sponsor Team informed of the process throughout;
 - ensure there are funds to cover the appointment from the public body's existing resources;
 - consider if it is appropriate to ask the SG Sponsor Team to inform the relevant Scottish Minister of the background to the appointment;
 - prepare the letter of invitation and copy to the SG Sponsor Team.
- 20 Advisors are not Members of the Board and, therefore, will not come under the statutory remit of the Commissioner for Ethical Standards in Public Life in Scotland and the Standards Commission for Scotland, should there be any breaches of the Code. However, advisors will be subject to the public body's [Code of Conduct for Board Members](#) and any breaches of the Code will need to be considered by the Chair and Board Members. Potential Conflicts of Interest and Declaration of Interests will be considered by the Chair of the

Board, particularly if the advisor is already a Board Member of another public body. This will be an area for consideration prior to invitation.

ATTENDANCE OF THE PUBLIC AND PRESS

- 21 Public meetings of the SFRS Board or Committees are open to be observed by all Members of the public. The exception are any meetings or parts of meetings where business is to be conducted in private in accordance with [Paragraph 9](#).
- 22 Any Member of the public may attend and receive a copy of papers, other than those dealing with the private business of the SFRS Board or Committees.
- 23 In circumstances in which the SFRS Board or Committees determines that all or part of a meeting ought to be held in private, meetings will take place in closed session, without the public or press present.
- 24 A Member of the public who disrupts the business of the meeting may be asked to leave the meeting, after due warning has been given. Re-admission to that or other public meetings held by the SFRS Board or Committee is at the discretion of the Chair.

AGENDA FOR MEETINGS AND ORDER OF BUSINESS

- 25 Advised by the Chief Officer (or any officer acting on behalf of the Chief Officer) and the Board Support Team (or any officer acting on behalf of the Board Support Team), the Agenda for a meeting shall be agreed by the Chair of the SFRS Board or Committee Chair, at least 10 working days in advance of the meeting. The agenda will be circulated to Members electronically, no less than 5 working days prior to the meeting.
- 26 The business of the Board at all ordinary meetings will proceed in accordance with the agenda issued for that meeting, unless otherwise directed by the Chair, with the agreement of a majority of the Members present at the meeting.

At all ordinary meetings, no business other than that on the agenda will be considered, except where, by reason of special circumstances, the Chair is of the opinion that the item should be considered at the meeting.

- 27 The order of business at meetings of the SFRS Board shall generally be:
- a) Chair's welcome;
 - b) Apologies for absence;
 - c) Consideration of and decision on any items to be taken in private;
 - d) Declarations of interest;
 - e) Minutes of the previous meeting for approval;
 - f) Action Log;
 - g) Decision Log;
 - h) Chair's Report;
 - i) Chief Officer's Report;
 - j) Minutes of Committees – Summary updates from Committee Chairs
(verbal) Risk Themes from the Committees;
 - k) Items 'For Decision';
 - l) Items 'For Recommendation';
 - m) Items 'For Scrutiny';
 - n) Items 'For Information Only';
 - o) Rolling Forward Plan;
 - p) Date of Next Meeting;
 - q) Private Session (if required);
 - r) Minutes of the previous Private meeting for approval (where applicable);
 - s) Private Items.

GIVING NOTICE OF A MATTER TO BE CONSIDERED

- 28 Any Member(s) of SFRS, or a Committee, may ask for an item to be placed on the Agenda of a meeting of the Board or that Committee, this has to be done at least 15 working days in advance of the meeting. The Chair of the meeting will consider the request, taking advice from the Chief Officer (or any officer acting on behalf of the Chief Officer) and the Board Support Team. If the Chair

decides not to include the item on the Agenda, the Member will be advised and the Board or relevant Committee informed during the Chair's opening remarks.

- 29 The Agenda for special meetings of the SFRS Board or Committees will be confined to the business necessitating the convening of the meeting.

PAPERS FOR MEETINGS

- 30 The Board Support Team will electronically collate, circulate and, where necessary, provide papers for the agreed Agenda items at a meeting, unless it has been previously agreed with the Chair of the meeting that no paper is required.
- 31 Papers will be electronically made available to the meeting attendees at least 5 working days prior to the meeting and hard copies will be available at the meeting only on request.
- 32 For meetings or parts of meetings open to the public, papers will be posted on the website no less than 5 days in advance of the meeting, with the exception of any items that are to be considered in private.
- 33 If papers are not available for dispatch 5 working days prior to the meeting, the Board Support Team may, after consultation with the Chair of the meeting and the Chief Officer, make a late posting, or table the paper(s) at the meeting, or withdraw the item(s) from the Agenda of the meeting. Occasions when these timescales may not be adhered to are if Special meetings are agreed at short notice, every attempt however will be made to dispatch papers in advance of the meeting.

CONDUCT AT MEETINGS

34 The Chair is responsible for:

- maintaining order and good conduct;
- ensuring that business is conducted appropriately;
- ensuring that all Members receive a fair hearing with reasonable opportunity to express their views on matters under discussion;
- dealing with any question of order raised at a meeting; the Chair's ruling on the above will be final;
- adhere to relevant SFRS policy and procedure.

35 All Members will respect and, if necessary, defer to the authority of the Chair. Members are accountable for their own individual conduct in meetings at all times in terms of their [Code of Conduct](#) and associated regulations and guidance as issued. The Chair may rule on the acceptability of language used during the course of the meeting and take appropriate action, as necessary, including withdrawal of a remark, requiring an apology, or any other action required to allow the meeting to properly proceed. If any Member at any meeting behaves offensively or is uncooperative, a motion may be proposed and seconded to suspend the Member for the rest of the meeting. If the motion is carried, the Member must immediately leave the meeting. There will be no discussion of the motion and no changes to it.

ADJOURNING MEETINGS

36 The SFRS Board or Committee can adjourn any meeting for a reasonable time, if the Chair determines so. This may also be due to disruption of the meeting or a Member proposes it, another seconds it and the Members vote in favour of it. There will be no amendments or discussion. No Member can make a second motion to adjourn a meeting within half-an-hour, except the Chair.

CHANGING A DECISION

- 37 A decision made by the SFRS Board cannot be changed within six months, unless the Chair of the Board rules that there has been a material change of circumstances.

A decision made by a Committee may be overturned by the Board where the decision does not comply with the delegated authority, as set out in the Terms of Reference, or where the Board deems the decision made by a Committee as adversely impacting on the Strategic Direction of the SFRS.

Where time is of the essence and the above criteria is met, the Chair alone can overturn the decision of the Committee. The Chair must provide full reasoning for such a decision to the Board as soon as is reasonably practicable.

VOTING

- 38 Where there is an Agenda item requiring a decision by the SFRS Board or a recommendation by a Committee to take something to the Board, then the Chair will seek the views of Members and, wherever possible, reach a consensus. If a consensus cannot be reached, decisions will be reached on the basis of a simple majority, the Chair having a second and casting vote. Voting shall be by a show of hands and the minute will record the vote. At the discretion of the Chair, or in the event of a majority of Members present objecting to a vote being taken by a show of hands, the vote will be taken by roll call.
- 39 Where an agenda item requiring a decision is not approved by the SFRS Board, and the consequences would be prejudicial to the continuity of the SFRS operations, alternative proposals should be sought from the Chief Officer without delay. The Chair may adjourn the meeting, or defer the agenda item to another meeting to enable the Chief Officer to re-consider the matter. If, after such reconsideration, the Board remains unable to approve the proposal

(whether by consensus or simple majority vote) and the matter remains critical to SFRS operations, the Chair shall report to Ministers and seek their direction.

DECLARATIONS OF INTEREST

MAKING A DECLARATION

40 In line with the requirements of the [Members' Code of Conduct](#), individual Members must consider, at the earliest stage possible, whether they have an interest to declare in relation to any matter that is to be considered. They should consider whether agenda items for meetings raise any issue of declaration of interest. A declaration of interest must be made as soon as practicable at a meeting where that interest arises. If the need for a declaration of interest is identified only when a particular matter is being discussed, the Member must declare the interest as soon as they realise it is necessary to do so. The oral statement of declaration of interest should identify the item or items of business to which it relates. The statement should begin with the words, 'I declare an interest'. The statement must be sufficiently informative to enable those at the meeting to understand the nature of the interest but need not give a detailed description of the interest.

EFFECT OF DECLARATION

41 Declaring a financial interest has the effect of prohibiting any participation in discussion and voting; in this circumstance, this individual must play no part in the discussion and must leave the meeting room until discussion of the particular item is concluded. A declaration of a non-financial interest involves a further exercise of judgement by the Member concerned. They must consider the relationship between the interests that have been declared and the particular matter to be considered and relevant individual circumstances surrounding the particular matter. In the final analysis, the objective test is whether, in the particular circumstances of the item of business and knowing all the relevant facts, a member of the public, acting reasonably, would consider that the Member might be influenced by the interest in their role as a Member

of SFRS Board and that it would, therefore, be wrong to take part in any discussion or decision-making. If a Member, in conscience, believes that their continued presence would not fall foul of this test, then declaring a non-financial interest need not preclude their involvement in discussion or voting. If they are not confident about the application of this objective test, they must play no part in the discussion and must leave the meeting room until discussion of the particular item is concluded.

DISPENSATIONS

- 42 In very limited circumstances, dispensations can be granted by the Standards Commission in relation to the existence of financial and non-financial interests which would otherwise prohibit a Member from taking part and voting on matters coming before the Board and its Committees. Applications for dispensations will be considered by the Standards Commission and should be made as soon as possible, in order to allow proper consideration of the application in advance of meetings where dispensation is sought. A Member should not take part in the consideration of the matter in question until the application has been granted.

SUSPENSION AND REVISION OF STANDING ORDERS

- 43 These Standing Orders may only be varied, revoked or added to by the SFRS Board and any such alterations will require the consent of the majority of Members present at a meeting. Committees and Sub Committees have no power to depart from these Standing Orders.
- 44 Suspension of Standing Orders at an SFRS Board meeting requires a proposer and seconder, and a vote of a majority of the SFRS Board in favour of suspension.

STANDING COMMITTEES

45 The SFRS will appoint the following Standing Committees:

- Audit and Risk Assurance;
- Change: Strategic Change and Major Projects;
- Service Delivery;
- People; and
- Remuneration, Appointments and Nominations Sub-Committee

46 The SFRS Board will determine the Membership and Terms of Reference for Committees. The Standing Orders of the SFRS Board apply to all its Committees.

MINUTES OF MEETINGS

47 A minute will be kept of all SFRS Board, Committee and Sub-Committee meetings.

48 The minute will record that discussion took place, any points of significance raised, and clearly specify any actions and decision if relating to the SFRS Board. Following a Board or Committee meeting, draft minutes will be issued no later than 15 working days to the Chair for approval. The Chair will then have 5 working days to approve the minutes following which it will be circulated to all those in attendance at the meeting, including the updated Action Log. This is, therefore, all to be affected within a total of 20 working days following the initial meeting.

49 The minutes of the SFRS Board will be presented to the next ensuing meeting of the SFRS Board and shall then be approved, with or without amendment, as a correct record of proceedings.

- 50 Minutes of meetings held in Public of Standing Committees will be included on the agenda of SFRS Board meetings, even if they have not been approved by the Committee. Any Sub-Committee updates will be given through the relevant Committee to the SFRS Board.

SHORT LIFE COMMITTEES AND WORKING GROUPS

- 51 The SFRS Board may convene short life Committees or Working Groups to assist and advise it in undertaking its responsibilities.
- 52 Any such Committee or Working Group would have its Membership, terms of reference and time-limited period determined by the Board.

APPOINTMENT OF CHIEF OFFICER

- 53 The appointment of the Chief Officer will be made by the SFRS Board, subject to the approval of the Scottish Ministers.

RECEIVING VIEWS

- 54 The SFRS Board (or its Committees or Sub-Committees) may invite individuals, bodies or organisations to attend meetings, provide information and/or to make representations to it about particular issues. They may also be requested to provide written submissions for consideration in advance of meetings. The Board, on occasion, may agree upon and publish a process for seeking input and/or information (including the format and timescales for this input or information to be provided) from interested and/or affected parties, in advance of it considering particular issues at a meeting.

URGENT ISSUES

- 55 Where time is of the essence, and in order to eradicate or minimise actual or reasonably perceived risk to the SFRS, the Chief Officer may take reasonable

and appropriate action, in relation to any function not delegated to that role, reporting same to the Chair of the SFRS Board and then the SFRS Members, with full reasoning for the decision as soon as is reasonably practicable after the exercise of the function.

ETHICAL STANDARDS

- 56 The SFRS Board encourages high ethical standards in public life; including the promotion and enforcement of the SFRS [Members' Code of Conduct](#). Any alleged breaches, will be investigated and where a breach is found, sanctions may be applied, as detailed within the Members' Code of Conduct.

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APPENDIX C

**SCOTTISH
FIRE AND RESCUE SERVICE**

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SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

SCHEME OF DELEGATIONS FOR THE SCOTTISH FIRE AND RESCUE SERVICE

(INCORPORATING MATTERS RESERVED TO THE BOARD)

Original Author/Role	GM Roy Dunsire
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2018
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2020
Quality Control (name and date)	Richard Whetton, Head of Governance, Strategy and Performance – March 2021
Authorised (name and date)	Kirsty Darwent, Chair – March 2021
Last reviewed/amended (name and date)	GC Alasdair Cameron – March 2021
Date for Next Review	March 2022



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

SCHEME OF DELEGATIONS FOR THE SCOTTISH FIRE AND RESCUE SERVICE

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7. [**DELEGATIONS TO EMPLOYEES OUTWITH THE STRATEGIC LEADERSHIP TEAM**](#)

Appendix 1 - Summary Overview of Delegated Powers

1. INTRODUCTION

The Scottish Fire and Rescue Service ('the SFRS') is a body corporate established in terms of Section 1A of the Fire (Scotland) Act 2005 ('the 2005 Act') as amended by the Police and Fire Reform (Scotland) Act 2012 ('the 2012 Act'). Schedule 1A of the 2005 Act governs aspects of the body corporate's constitution and its functions and prescribes that the SFRS shall consist of a Chair and not fewer than 10 nor more than 14 other Members, each appointed by the Scottish Ministers and collectively referred to as 'the Board'. The Board, including the Chair, consists of non-executives who are appointed in line with the [Code of Practice for Ministerial Appointments to Public Bodies in Scotland](#).

By virtue of Paragraph 14 of Schedule 1A of the 2005 Act, the Board may delegate any of its functions to the Chief Officer, any of its employees or any Committee or sub-Committee it may choose to establish. The Interpretation and Legislative Reform (Scotland) Act 2010 defines '*function*' as '*including powers and duties*'. The responsibilities of the Chief Officer are detailed below and include the responsibility for 'establishing appropriate documented internal delegated authority arrangements'.

This Scheme of Delegations ('the Scheme') narrates the powers, duties and levels of decision-making authority, both reserved for the Board and delegated by the Board to certain SFRS employees, each within their individual capacities as holders of named roles (an example of a 'named role' being 'Chief Officer' or 'Director of People and Organisational Development'). The delegation by the Board of any of SFRS's functions does not affect the Board's overall responsibility for the performance of the function being delegated, nor its responsibility to carry out the particular function, should it choose to do so and notwithstanding any common practice to otherwise delegate. The Board members will, at all times, remain personally and corporately accountable for the Board's actions and decisions and the Board may also be accountable for the actions and decisions of any SFRS employee exercising delegated authority in conjunction with the Scheme.

All delegations made by the Board in accordance with the Scheme must be in compliance with relevant and up-to-date legislation, regulations and governance and accountability framework documents, codes of practice and government circulars. All decisions and actions taken by SFRS employees and the Board by way of delegated authority powers shall be exercised in accordance with this Scheme and the provisions and guidance contained within SFRS's Financial Regulations and Standing Orders for the Regulation of Contracts and must be shown to uphold the principles of accountability, consistency, equality, integrity, good governance and transparency, in so far as is reasonably practicable.

There is scope to amend or alter the Scheme to ensure compliance with any of SFRS's duties or obligations that may be altered or extended due to legislative changes or the development of future guidance in relation to delegated authority. Otherwise, the SFRS Chair will make arrangements to review the Scheme at annual intervals.

Where a delegated authority requires the prior approval of the Scottish Government before it can be exercised, no decision or action shall be taken by any SFRS employee or the Board in relation to the particular delegated authority, until such times as the prior approval of Scottish Government has been confirmed and received in writing by SFRS. The [SFRS Governance and Accountability Framework Document](#) details those matters which are reserved to the Scottish Government and the delegated authority levels beyond which prior approval is required from the Scottish Government.

2. RESPONSIBILITIES OF THE SFRS BOARD, CHAIR AND CHIEF OFFICER

The Fire and Rescue Framework for Scotland sets out the strategic priorities for SFRS (as determined by the Scottish Ministers) and the SFRS's Strategic Plan describes how SFRS intends to carry out its functions in pursuit of these overarching priorities. The SFRS Governance and Accountability Framework Document sets out the broad governance structures within which the SFRS operates and defines key

roles and responsibilities which underpin the accountability relationships between the SFRS, Ministers and the Scottish Parliament.

2.1 SFRS Board

The four main functions of the SFRS Board are to ensure that the SFRS delivers its functions in accordance with Minister's policies and priorities; to provide strategic leadership; to ensure financial stewardship; and to hold the Chief Officer and Strategic Leadership Team ('SLT') to account. The responsibilities of the SFRS Board are set out in detail in paragraph 13 of the SFRS Governance and Accountability Framework Document.

2.2 SFRS Chair

The Chair is accountable to the Scottish Ministers for the performance and for the strategic leadership of the SFRS Board. In common with any individual with responsibility for devolved functions, the Chair may also be held to account by the Scottish Parliament and has general responsibility for ensuring that the public body's policies and actions support the Scottish Ministers' wider strategic policies and that its affairs are conducted with probity. The Chair's responsibilities for leading the SFRS Board are set out in detail in paragraph 15 and 16 of the SFRS Governance and Accountability Framework Document.

2.3 SFRS Chief Officer

The Chief Officer is the Board's principal adviser on the discharge of the SFRS's functions and is accountable to the Board. The Chief Officer's role is to provide operational leadership to the SFRS, and ensure that the Board's strategic aims and objectives are met and its functions are delivered and targets met through effective and properly controlled executive action. The Chief Officer's general responsibilities include performance management and staffing of the SFRS. Specific responsibilities of the SFRS Chief Officer are detailed in paragraph 18 of the SFRS Governance and Accountability Framework Document.

3. MATTERS RESERVED FOR THE BOARD

There are certain matters which have no scope for delegation and must be carried out by the Board. The Board and no other SFRS employee or Committee/Sub-Committee has authority to make decisions in respect of the following reserved areas:

- developing the Strategic Aims and Objectives of the SFRS and approving the [Strategic Plan](#), [Annual Operating Plan](#) and Board Annual Forward Plan;
- approval and amendment of:
 - [Standing Orders for Meetings of the Board and its Committees](#);
 - [Scheme of Delegations](#);
 - [Financial Regulations](#);
 - [Standing Orders for Regulation of Contracts](#);
 - Complaints Handling Scheme;
 - Risk Management Strategy;
 - Equality Scheme;
 - [Freedom of Information Publication Scheme](#);
 - Personnel Policies of major significance to SFRS (as determined by the Chair in consultation with the Chief Officer);
 - Resource and Capital Budgets, and [Annual Report and Accounts](#);
 - Financial and Performance Monitoring arrangements and virements;
 - Major projects requiring significant capital investment, or major service redesign;
 - [Anti-Fraud and Corruption Policy](#);
 - Arrangements for the review of the annual effectiveness of the Board and its Committees, and
 - Any other SFRS-wide Corporate Governance related guidance;
- appointing a Chief Officer and the setting of appropriate performance objectives for the Chief Officer;
- appointing Chairs and Deputy Chairs of each Committee or sub-Committee of the Board (these will be determined by the Chair, in consultation with the Board).

- establishment and approval of Committees and their Terms of Reference;
- the appointment of a Standards Officer in accordance with any requirements set by the Commissioner of Ethical Standards in Public Life in Scotland; and
- review and approve the final specification and the evaluation criteria, as drafted by the SLT, and approve the appointment of Internal Auditors in cooperation with the Audit and Risk Assurance Committee.

Where the Scheme does not specifically state if powers have been delegated in respect of a certain matter, it shall be assumed that responsibility for the particular matter lies with the Board in the first instance.

4. DELEGATED AUTHORITY

4.1 Delegations to Standing Committees of the Board

The Board has established a number of Committees, each of which possess a degree of delegated authority, in respect of the responsibilities within their remit, as set out within their Terms of Reference. Delegated authority will provide each Committee with the ability to scrutinise the work of SFRS; make decisions within their limits of responsibilities that do not adversely impact on the Strategic Direction of the SFRS; make recommendations in respect of how the Board can achieve the aims each respective Committee is concerned with; and provide feedback to the Board on key performance indicators and whether targets will be met.

The Committees are listed below:

- Audit and Risk Assurance;
- Change: Strategic Change and Major Projects;
- Service Delivery
- People and;
- Remuneration, Appointments and Nominations (Sub-Committee);

Each Committee will conduct its business in accordance with Terms of Reference considered and approved by the Board prior to formation. There is scope to amend or alter any Terms of Reference as so required and, again, Board approval is required to do so.

4.2 Delegation of General Powers

In line with Paragraph 14 of Schedule 1A of the 2005 Act, the Board have delegated authority to the following SFRS employees:

- The Chief Officer;
- The Deputy Chief Officer;
- The Assistant Chief Officers;
- The Director of Strategic Planning, Performance and Communications;
- The Director of People and Organisational Development;
- The Acting Director of Finance and Procurement ;and
- The Acting Director of Asset Management.

These employees, referred to collectively as the SLT may do anything, subject always to their specific delegated authority, considered appropriate for the purposes of, or in connection with, the carrying out of the SFRS's functions.

4.3 Delegation to Act as Authorised Signatories

Any probative document which, if entered into, will create a legally binding relationship between SFRS and another party shall (unless otherwise provided for herein) be executed for and on behalf of the SFRS by a member of the Board or by any one of the members of the SLT who are hereby authorised by the Board to execute on the SFRS's behalf.

In accordance with the Requirements of Writing (Scotland) Act 1995, the signature for and on behalf of the SFRS by a Board member or SLT member must be

witnessed by one person. This person can be any employee of SFRS and may also be another Board member or SLT member. The Chief Officer and any SLT member may sub-delegate his/her authority to any SFRS employee who holds a role which he/she deems it appropriate for authority to be delegated to.

5. DELEGATION TO SFRS ACCOUNTABLE OFFICER

5.1 General Responsibilities

The Principal Accountable Officer for the Scottish Administration (the Permanent Secretary of the Scottish Government) designates the Chief Officer as the Accountable Officer for the SFRS. The essence of the role of Accountable Officer is subject to Section 5 of the [Principal Officer's Memorandum to Accountable Officers of Other Public Bodies](#), a personal responsibility for the propriety and regularity of the public finances for the SFRS and ensuring that the resources of the body are used economically, efficiently and effectively.

The Accountable Officer must make sure arrangements for delegation promote good management and that they are supported by the necessary staff with an appropriate balance of skills.

The responsibilities delegated to the SFRS Accountable Officer are set out in detail in the Principal Accountable Officer's Memorandum to Accountable Officers of Other Public Bodies.

5.2 Strategic and Financial Management Responsibilities

While the responsibilities of the SFRS Accountable Officer cannot be delegated or shared, authority for budgets and associated strategic and financial management responsibilities can be delegated to appropriate SFRS employees. The SFRS Accountable Officer, therefore, authorises members of the SLT to undertake the following responsibilities:

5.2.1 Strategic Management Responsibilities (All members of the SLT)

- proposing objectives, priorities, outcomes and performance indicators for the organisation which square with the organisation's aims, policy and management objectives;
- making plans and ensuring that adequate systems are in place to achieve these objectives effectively, efficiently and economically;
- ensuring that adequate systems for internal control and risk management, both financial and otherwise, are in place and are monitored and reviewed regularly;
- monitoring and reporting of performance to the organisation's management board and/or Accountable Officer, and
- ensuring that functions are discharged with due regard to economy, efficiency and effectiveness within an overall framework of Best Value.

5.2.2 Financial Management Responsibilities (Acting Director of Finance and Procurement)

- ensuring that proper financial procedures are in place and are followed and that these comply with relevant guidance, in particular the [Scottish Public Finance Manual \(SPFM\)](#), ensuring that funds and assets are properly managed and safeguarded, with checks as appropriate; and
- ensuring that any relevant risks, whether to achievement of business objectives, regularity, propriety or value for money, are identified and effectively managed.

6. DELEGATION TO SFRS CHIEF OFFICER

6.1 Acquisitions and Disposals

The Board authorises the Chief Officer to:

- acquire and dispose of land and other heritable or moveable property, including the compulsory purchase of land, with the authorisation of Scottish Ministers, in accordance with the requirements of the SPFM, and with the Board's strategic direction;
- determine and control the apportionment of accommodation for SFRS's employees, standards of furniture, furnishings and equipment within SFRS's premises;
- maintain registers of assets together with records of transactions and values; and
- arrange, as appropriate, for the sale of surplus, or disposal of discarded, PPE, work equipment and vehicles.

The Chief Officer sub-delegates this authority to the Acting Director of Asset Management.

6.2 Arms and Badge

The Board authorises the Chief Officer to:

- issue guidelines on the use of the SFRS Arms and Badge which is recorded in the Public Register of All Arms and Bearings in Scotland; and
- take appropriate action, which may include reporting to the Court of the Lord Lyon, in respect of any misuse of the SFRS Arms and Badge.

6.3 Authorisation to Exercise Statutory Powers

The Board authorises the Chief Officer to exercise any discretionary powers available to the SFRS.

The Board authorises the Chief Officer to issue and sign any documentation that conveys necessary authorisation to employees in roles where legislation requires the authorisation in question.

6.4 Bad Debt and Losses

The Board authorises the Chief Officer to write off bad debt and/or losses up to and including the value of £1,000 and in accordance with the [Financial Regulations](#). Cumulative debt must be monitored and, where appropriate, reported to the Audit and Risk Assurance Committee and the Board.

The Chief Officer sub-delegates this authority to the Acting Director of Finance and Procurement.

6.5 Borrowing

The Chief Officer may, subject to obtaining the consent of Scottish Ministers, borrow money. Prior to approaching Scottish Government for any such consent, the Chief Officer shall consult with and obtain the Board's consent to make the approach.

The Chief Officer sub-delegates this function to the Acting Director of Finance and Procurement, who will also be under the obligation to obtain the necessary prior consents.

6.6 Complaints, Comments and Compliments

The Board authorises the Chief Officer to receive and respond on its behalf to complaints, comments and compliments, with the exception of any which relate to the role of Chief Officer, which will be reserved to the Board.

With the exception of complaints, comments and compliments which relate to the Deputy Chief Officer, the Assistant Chief Officers, the Acting Director of Finance and Procurement, the Acting Director of Asset Management, the Director of Strategic Planning, Performance and Communications and Director of People and Organisational Development, the Chief Officer sub-delegates this authorisation to the Director of Strategic Planning, Performance and Communications.

6.7 Consultants

The Board authorises the Chief Officer, the Chief Officer having first consulted and received advice from the Acting Director of Finance and Procurement and the Director of People and Organisational Development, to source and appoint any external business and management consultants evidenced as necessary and where no existing employee is able to carry out the requirement. For any such consultancy contract with a potential or actual value of or above £100,000, Scottish Government's prior approval shall be sought and obtained in writing and only after the Chief Officer has consulted with and obtained the Board's consent to seek such approval.

6.8 Contracts

The Chief Officer, the Acting Director of Finance and Procurement and the Acting Director of Asset Management may enter into contracts for the supply of goods, works and services on behalf of the SFRS subject to adhering to the SFRS's [Standing Orders for the Regulation of Contracts](#) and subject to the Acting Director of Finance and Procurement confirming that appropriate budget provision has been made.

6.9 Correspondence and Communications

The Board authorises the Chief Officer to issue and sign correspondence and communications that may be sent in the name of SFRS and which may bear the SFRS badge. Notwithstanding correspondence and communications sent on behalf

of SFRS in respect of matters restricted under the Scheme, the Chief Officer sub-delegates this authority to all SLT members who, in turn, further delegate this authority under Section 7 of the Scheme. For the avoidance of doubt, the term 'correspondence and communications' shall include all letters, faxes, emails and other forms of electronic communication that may be sent on behalf of SFRS.

6.10 Damage or Loss to Personal Property

The Board authorises the Chief Officer to consider and, if deemed appropriate, approve payment of in whole or in part valid and vouched claims from employees for damage to, or loss of, personal property in the course of their employment where the employee is not at fault and is not otherwise insured.

6.11 Data Protection and Freedom of Information

The Board authorises the Chief Officer to:

- make, submit and update the necessary registrations;
- consider and respond to applications made under the Data Protection Act 2018 and the Freedom of Information (Scotland) Act 2002;
- determine the appropriate person(s) to consider and respond to any reviews sought in terms of the said legislation; and
- if necessary and appropriate, enter into any Information Sharing Protocols.

The Chief Officer sub-delegates this authorisation to the Director of Strategic Planning, Performance and Communications.

6.12 Senior Appointments

The Board authorises the Chief Officer to appoint members of the SLT, and Heads of Function. The Chair of the Board, or their representative, will be involved in all SLT appointments. With all senior appointments, the Chief Officer shall engage in prior consultation with the Remuneration, Appointments and Nominations Sub Committee with regard to the appointment process and shall provide feedback to the Committee

in respect of the final selections from the process. For the avoidance of doubt, there shall be no further delegation of authority to appoint SLT members, and Heads of Functions beyond the delegation from the Board to the Chief Officer.

6.13 Employment of Staff

With the exception of (1) appointments reserved by statute to the Board, (2) any matters requiring the prior approval of Scottish Government, (3) any matters specifically falling within the terms of reference of any SFRS Committee and (4) any matters subject to national negotiations at Scottish and UK level, the Board delegates its authority under Paragraph 8 (SFRS's employees) of Schedule 1A of the 2005 Act to employ staff to the Chief Officer.

Where appropriate, the Chief Officer sub-delegates the authority to employ staff to the Director of People and Organisational Development.

6.14 Finances and Payments

The Board authorises the Chief Officer to maintain and administer the SFRS's financial resources, including the operation of bank account(s) and the receipt and making of appropriate payments in accordance with the SPFM and SFRS's [Financial Regulations](#).

The Chief Officer sub-delegates this authority to the Acting Director of Finance and Procurement.

6.15 Fines

The Board authorises the Chief Officer to consider and, if appropriate, pay or contribute to the legal expenses and outlays of defending a SFRS employee charged with an offence (for example, an offence in contravention of Road Traffic or Health and Safety legislation) whilst acting in the course of their employment, subject to the stipulation the employee is not considered to have been on a frolic of their own (i.e. the employee's actions must have been at the material time closely connected with

their employment). Scottish Government's prior written approval is required for any such special payments over the value of £1,000.

6.16 Fire Safety (Prevention and Protection) and Fire Investigation

The Board authorises the Chief Officer to carry out its statutory duties and exercise its discretionary powers under the 2005 Act and associated subordinate legislation made thereunder, together with other legislation relevant to this particular function.

The Board authorises the Chief Officer to issue any necessary letters of authorisation to employees engaged in Enforcement or Fire Investigation roles.

6.17 Foreign Travel / Travel Outwith Scotland / Conferences and Seminars

The Chief Officer's foreign travel or travel outwith Scotland must be authorised and approved by the Chair.

The Board authorises the Chief Officer to authorise and approve foreign travel or travel outwith Scotland and attendance at any relevant conferences or seminars or meetings for any SFRS employee who is on SFRS business. The Chief Officer sub-delegates this authority to all SLT members.

6.18 Gifts and Hospitality

The Board authorises the Chief Officer to:

- accept and provide gifts and hospitality in accordance with the SPFM and with SFRS's [Gifts, Hospitality and Interests Policy](#), which clearly states SFRS's commitment to high standards of ethical behaviour; and
- maintain and publish a register of Gifts, Hospitality and Interests, in accordance with SFRS's Gifts, Hospitality and Interests Policy.

The Chief Officer sub-delegates this authority to the Acting Director of Finance and Procurement.

6.19 Health and Safety

The Board authorises the Chief Officer to carry out the operational delivery of health and safety. The Chief Officer sub-delegates this authority to the Assistant Chief Officer, Director of Training, Safety and Assurance. However the Board retain a duty of care towards all staff within the Service and are therefore accountable for the scrutiny of compliance with applicable Health and Safety Legislation.

6.20 Insurance

The Board authorises the Chief Officer to take out and maintain appropriate insurance cover as required by employees who are employed in a particular professional capacity and as required by Landlords or other third parties with whom the SFRS is transacting or working in partnership where commercial insurance is a stipulation and whether or not the SFRS is for all other matters self-insured.

In the event that the SFRS is permitted by Scottish Government to take out insurance cover for all or part of its functions, then the Board authorises the Chief Officer to take out and maintain appropriate insurance cover.

The Chief Officer sub-delegates this authority to the Acting Director of Finance and Procurement.

6.21 Legal

The Board authorises the Chief Officer to:

- lodge caveats if deemed necessary;
- accept service of all types of legal claims and legal documents;
- process employer's liability, public liability, motor vehicle and other such claims;
- initiate, enter, defend or withdraw from legal proceedings (judicial and quasi-judicial);

- negotiate settlement of claims or legal proceedings in accordance with the [Scottish Public Finance Manual \(SPFM\)](#);
- settle all claims in accordance with the Scottish Public Finance Manual (particularly under the “Settlement Agreements, Severance, Early Retirement and Redundancy Terms” Section) and all other applicable Guidance. All such settlements, for any amount, must therefore be referred to SG before being considered or offered. Claims not specifically covered by the Scottish Public Finance Manual or other applicable Guidance are authorised, without prior Scottish Government approval and without reference to the Chair and the Board, up to and including the value of £25,000;
- engage in arbitration or mediation;
- enter compromise agreements;
- sign legal documents binding or releasing the SFRS;
- prepare and submit reports to the Crown Office and Procurator Fiscal Service in relation to offences identified in the course of the SFRS carrying out its functions, and
- engage Solicitors, Solicitor Advocates and Counsel to provide advice, opinions and representation.

The Chief Officer sub-delegates his authority to negotiate settlement of claims or legal proceedings to the Acting Director of Finance and Procurement and the remainder of this authority to the Director of Strategic Planning, Performance and Communications.

6.22 Licences

The Board authorises the Chief Officer to obtain any necessary licences, including but not limited to software licences, required to enable the SFRS to carry out its functions.

The Chief Officer sub-delegates this authorisation to members of the SLT, as appropriate.

6.23 Local Senior Officers

The Chief Officer shall designate an SFRS employee to the role of Local Senior Officer (LSO) for each local authority and the LSO shall carry out the delegated functions narrated at Section 41J (2) of the 2005 Act.

6.24 Loans of Assets

The Board authorise the Chief Officer to provide on temporary or short-term loan assets which are not operationally sensitive, confidential or would breach the Data Protection principles to reputable third parties for research purposes, public exhibition or wider public benefit. The loan may be upon such terms and conditions as the Chief Officer deems appropriate and may include a requirement for security and insurance cover.

6.25 Media and Publications

The Board authorises the Chief Officer to formulate and issue on its behalf media releases and responses and to consider requests from media organisations to record sound and/or images of the SFRS for public transmission.

The Chief Officer sub-delegates this authorisation to the Director of Strategic Planning, Performance and Communications.

The Board authorises the Chief Officer to draft, for its consideration, publications required by legislation or Scottish Government and, once subsequently approved by the Board, to issue same on its behalf in accordance with any such requirement.

6.26 Objections

The Board authorises the Chief Officer to lodge any objections to planning applications, building warrants, road traffic orders and any similar statutory procedures to which the SFRS may be a competent objector and to engage in the

objection process, incurring any necessary costs associated therewith and to withdraw any objection, if deemed appropriate.

6.27 Principal Fire and Rescue Functions and Ancillary Functions (Response and Resilience)

The Board authorise the Chief Officer to carry out its statutory duties and exercise its discretionary powers under the 2005 Act, and associated subordinate legislation made thereunder, together with other legislation relevant to this function.

6.28 Statutory Notices

The Board hereby authorises the Chief Officer to draft, sign and serve statutory notices on its behalf, including Prohibition Notices, Enforcement Notices and Alterations Notices under Sections 63, 64 and 65 respectively of the 2005 Act and, if necessary, to withdraw such Notices.

The Chief Officer sub-delegates this authority to the Deputy Chief Officer and the Assistant Chief Officers.

6.29 Urgent Issues

Where time is of the essence and in order to eradicate or minimise actual or reasonably perceived risk to the SFRS, the Chief Officer may take reasonable and appropriate action in relation to any function not delegated to the Chief Officer role. The Chief Officer must thereafter report same to the Chair of the SFRS with full reasoning for the decision as soon is reasonably practicable after the exercise of the function.

6.30 Use of SFRS Premises

The Board authorise the Chief Officer to permit third parties to use SFRS premises for purposes he deems appropriate and upon such terms and conditions as he shall determine reasonable in the circumstances.

The Chief Officer sub-delegates this authority to members of the SLT.

6.31 Warrant and Identity Cards

The Board authorises the Chief Officer to issue warrant cards to its employees for the purpose of enabling the employees to both be identified and to exercise the powers and carry out the duties appropriate to the roles held by the employees. There shall be no requirement for such warrant cards to be signed for or on behalf of the SFRS and the Chief Officer requires employees to return warrant cards upon termination of employment with SFRS.

There shall be reserved to the Chair of the Board the power to issue identity cards to the Board members for the purpose of enabling the Board members to be identified and the Chair shall have the power to require the Board members to return the identity cards upon termination of their appointment with SFRS.

6.32 Withdrawal or Amendment of Delegation

The Chief Officer may amend, extend, qualify or withdraw any sub-delegation which he has previously authorised and shall notify the relevant employees of same as soon as is reasonably practicable.

7. DELEGATIONS TO EMPLOYEES OUTWITH THE STRATEGIC LEADERSHIP TEAM

Functions delegated to the Chief Officer and any other member of the SLT (namely, the Deputy Chief Officer, the Assistant Chief Officers, the Director of People and Organisational Development, the Acting Director of Finance and Procurement, the Acting Director for Asset Management and the Director of Strategic Planning, Performance and Communications) may be further delegated to any SFRS employee, providing that employee holds a role which operates under the control and direction of the particular SLT member delegating and the delegation is in accordance with the Scheme.

In exercising a function delegated from either the Chief Officer or a member of the SLT, the employee in receipt of the delegated authority shall take account at all times of any appropriate Scottish Government, general SFRS or specific departmental practices and procedures, together with any managerial instruction given or guidance notes issued.

Prior to exercising a delegation, checks shall be made to ensure that financial provision for any outlays and/or ongoing costs is available.

Each member of the SLT shall be responsible for maintaining an up-to-date record of sub-delegations to the various roles within their Directorates.



Appendix 1

Summary Overview of Delegated Powers

(* Note each member of the SLT shall be responsible for maintaining an up-to-date record of any further sub-delegations to the various roles within their Directorates.)

FUNCTION	DELEGATED BY THE BOARD TO	SUB-DELEGATED	DIRECTOR RESPONSIBLE	ACTUAL POST HOLDER
Delegations to Standing Committees of the Board	Committees of the Board in accordance with their Terms of Reference	No		
Delegation of General Powers	Strategic Leadership Team	Yes	N/A	N/A
Delegation to Act as Authorised Signatories	Strategic Leadership Team	Yes	N/A	Any SFRS employee who holds a role which he/she deems it appropriate for authority to be delegated to
Strategic and Financial Management Responsibilities	Chief Officer (Accountable Officer)	No	Accountable Officer, <i>(although not delegating, authorises members of the SLT to undertake these responsibilities).</i>	

Acquisitions and Disposals	Chief Officer	Yes	Asset Management	Head of Asset Management
Arms and Badge	Chief Officer	No		
Authorisation to Exercise Statutory Powers	Chief Officer	No		
Bad Debt and Losses	Chief Officer	Yes	Finance and Procurement	Head of Finance
Borrowing	Chief Officer	Yes	Finance and Procurement, however under the obligation to obtain the necessary prior consents	Head of Finance
Complaints, Comments and Compliments	Chief Officer	Yes	Strategic Planning, Performance and Communications.	Head of Communications and Engagement
Consultants	Chief Officer	No		
Contracts	Chief Officer and the Acting Director of Finance and Procurement and Acting Director of Asset Management	No		
Correspondence and Communications	Chief Officer	Yes	All members of the Strategic Leadership Team	Further delegation permitted under Section 7 of the Scheme.
Damage or Loss to Personal Property	Chief Officer	No		

Data Protection and Freedom of Information	Chief Officer	Yes	Strategic Planning, Performance and Communications.	Head of Governance, Strategy and Performance and Head of Communications and Engagement
Senior Appointments	Chief Officer (with the Chair of the Board involved in all SLT appointments and consultation with RANSC for all senior appointments)	No		
Employment of Staff	Chief Officer	Yes	People and Organisational Development, where appropriate	Head of Human Resource and Organisational Development.
Finances and Payments	Chief Officer	Yes	Finance and Procurement	Head of Finance
Fines	Chief Officer	No		
Fire Safety (Prevention and Protection) and Fire Investigation	Chief Officer	No		
Foreign Travel / Travel Outwith Scotland / Conferences and Seminars	Chief Officer	Yes	All members of the Strategic Leadership Team	Further delegation permitted under Section 7 of the Scheme.
Gifts and Hospitality	Chief Officer	Yes	Finance and Procurement	Head of Finance
Health and Safety	Chief Officer	Yes	Training, Safety and Assurance.	Head of Health, Safety and Wellbeing

Insurance	Chief Officer	Yes	Finance and Procurement	Head of Finance
Legal	Chief Officer	Yes	Finance and Procurement (negotiate settlement of claims or legal proceedings), remainder to the Strategic Planning, Performance and Communications.	Head of Finance and Head of Governance, Strategy and Performance
Licences	Chief Officer	Yes	All members of the Strategic Leadership Team	Further delegation permitted under Section 7 of the Scheme.
Local Senior Officers	Chief Officer	Yes	All Local Senior Officers	
Loans of Assets	Chief Officer	No		
Media and Publications	Chief Officer	Yes	Strategic Planning, Performance and Communications.	Head of Communications and Engagement
Objections	Chief Officer	No		
Principal Fire and Rescue Functions and Ancillary Functions (Response and Resilience)	Chief Officer	No		
Statutory Notices	Chief Officer	Yes	Deputy Chief Officer and Assistant Chief Officers	
Urgent Issues	Chief Officer	No		

Use of SFRS Premises	Chief Officer	Yes	All members of the Strategic Leadership Team	Further delegation permitted under Section 7 of the Scheme.
Warrant and Identity Cards	Chief Officer (Note: Chair of the Board reserved power to issue identity cards to Board Members)	No		
Withdrawal or Amendment of Delegation	Chief Officer	No		

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APPENDIX D

**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

MEMBERS' CODE OF CONDUCT

Original Author/Role	Lynne Dickson
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2020
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2020
Quality Control (name and date)	Richard Whetton, Head of Governance, Strategy and Performance - March 2021
Authorised (name and date)	Mark McAteer, Director of Strategic Planning, Performance and Communications – March 2021
Last reviewed (name and date)	GC Alasdair Cameron – March 2021
Date for Next Review	March 2022 (or immediately following issue on the new Code of Conduct by the Standards Commission, if before this date.)



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

MEMBERS' CODE OF CONDUCT

1. **[INTRODUCTION TO THE CODE OF CONDUCT](#)**
 - 1.1 [Appointments to the Boards of Public Bodies](#)
 - 1.2 [Guidance on the Code of Conduct](#)
 - 1.3 [Enforcement](#)

2. **[KEY PRINCIPLES OF THE CODE OF CONDUCT](#)**

3. **[GENERAL CONDUCT](#)**
 - 3.1 [Conduct at Meetings](#)
 - 3.2 [Relationship with Board Members and Employees of Public Bodies](#)
 - 3.3 [Remuneration, Allowances and Expenses](#)
 - 3.4 [Gifts and Hospitality](#)
 - 3.5 [Confidentiality Requirements](#)
 - 3.6 [Use of Public Body Facilities](#)
 - 3.7 [Appointment to Partner Organisations](#)
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1. INTRODUCTION TO THE CODE OF CONDUCT

The Scottish public has a high expectation of those who serve on the boards of public bodies and the way in which they should conduct themselves in undertaking their duties. You must meet those expectations by ensuring that your conduct is above reproach.

The Ethical Standards in Public Life etc. (Scotland) Act 2000, 'the Act', provides for Codes of Conduct for local authority councillors and members of relevant public bodies; imposes on councils and relevant public bodies a duty to help their members to comply with the relevant code and establishes a Standards Commission for Scotland, 'The Standards Commission', to oversee the new framework and deal with alleged breaches of the codes.

The Act requires the Scottish Ministers to lay before Parliament a Code of Conduct for Councillors and a Model Code for Members of Devolved Public Bodies. The Model Code for members was first introduced in 2002 and has now been revised in December 2013, following consultation and the approval of the Scottish Parliament. These revisions will make it consistent with the relevant parts of the Code of Conduct for Councillors, which was revised in 2010, following the approval of the Scottish Parliament.

As a member of the Scottish Fire and Rescue Service (SFRS), 'the Board', it is your responsibility to make sure that you are familiar with, and that your actions comply with, the provisions of this Code of Conduct which has now been made by the Board.

1.1 Appointments to the Boards of Public Bodies

Public bodies in Scotland are required to deliver effective services to meet the needs of an increasingly diverse population. In addition, the Scottish Government's equality outcome on public appointments is to ensure that Ministerial appointments are more diverse than at present. In order to meet both of these aims, a board should ideally be drawn from varied backgrounds with a wide spectrum of characteristics, knowledge and experience. It is crucial to the success of the SFRS that they attract

the best people for the job and therefore it is essential that the Board's appointments process should encourage as many suitable people to apply for positions and be free from unnecessary barriers. You should therefore be aware of the varied roles and functions of the public body on which you serve and of wider diversity and equality issues. You should also take steps to familiarise yourself with the appointment process that your public body will have agreed with the Scottish Government's Public Appointment Centre of Expertise.

You should also familiarise yourself with how the public body's policy operates in relation to succession planning, which should ensure the public body has a strategy to make sure they have the staff in place with the skills, knowledge and experience necessary to fulfil their role economically, efficiently and effectively.

1.2 Guidance on the Code of Conduct

You must observe the rules of conduct contained in this Code. It is your personal responsibility to comply with these and review regularly, and at least annually, your personal circumstances with this in mind, particularly when your circumstances change. You must not at any time advocate or encourage any action contrary to the Code of Conduct.

The Code has been developed in line with the key principles listed in [Section 2](#) and provides additional information on how the principles should be interpreted and applied in practice. The Standards Commission may also issue guidance. No Code can provide for all circumstances and, if you are uncertain about how the rules apply, you should seek advice from the SFRS. You may also choose to consult your own legal advisers and, on detailed financial and commercial matters, seek advice from other relevant professionals.

You should familiarise yourself with the Scottish Government publication, 'On Board – a guide for board members of public bodies in Scotland'. This publication will provide you with information to help you in your role as a member of the SFRS and can be viewed on the Scottish Government website.

1.3 Enforcement

Part 2 of the Ethical Standards in Public Life etc. (Scotland) Act 2000 sets out the provisions for dealing with alleged breaches of this Code of Conduct and, where appropriate, the sanctions that will be applied if the Standards Commission finds that there has been a breach of the Code. Those sanctions are outlined in [Appendix A](#). Further to this, the Director of Strategic Planning, Performance and Communications will fulfil the role as Standards Officer within the SFRS who will be responsible for the areas as outlined within [Appendix C](#).

2. KEY PRINCIPLES OF THE CODE OF CONDUCT

The general principles upon which this Code is based should be used for guidance and interpretation only. These general principles are:

Duty

You have a duty to uphold the law and act in accordance with the law and the public trust placed in you. You have a duty to act in the interests of the public body of which you are a member and in accordance with the core functions and duties of that body.

Selflessness

You have a duty to take decisions solely in terms of public interest. You must not act in order to gain financial or other material benefit for yourself, family or friends.

Integrity

You must not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.

Objectivity

You must make decisions solely on merit and in a way that is consistent with the functions of the public body when carrying out public business, including making

appointments, awarding contracts or recommending individuals for rewards and benefits.

Accountability and Stewardship

You are accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others, and must ensure that the public body uses its resources prudently and in accordance with the law.

Openness

You have a duty to be as open as possible about your decisions and actions, giving reasons for your decisions and restricting information only when the wider public interest clearly demands.

Honesty

You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

You have a duty to promote and support these principles by leadership and example and to maintain and strengthen the public's trust and confidence in the integrity of the public body and its members in conducting public business.

Respect

You must respect fellow members of the Board and employees of the SFRS and the role they play, treating them with courtesy at all times. Similarly, you must respect members of the public when performing duties as a member of the public body.

You should apply the principles of this Code to your dealings with fellow members of the SFRS, its employees and other stakeholders. Similarly, you should also observe the principles of this Code in dealings with the public when performing duties as a member of the SFRS.

3. GENERAL CONDUCT

The rules of good conduct in this section must be observed in all situations where you act as a member of the SFRS.

3.1 Conduct at Meetings

You must respect the chair, your colleagues and employees of the SFRS in meetings. You must comply with rulings from the chair in the conduct of the business of these meetings.

3.2 Relationship with Board Members and Employees of the Public Body (including those employed by contractors providing services)

You will treat your fellow Board members and any staff employed by the SFRS with courtesy and respect. It is expected that fellow Board members and employees will show you the same consideration in return. It is good practice for employers to provide examples of what is unacceptable behaviour in their organisation. Public bodies should promote a safe, healthy and fair working environment for all. As a Board member, you should be familiar with the policies of the public body in relation to bullying and harassment in the workplace and also lead by exemplary behaviour.

3.3 Remuneration, Allowances and Expenses

You must comply with any rules of the SFRS regarding remuneration, allowances and expenses.

3.4 Gifts and Hospitality

You must not accept any offer by way of gift or hospitality which could give rise to real or substantive personal gain or a reasonable suspicion of influence on your part to show favour, or disadvantage, to any individual or organisation. You should also consider whether there may be any reasonable perception that any gift received by

your spouse or cohabitee or by any company in which you have a controlling interest, or by a partnership of which you are a partner, can or would influence your judgement. The term 'gift' includes benefits such as relief from indebtedness, loan concessions or provision of services at a cost below that generally charged to members of the public.

You must never ask for gifts or hospitality.

You are personally responsible for all decisions connected with the offer or acceptance of gifts or hospitality offered to you and for avoiding the risk of damage to public confidence in the SFRS. As a general guide, it is usually appropriate to refuse offers except:

- a) Isolated gifts of a trivial character, the value of which must not exceed £50;
- b) Normal hospitality associated with your duties and which would reasonably be regarded as appropriate; or
- c) Gifts received on behalf of the SFRS.

You must not accept any offer of a gift or hospitality from any individual or organisation which stands to gain or benefit from a decision the SFRS may be involved in determining, or who is seeking to do business with your organisation, and which a person might reasonably consider could have a bearing on your judgement. If you are making a visit in your capacity as a member of your public body then, as a general rule, you should ensure that the SFRS pays for the cost of the visit.

You must not accept repeated hospitality or repeated gifts from the same source.

Members should familiarise themselves with the terms of the Bribery Act 2010 which provides for offences of bribing another person and offences relating to being bribed.

3.5 Confidentiality Requirements

There may be times when you will be required to treat discussions, documents or other information relating to the work of the SFRS in a confidential manner. You will

often receive information of a private nature which is not yet public or which perhaps would not be intended to be public. You must always respect the confidential nature of such information and comply with the requirement to keep such information private.

It is unacceptable to disclose any information to which you have privileged access, for example, derived from a confidential document, either orally or in writing. In the case of other documents and information, you are requested to exercise your judgement as to what should or should not be made available to outside bodies or individuals. In any event, such information should never be used for the purposes of personal or financial gain or for political purposes or used in such a way as to bring the SFRS into disrepute.

3.6 Use of Public Body Facilities

Members of public bodies must not misuse facilities, equipment, stationery, telephony, computer, information technology equipment and services or use them for party political or campaigning activities. Use of such equipment and services, etc. must be in accordance with the SFRS's policy and rules on their usage. Care must also be exercised when using social media networks not to compromise your position as a member of the SFRS.

3.7 Appointment to Partner Organisations

You may be appointed, or nominated by the SFRS, as a member of another body or organisation. If so, you are bound by the rules of conduct of these organisations and should observe the rules of this Code in carrying out the duties of that body.

Members who become directors of companies as nominees of the SFRS will assume personal responsibilities under the Companies Acts. It is possible that conflicts of interest can arise for such members between the company and the SFRS. It is your responsibility to take advice on your responsibilities to the SFRS and to the company. This will include questions of declarations of interest.

3.8 Dealings with SFRS

You may inevitably have dealings on a personal level with SFRS of which you are a member. You must not seek preferential treatment for yourself, your family, friends, colleagues or employees because of your position as a member or as a member of a body to which you are appointed by SFRS and you must avoid any action which could lead members of the public to believe that preferential treatment is being sought.

4. REGISTRATION OF INTERESTS

The following paragraphs set out the kinds of interests, financial and otherwise, which you have to register. These are called 'Registerable Interests'. You must, at all times, ensure that these interests are registered, when you are appointed and whenever your circumstances change in such a way as to require change or an addition to your entry in the SFRS's Register. It is your duty to ensure any changes in circumstances are reported within one month of them changing.

The Regulations, as amended, describe the detail and timescale for registering interests. It is your personal responsibility to comply with these regulations and you should review regularly, and at least once a year, your personal circumstances. [Appendix B](#) contains key definitions and explanatory notes to help you decide what is required when registering your interests under any particular category. The interests which require to be registered are those set out in the following paragraphs and relate to you. It is not necessary to register the interests of your spouse or cohabitee.

4.1 Category One: Remuneration

You have a Registerable Interest where you receive remuneration by virtue of being:

- Employed;
- Self-employed;
- The holder of an office;

- A director of an undertaking;
- A partner in a firm;
- Undertaking a trade, profession or vocation or any other work.

In relation to the above, the amount of remuneration does not require to be registered and remuneration received as a member does not have to be registered.

If a position is not remunerated, it does not need to be registered under this category. However, unremunerated directorships may need to be registered under category two, 'Related Undertakings'.

If you receive any allowances in relation to membership of any organisation, the fact that you receive such an allowance must be registered.

When registering employment, you must give the name of the employer, the nature of its business and the nature of the post held in the organisation.

When registering self-employment, you must provide the name and give details of the nature of the business. When registering an interest in a partnership, you must give the name of the partnership and the nature of its business.

Where you undertake a trade, profession or vocation, or any other work, the detail to be given is the nature of the work and its regularity. For example, if you write for a newspaper, you must give the name of the publication and the frequency of articles for which you are paid.

When registering a directorship, it is necessary to provide the registered name of the undertaking in which the directorship is held and the nature of its business.

Registration of a pension is not required, as this falls outside the scope of the category.

4.2 Category Two: Related Undertakings

You must register any directorships held which are themselves not remunerated but where the company (or other undertaking) in question is a subsidiary of, or a parent of, a company (or other undertaking) in which you hold a remunerated directorship.

You must register the name of the subsidiary or parent company or other undertaking and the nature of its business and its relationship to the company or other undertaking in which you are a director and from which you receive remuneration.

The situations to which the above paragraphs apply are as follows:

- You are a director of a board of an undertaking and receive remuneration declared under category one; and
- You are a director of a parent or subsidiary undertaking but do not receive remuneration in that capacity.

4.3 Category Three: Contracts

You have a registerable interest where you (or a firm in which you are a partner, or an undertaking in which you are a director or in which you have shares of a value as described in [section 4.5](#) below) have made a contract with the SFRS of which you are a member:

- Under which goods or services are to be provided, or works are to be executed; and
- Which has not been fully discharged.

You must register a description of the contract, including its duration, but excluding the consideration.

4.4 Category Four: Houses, Land and Buildings

You have a registerable interest where you own or have any other right or interest in houses, land and buildings, which may be significant to, of relevance to, or bear upon, the work and operation of the SFRS.

The test to be applied when considering appropriateness of registration is to ask whether a member of the public acting reasonably might consider any interests in houses, land and buildings could potentially affect your responsibilities to the SFRS and to the public, or could influence your actions, speeches or decision making.

4.5 Category Five: Interest in Shares and Securities

You have a registerable interest where you have an interest in shares comprised in the share capital of a company or other body which may be significant to, of relevance to, or bear upon, the work and operation of (a) the SFRS and (b) the **nominal value** of the shares is:

- Greater than 1% of the issued share capital of the company or other body; or
- Greater than £25,000.

Where you are required to register the interest, you should provide the registered name of the company in which you hold shares; the amount or value of the shares does not have to be registered.

4.6 Category Six: Gifts and Hospitality

You must register the details of any gifts or hospitality received within your current term of office. This record will be available for public inspection. It is not however necessary to record any gifts or hospitality, as described in [section 3.4](#) (a) to (c) of this Code.

4.7 Category Seven: Non-Financial Interests

You may also have a registerable interest if you have non-financial interests which may be significant to, of relevance to, or bear upon, the work and operation of the SFRS. It is important that relevant interests such as membership or holding office in other public bodies, clubs, societies and organisations such as trades unions and voluntary organisations, are registered and described.

In the context of non-financial interests, the test to be applied when considering appropriateness of registration is to ask whether a member of the public might reasonably think that any non-financial interest could potentially affect your responsibilities to the SFRS and to the public, or could influence your actions, speeches or decision-making.

5. DECLARATION OF INTERESTS

5.1 General

The key principles of the Code, especially those in relation to integrity, honesty and openness, are given further practical effect by the requirement for you to declare certain interests in proceedings of the SFRS. Together with the rules on registration of interests, this ensures transparency of your interests which might influence, or be thought to influence, your actions.

SFRS inevitably has dealings with a wide variety of organisations and individuals and this Code indicates the circumstances in which a business or personal interest must be declared. Public confidence in the SFRS and its members depends on it being clearly understood that decisions are taken in the public interest and not for any other reason.

In considering whether to make a declaration in any proceedings, you must consider not only whether you will be influenced but whether anybody else would think that you might be influenced by the interest.

You must, however, always comply with the **objective test** ('the objective test') which is whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your discussion or decision making in your role as a member of the SFRS.

If you feel that, in the context of the matter being considered, your involvement is neither capable of being viewed as more significant than that of an ordinary member of the public, nor likely to be perceived by the public as wrong, you may continue to attend the meeting and participate in both discussion and voting. The relevant interest must however be declared. It is your responsibility to judge whether an interest is sufficiently relevant to particular proceedings to require a declaration and you are advised to err on the side of caution. If a Board member is unsure as to whether a conflict of interest exists, they should seek advice from the Board chair.

As a member of the SFRS, you might serve on other bodies. In relation to service on the boards and management committees of limited liability companies, public bodies, societies and other organisations, you must decide, in the particular circumstances surrounding any matter, whether to declare an interest. Only if you believe that, in the particular circumstances, the nature of the interest is so remote or without significance, should it not be declared. You must always remember the public interest points towards transparency and, in particular, a possible divergence of interest between the SFRS and another body. Keep particularly in mind the advice in [section 3.7](#) of this Code about your legal responsibilities to any limited company of which you are a director.

5.2 Interests which Require Declaration

Interests which require to be declared if known to you may be financial or non-financial. They may or may not cover interests which are registerable under the terms of this Code. Most of the interests to be declared will be your personal interests but, on occasion, you will have to consider whether the interests of other persons require you to make a declaration. The sections which follow deal with (a)

your financial interests, (b) your non-financial interests and (c) the interests, financial and non-financial, of other persons.

You will also have other private and personal interests and may serve, or be associated with, bodies, societies and organisations as a result of your private and personal interests and not because of your role as a member of the SFRS. In the context of any particular matter, you will need to decide whether to declare an interest. You should declare an interest unless you believe that, in the particular circumstances, the interest is too remote or without significance. In reaching a view on whether the objective test applies to the interest, you should consider whether your interest (whether taking the form of association or the holding of office) would be seen by a member of the public acting reasonably in a different light because it is the interest of a person who is a member of the SFRS as opposed to the interest of an ordinary member of the public.

5.3 Your Financial Interests

You must declare, if it is known to you, any financial interest (including any financial interest which is registerable under any of the categories prescribed in [section 4](#) of this Code). If, under section 4 of this Code, you have registered an interest:

- a) As a member of a local authority; or
- b) As a member of a devolved public body

you do not, for that reason alone, have to declare that interest.

There is no need to declare an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

You must withdraw from the meeting room until discussion of the relevant item where you have a declarable interest is concluded. There is no need to withdraw in the case of an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

5.4 Your Non-Financial Interests

You must declare, if it is known to you, any non-financial interest if:

- a) That interest has been registered under category seven (Non- Financial Interests) of [section 4.7](#) of the Code; or
- b) That interest would fall within the terms of the objective test.

There is no need to declare an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

You must withdraw from the meeting room until discussion of the relevant item where you have a declarable interest is concluded. There is no need to withdraw in the case of an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

5.5 The Financial Interests of Other Persons

The Code requires only your financial interests to be registered. You also, however, have to consider whether you should declare any financial interest of certain other persons.

You must declare if it is known to you any financial interest of:

- a) A spouse, a civil partner or a co-habitee;
- b) A close relative, close friend or close associate;
- c) An employer or a partner in a firm;
- d) A body (or subsidiary or parent of a body) of which you are a remunerated member or director;
- e) A person from whom you have received a registerable gift or registerable hospitality;
- f) A person from whom you have received registerable expenses.

There is no need to declare an interest if it is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

You must withdraw from the meeting room until discussion of and voting on the relevant item where you have a declarable interest is concluded. There is no need to withdraw in the case of an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

This Code does not attempt the task of defining 'relative' or 'friend' or 'associate'. Not only is such a task fraught with difficulty but is also unlikely that such definitions would reflect the intention of this part of the Code. The key principle is the need for transparency in regard to any interest which might (regardless of the precise description of relationship) be objectively regarded by a member of the public, acting reasonably, as potentially affecting your responsibilities as a member of the SFRS and, as such, would be covered by the objective test.

5.6 The Non-Financial Interests of Other Persons

You must declare, if it is known to you, any non-financial interest of:

- a) A spouse, a civil partner or a co-habitee;
- b) A close relative, close friend or close associate;
- c) An employer or a partner in a firm;
- d) A body (or subsidiary or parent of a body) of which you are a remunerated member or director;
- e) A person from whom you have received a registerable gift or registerable hospitality;
- f) A person from whom you have received registerable election expenses.

There is no need to declare the interest if it is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

There is only a need to withdraw from the meeting if the interest is clear and substantial.

5.7 Making a Declaration

You must consider, at the earliest stage possible, whether you have an interest to declare in relation to any matter which is to be considered. You should consider whether agendas for meetings raise any issue of declaration of interest. Your declaration of interest must be made as soon as practicable at a meeting where that interest arises. If you do identify the need for a declaration of interest only when a particular matter is being discussed, you must declare the interest as soon as you realise it is necessary.

The oral statement of declaration of interest should identify the item or items of business to which it relates. The statement should begin with the words, 'I declare an interest'. The statement must be sufficiently informative to enable those at the meeting to understand the nature of your interest but need not give a detailed description of the interest.

5.8 Frequent Declarations of Interest

Public confidence in the SFRS can be damaged by perception that decisions taken by that Board are substantially influenced by factors other than the public interest. If you would have to declare interests frequently at meetings in respect of your role as a Board member, you should not accept a role or appointment with that attendant consequence. If members are frequently declaring interests at meetings, then they should consider whether they can carry out their role effectively and discuss with their chair. Similarly, if any appointment or nomination to another body would give rise to objective concern because of your existing personal involvement or affiliations, you should not accept the appointment or nomination.

5.9 Dispensations

In some very limited circumstances, dispensations can be granted by the Standards Commission in relation to the existence of financial and non-financial interests which

would otherwise prohibit you from taking part and voting on matters coming before the SFRS Board and its committees.

Applications for dispensations will be considered by the Standards Commission and should be made as soon as possible, in order to allow proper consideration of the application in advance of meetings where dispensation is sought. You should not take part in the consideration of the matter in question until the application has been granted.

6. LOBBYING AND ACCESS TO MEMBERS OF PUBLIC BODIES

6.1 Introduction

In order for the SFRS to fulfil its commitment to being open and accessible, it needs to encourage participation by organisations and individuals in the decision-making process. Clearly however, the desire to involve the public and other interest groups in the decision-making process must take account of the need to ensure transparency and probity in the way in which the SFRS conducts its business.

You will need to be able to consider evidence and arguments advanced by a wide range of organisations and individuals in order to perform your duties effectively. Some of these organisations and individuals will make their views known directly to individual members. The rules in this Code set out how you should conduct yourself in your contacts with those who would seek to influence you. They are designed to encourage proper interaction between members of public bodies, those they represent and interest groups.

6.2 Rules and Guidance

You must not, in relation to contact with any person or organisation who lobbies, do anything which contravenes this Code or any other relevant rule of the SFRS or any statutory provision.

You must not, in relation to contact with any person or organisation who lobbies, act in any way which could bring discredit upon the SFRS.

The public must be assured that no person or organisation will gain better access to, or treatment by, you as a result of employing a company or individual to lobby on a fee basis on their behalf. You must not, therefore, offer or accord any preferential access or treatment to those lobbying on a fee basis on behalf of clients compared with that which you accord any other person or organisation who lobbies or approaches you. Nor should those lobbying on a fee basis on behalf of clients be given to understand that preferential access or treatment, compared to that accorded to any other person or organisation, might be forthcoming from another member of the SFRS.

Before taking any action as a result of being lobbied, you should seek to satisfy yourself about the identity of the person or organisation that is lobbying and the motive for lobbying. You may choose to act in response to a person or organisation lobbying on a fee basis on behalf of clients but it is important that you know the basis on which you are being lobbied in order to ensure that any action taken in connection with the lobbyist complies with the standards set out in this Code.

You should not accept any paid work:

- a) Which would involve you lobbying on behalf of any person or organisation or any clients of a person or organisation;
- b) To provide services as a strategist, adviser or consultant, for example, advising on how to influence the SFRS and its members. This does not prohibit you from being remunerated for activity which may arise because of, or relate to, membership of the SFRS, such as journalism or broadcasting, or involvement in representative or presentational work, such as participation in delegations, conferences or other events.

If you have concerns about the approach or methods used by any person or organisation in their contacts with you, you must seek the guidance of the SFRS.

Appendix A

SANCTIONS AVAILABLE TO THE STANDARDS COMMISSION FOR BREACH OF THE CODE

- a) Censure – the Commission may reprimand the member but otherwise take no action against them.
- b) Suspension – of the member for a maximum period of one year from attending one or more, but not all, of the following:
 - i. All meetings of the SFRS;
 - ii. All meetings of one or more committees or sub-committees of the SFRS;
 - iii. All meetings of any other public body on which that member is a representative or nominee of the SFRS.
- c) Suspension – for a period not exceeding one year, of the member's entitlement to attend all of the meetings referred to in (b) above.
- d) Disqualification – removing the member from membership of the SFRS for a period of no more than five years.

Where a member has been suspended, the Standards Commission may direct that any remuneration or allowance received from membership of the SFRS be reduced, or not paid.

Where the Standards Commission disqualifies a member of the SFRS, it may go on to impose the following further sanctions:

- e) Where the member of a public body is also a councillor, the Standards Commission may disqualify that member (for a period of no more than five years) from being nominated for election as, or from being elected, a councillor. Disqualification of a councillor has the effect of disqualifying that

member from the SFRS and terminating membership of any committee, sub-committee, joint committee, joint board or any other body on which that member sits as a representative of their local authority.

- f) Direct that the member be removed from membership, and disqualified in respect of membership, of any other devolved public body (provided the members' code applicable to that body is then in force) and may disqualify that person from office as the Water Industry Commissioner.

Full details of the sanctions are set out in Section 19 of the Act.

Appendix B

DEFINITIONS

‘Chair’ includes Board Convener or any person discharging similar functions under alternative decision making structures.

‘Code’ code of conduct for members of devolved public bodies.

‘Cohabitee’ includes a person, whether of the opposite sex or not, who is living with you in a relationship similar to that of husband and wife.

‘Group of companies’ has the same meaning as "group" in section 474 of the Companies Act 2006, namely a parent undertaking and its subsidiary undertakings.

‘Parent Undertaking’ is an undertaking in relation to another undertaking, a subsidiary undertaking, if a) it holds a majority of the rights in the undertaking; or b) it is a member of the undertaking and has the right to appoint or remove a majority of its board of directors; or c) it has the right to exercise a dominant influence over the undertaking (i) by virtue of provisions contained in the undertaking’s memorandum or articles or (ii) by virtue of a control contract; or d) it is a councillor of the undertaking and controls alone, pursuant to an agreement with other shareholders or councillors, a majority of the rights in the undertaking.

‘A person’ means a single individual or legal person and includes a group of companies.

‘Any person’ includes individuals, incorporated and unincorporated bodies, trade unions, charities and voluntary organisations.

‘Public body’ means a devolved public body listed in Schedule 3 of the Ethical Standards in Public Life etc. (Scotland) Act 2000, as amended.

‘Related Undertaking’ is a parent or subsidiary company of a principal undertaking of which you are also a director. You will receive remuneration for the principal

undertaking though you will not receive remuneration as director of the related undertaking.

'Remuneration' includes any salary, wage, share of profits, fee, expenses, other monetary benefit or benefit in kind. This would include, for example, the provision of a company car or travelling expenses by an employer.

'Spouse' does not include a former spouse or a spouse who is living separately and apart from you.

'Undertaking' means:

- a) A body corporate or partnership; or
- b) An unincorporated association carrying on a trade or business, with or without a view to a profit.

Appendix C

THE STANDARDS OFFICER ROLE WITHIN SFRS:

- Will be the Director of Strategic Planning Performance and Communication.
- Will be responsible for ensuring that appropriate training is given to Board Members on the Ethical Standards Framework, the Members' Code of Conduct and the guidance issued by the Standards Commission on the Model Code of Conduct. This includes ensuring training is provided on induction and also on a regular basis thereafter.
- Will contribute to the promotion and maintenance of high standards of conduct by providing advice and support to members on the interpretation and application of the Code of Conduct.
- Under Scottish Statutory Instrument 2003/135, the Standards Officer is responsible for ensuring the body keeps a Register of Interests. The Standards Officer should ensure the Members' Register of Interests is maintained and that a reminder to update entries on the Register of Interests is issued to Members at least once a year.
- Will be responsible for ensuring the Members' Register of Gifts and Hospitality is maintained. The Standards Officer should ensure that a reminder to update entries on the Register of Gifts and Hospitality is issued to Members at least once a year and that Members are aware of the duty to report any change in their circumstances within one month.
- Will ensure the body has in place a consistent approach to obtaining and recording declarations of interest at the start of its meetings.
- May have an investigatory role if local resolution is attempted in respect of complaints or concerns made about a Member's conduct.
- Will also ensure that officers are aware of / familiar with the requirements of the Member's Code of Conduct.
- May be required to report to the Board from time to time on matters relating to the Ethical Standards Framework that may require review. The Standards Officer should report any concerns about compliance with the Code of Conduct to the Chair of the Board and Chief Officer.

- May provide support to the body's Governance or Standards Committee, if such a Committee has been established.

The Standards Commission:

- Will be the principal liaison officer between the body and the Standards Commission and may assist the Standards Commission whenever necessary in connection with any complaints against a Member of the body and in all matters relevant to the Ethical Standards Framework.
- Will be the point of contact for the Standards Commission and should advise the Standards Commission if they are leaving their post.
- May attend any events arranged by the Standards Commission in order to be kept up to date with all relevant developments in respect of the Ethical Standards Framework and to help keep the Standards Commission abreast of any issues or trends that emerge.
- Will familiarise themselves with the content of the Standards Commission's professional briefings and should ensure these are circulated to Members. The Standards Officer should also regularly review the Standards Commission's decisions and advise Members of any relevant learning points that have arisen at recent Hearings.
- Will respond to any relevant Standards Commission's consultations including any consultations in respect of proposed revisions to its guidance.

The Commissioner for Ethical Standards Public Life in Scotland (CESPLS):

- Will be the principal liaison officer between the body and the CESPLS and should assist the CESPLS whenever necessary in connection with the investigation of complaints against a Member of the body. This includes providing information and evidence as requested and making arrangements for interviewing of any officers or other Members if CESPLS requires them as witnesses.
- If local resolution in respect of complaints or concerns made about a Member's conduct is deemed inappropriate in the circumstances or is

unsuccessful, the Standards Officer may be responsible for reporting any alleged breach of the Code of Conduct to the CESPLS.

Other Standards Officers:

- Will try to develop relationships with other Standards Officers to share knowledge, experience and information about best practice and to see whether any joint training sessions for Members can be arranged.

APPENDIX E



COMMITTEE STRUCTURE MATRIX

(Effective 01/4/21 to 30/6/21)

Audit and Risk Assurance Committee	People Committee	Remuneration & Appointments Sub Committee	Change Committee	Service Delivery Committee	Integrated Governance Forum
Brian Baverstock (Chair)	Primrose Stark (Chair)	Primrose Stark (Chair)	Fiona Thorburn (Chair)	Nick Barr (Chair)	Kirsty Darwent (Chair)
Lesley Bloomer (Deputy Chair)	Anne Buchanan (Deputy Chair & EPF)	Bill McQueen (Deputy Chair)	Marieke Dwarshuis (Deputy Chair)	Tim Wright (Deputy Chair)	Bill McQueen (Deputy Chair)
Tim Wright	Bill McQueen	Marieke Dwarshuis	Nick Barr	Malcolm Payton	Fiona Thorburn
Mhairi Wylie	Malcolm Payton	Anne Buchanan	Brian Baverstock	Lesley Bloomer	Primrose Stark
Bill McQueen	(Vacant)	Fiona Thorburn	Mhairi Wylie	(Vacant)	Nick Barr
		Mhairi Wylie			
	Kirsty Darwent (Ex officio)	Kirsty Darwent	Kirsty Darwent (Ex officio)	Kirsty Darwent (Ex officio)	Brian Baverstock
Chief Officer	Director POD	Chief Officer	Deputy Chief Officer	Deputy Chief Officer	Chief Officer
Acting Director F&P	Board/Business Support	Director POD	Director Service Development	Directors of Service Delivery and SPPC	Board/Business Support
Internal/External Auditors		Board/Business Support	Programme Manager	Chief Insp. (HMFSI)	
Board/Business Support			Board/Business Support	Board/Business Support	

Strategic Planning, Performance and Communications



SCOTTISH
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BOARD AND BUSINESS SUPPORT

GUIDANCE ON PREPARING CORPORATE LEVEL PAPERS

(WRITING PAPERS FOR THE BOARD, ITS COMMITTEES AND EXECUTIVE LEVEL MEETINGS)

Original Author/Role	GM Rab Middlemiss, Board Support Team
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2020
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2020
Quality Control (name and date)	Richard Whetton, Head of Governance, Strategy and Performance – March 2020
Authorised (name and date)	Mark McAteer, Director of Strategic Planning, Performance and Communications – March 2020
Date for Next Review	March 2022

VERSION HISTORY

Version	Change	Who	When
1.0	First version issued	GM Rab Middlemiss	05/05/2017
2.0	Reviewed/updated	GM Rab Middlemiss	31/05/2017
3.0	Reviewed/updated	GM Rab Middlemiss	07/09/2017
4.0	Reviewed/updated	Marion Lang	20/03/2018
5.0	Reviewed/updated	Marion Lang	29/11/2018
6.0	Reviewed/updated	Marion Lang/GM Alasdair Cameron	28/03/2019
7.0	Reviewed/updated	Marion Lang/GM Alasdair Cameron	03/07/2019
8.0	Reviewed/updated	Marion Lang/GC Alasdair Cameron	27/05/2020
9.0	Reviewed/updated	Marion Lang/GC Alasdair Cameron	09/07/2020
10.0	Reviewed/updated	GC Alasdair Cameron	26/03/2021



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STRATEGIC PLANNING, PERFORMANCE AND COMMUNICATIONS

BOARD AND BUSINESS SUPPORT

GUIDANCE ON PREPARING CORPORATE LEVEL PAPERS

1. [PREPARATION AND MANAGEMENT OF REPORTS](#)

2. [ASSOCIATED DOCUMENTS / REFERENCES](#)

[APPENDIX A – GUIDANCE NOTES FOR COMPLETING THE REPORT](#)

[APPENDIX B – STANDARD TEMPLATE](#)

1. PREPARATION AND MANAGEMENT OF REPORTS

Reports must be:

- **MAXIMUM 5 PAGES** with links to Appendices and where required attached;
- Approved by the sponsoring Director before submission;
- Prepared and laid out in accordance with guidance given in [Appendix A](#);
- Submitted in line with the deadlines set by the relevant Board/Business Support Team;
- Submitted on the standard template, [Appendix B](#);
- Sufficient in detail to enable informed decisions to be made;
- Written in **Plain English** – [Tips on How to Write in Plain English](#).

[Consideration should be given to the level of detail required by the reader, bearing in mind the differing roles of the Board/Committees, who require more brief, high-level strategic detail and the Executive Level Meetings, where more detailed information may be needed.](#)

Basic style rules to apply:

- Avoid personal pronouns – ‘I’, ‘we’, ‘you’, etc. Refer to the position/body being referred to;
- Acronyms – provide the full text and acronym in brackets in the first instance and thereafter the acronym;
- Personal names – Names of individuals should have the relevant title, e.g. Chief Officer, Ms, Mr, etc. Generally, the use of personal names should be avoided, except when stating whom the paper was prepared by, sponsored by and presented by;
- Font – Arial 11 point is used for all text;
- Use the active voice (e.g. ‘The Board decided’ rather than ‘it was decided’) and put statements in positive form, as it makes the meaning clearer (e.g. ‘it was possible’ rather than ‘it would not have been impossible’);
- Use simple, concrete language and fewer words;

- Stick to the same tense and keep it simple;
- Use shorter sentences and avoid joining sentences together with ands and buts.

Report Classifications for Executive or Non-Executive Boards/Committees/Groups or Forums:

For Information Only - To inform of something relevant that would be beneficial to present formally. Limited questions and time will be spent on these items.

For Scrutiny - To enable scrutiny of a paper being presented and to allow for questions as required to seek assurance. No decision is required but advice and guidance can be given as appropriate.

For Recommendation - To enable scrutiny of a paper and then for it to be passed, following the correct Governance route as appropriate, 'For Decision'.

For Decision - To enable a final Decision to be made, ensuring a paper has followed the necessary Governance routes.

Note: Further guidance and support can be obtained from the Board and Business Support Teams.

2. ASSOCIATED DOCUMENTS / REFERENCES

- [Standard Template for Corporate Level Papers](#)
- [SFRS Website – Board Section](#)
- [Standing Orders for Meetings of the Board, its Committees and Sub-Committees](#)
- [Plain English Campaign, How to Write in Plain English](#)

APPENDIX A – GUIDANCE NOTES FOR COMPLETING THE REPORT

SCOTTISH FIRE AND RESCUE SERVICE

Insert Name of Meeting
 SCOTTISH
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Report No:

Agenda Item:

Report to:	INSERT NAME OF MEETING						
Meeting Date:	INSERT MEETING DATE						
Report Title:	INSERT TITLE OF REPORT						
Report Classification:	For Information Only	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
	For Scrutiny						
	For Recommendation	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
	For Decision						<u>G</u>
1	Purpose (MAX 5 LINES)						
1.1	<ul style="list-style-type: none"> What the report is about and aiming to achieve Why the report is being submitted A clear and detailed statement of the proposal 						
2	Background (MAX ½ PAGE)						
2.1	Context and matters to be covered including: <ul style="list-style-type: none"> Previous SMT/SLT and/or Board/Committee consideration of the issues Relevant external context that brings the issue before the meeting forum (e.g. legislation, government policy, etc.) Relevant SFRS policies, delegations, strategic directions or precedents Background and relevant history of the issue(s) 						
3	Main Report/Detail (MAX 1½ PAGES)						
3.1	Provide suitable and sufficient information in relation to the report classification, items to consider include: <ul style="list-style-type: none"> Brief summary of current position The arguments and reasons behind any proposal The objective and expected outcomes The costs and benefits Where there is a financial implication refer to the Appraisal and Evaluation section of the Scottish Public Finance Manual (SPFM). More detailed guidance is also found in Her Majesty's Treasury (HMT) Guidance (The Green Book), which has been adopted by the Scottish Government and applies to the SFRS The views of relevant stakeholders or interested parties The implications of any decision and/or the risk that might be involved The alignment with strategic and budget frameworks 						

4	Recommendation (MAX ½ PAGE)
4.1	<i>Outline what approval you are seeking, the preferred option and why this was chosen.</i>
5	Key Strategic Implications <p>IMPORTANT – You must ensure that you engage with relevant Directorates/Functions for updating these sections in particular and where issues are complex refer to the (highlighted in brackets) for appropriate advice and note that this has been done. Only mark “Non-applicable” as an exception. Additional sections can be added at the end of this section if essential.</p>
5.1 5.1.1	Risk (MAX 3 LINES) (Risk and Audit) <i>In particular for reports requiring recommendation or decision, note the significant risks associated, please state clearly whether there is potential risk to the organisations reputation, this should also be detailed within the main report accordingly.</i> <i>If risks are held within the Strategic/Directorate risk register note this and update the directorate risk register accordingly.</i>
5.2 5.2.1	Financial (MAX 3 LINES) (Finance and Contractual Services) <i>Financial investment required to deliver the proposal. Consider the wider financial strategy of SFRS.</i>
5.3 5.3.1	Environmental & Sustainability (MAX 3 LINES) (Finance and Contractual Services) <i>Environmental/sustainability implications.</i>
5.4 5.4.1	Workforce (MAX 3 LINES) (People and Organisational Development) <i>Employee implications.</i>
5.5 5.5.1	Health & Safety (MAX 3 LINES) (Health, Safety and Wellbeing) <i>Health and safety implications.</i>
5.6 5.6.1	Training (MAX 3 LINES) (Training and Employee Development) <i>Any training implications identified.</i>
5.7 5.7.1	Timing (MAX 3 LINES) <i>Timing for implementation and any internal and/or external deadlines.</i>
5.8 5.8.1	Performance (MAX 3 LINES) (SPPC) <i>Measures, linked to strategy, used to monitor performance.</i>
5.9 5.9.1	Communications & Engagement (MAX 3 LINES) (Communications and Engagement) <i>Outline the level of communication and engagement that has taken place and/or may take place with relevant internal and external stakeholders.</i>
5.10 5.10.1	Legal (MAX 3 LINES) (Legal Services) <i>Legal implications should be detailed in this section after careful consideration and seeking specific legal opinion as appropriate.</i>

5.11 5.11.1	<p>Information Governance (MAX 3 LINES) (Information Governance)</p> <p>Refer to General Data Protection Regulations Guidance (GDPR) on the iHUB and where appropriate complete a Data Protection Impact Assessment (DPIA) to assess potential GDPR Implications. If not applicable state reasons.</p> <p>Please note it is the responsibility of the author to ensure no personal/sensitive information is provided. If the report contains personal or sensitive information refer to guidance and/or consult with the Information Governance Manager.</p>
5.12 5.12.1	<p>Equalities (MAX 3 LINES) (Equality, Diversity and Human Rights)</p> <p>It is important to assess if there is a requirement to complete an Equality and Human Rights Impact Assessment (EIA). Guidance is available from the Equality and Diversity team. There is a legal requirement to consider the equality and human rights implications of proposed decisions and for decision makers to take this information into account before making a decision on any proposed policy, practice, planning activity, initiative or corporate decision that has a direct or indirect impact on people.</p> <p>Within this section of the report, you must outline if an EIA has been carried out and list the relevant General Equality Duties and protected characteristics potentially affected by the proposal, e.g. ‘This proposal is deemed likely to have a positive impact on the grounds of Promoting Equality of Opportunity and is particularly relevant to the protected characteristics of age and disability.’</p> <p>If you determine that an EIA is not required, you must outline why the proposal is not relevant to the General Equality Duty, e.g. ‘proposal outlined in this report has no impact on people, either employees or service recipients directly or indirectly and is thus deemed not relevant to the General Equality Duty and this has been verified with the Equality and Diversity Team.’</p> <p>Where an EIA has been progressed it should accompany this report.</p>
5.13 5.13.1	<p>Service Delivery (MAX 3 LINES) (Service Delivery)</p> <p>Any service delivery implications.</p>
6	Core Brief (MAX 5 LINES)
6.1	<p>For Board and SLT Reports only, provide a very brief overview of the report. This overview will be used to prepare the Board/SLT Core Brief, e.g.:</p> <p>“The Director of Strategic Planning, Performance and Communications asked SLT to approve a proposal for preparing and presenting Corporate level reports. The proposal will ensure there is consistency in the preparation, submission, layout and content of reports presented at Corporate meetings of the Service (i.e. Board, SLT and SMT).”</p> <p>A further sentence is then added post-meeting by the relevant Business Support Team to outline the Board or SLT discussion/decision.</p>
7	Appendices/Further Reading
7.1	<p>Denoted by a letter and the respective title (e.g., Appendix A – Proposed Report Template). Links to further reading should be added, where applicable (e.g. further reading – Scottish Public Finance Manual (SPFM), Finance Guidance Notes: http://www.gov.scot/Topics/Government/Finance/spfm/GuidanceNotes)</p>
Prepared by:	Insert title / role of person who prepared report
Sponsored by:	Insert title / role of Director who sponsored report
Presented by:	Insert title / role of person who will present the report

Links to Strategy and Corporate Values (MAX 3 LINES)		
<i>Demonstrate a clear link to the SFRS's strategic priorities. As a minimum, reports should in some way be supporting the outcomes and strategic objectives stemming from the Strategic Plan.</i>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>To ensure effective corporate governance discuss with line manager/sponsors the most appropriate route to be followed for this report</i>	<i>Date report went to or is planned to go to committee</i>	<i>If applicable, detail outcome, relevant brief details/ key amendments made to the report, e.g.:</i> <ul style="list-style-type: none"> • <i>SMT – GDPR Implication highlighted/added 5.10.2.</i> • <i>SLT – Recommendation - TMPC for decision.</i>

APPENDIX B – STANDARD TEMPLATE

SCOTTISH FIRE AND RESCUE SERVICE

Insert Name of Meeting

Report No:

Agenda Item:

Report to:							
Meeting Date:							
Report Title:							
Report Classification:	For Information Only	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
	For Scrutiny						
	For Recommendation	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
	For Decision						<u>G</u>
1	Purpose						
1.1							
2	Background						
2.1							
3	Main Report/Detail						
3.1							
4	Recommendation						
4.1							
5	Key Strategic Implications						
5.1	Risk						
5.1.1							
5.2	Financial						
5.2.1							
5.3	Environmental & Sustainability						
5.3.1							
5.4	Workforce						
5.4.1							
5.5	Health & Safety						
5.5.1							
5.6	Training						
5.6.1							

5.7 5.7.1	Timing	
5.8 5.8.1	Performance	
5.9 5.9.1	Communications & Engagement	
5.10 5.10.1	Legal	
5.11 5.11.1	Information Governance <i>DPIA completed Yes/No. If not applicable state reasons.</i>	
5.12 5.12.1	Equalities <i>EIA completed Yes/No. If not applicable state reasons.</i>	
5.13 5.13.1	Service Delivery	
6	Core Brief	
6.1		
7	Appendices/Further Reading	
7.1		
Prepared by:		
Sponsored by:		
Presented by:		
Links to Strategy and Corporate Values		
Governance Route for Report	Meeting Date	Report Classification/ Comments

APPENDIX G

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**SCOTTISH
FIRE AND RESCUE SERVICE**

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SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE AUDIT AND RISK ASSURANCE COMMITTEE

Original Author/Role	Neil Pirie
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2019
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2021
Quality Control (name and date)	Brian Baverstock, Board Member – March 2021
Authorised (name and date)	Kirsty Darwent, Chair of the Board – March 2021
Last reviewed/amended (name and date)	GC Alasdair Cameron – March 2021
Date for Next Review	March 2022



SCOTTISH
FIRE AND RESCUE SERVICE

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SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE AUDIT AND RISK ASSURANCE COMMITTEE

1. [INTRODUCTION](#)
2. [MEMBERSHIP](#)
3. [REPORTING](#)
4. [RESPONSIBILITIES](#)
5. [RIGHTS](#)
6. [ACCESS](#)
7. [MEETINGS](#)
8. [RELATIONSHIP TO OTHER COMMITTEES](#)
9. [INFORMATION REQUIREMENTS](#)

[APPENDIX 1 – COMMITTEE MEMBERSHIP](#)

[APPENDIX 2 – LIST OF INFORMATION REQUIREMENTS](#)

1. INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) have established a Committee of the Board, known as the Audit and Risk Assurance Committee (“the Committee”).
- 1.2 The overall purpose of the Committee is to provide independent assurance to the Board and the Accountable Officer on the adequacy and effectiveness of the policies, procedures and systems relating to internal controls, risk management and governance. Central to this role is the Committee’s assessment of the comprehensiveness, reliability and integrity of assurances it receives.
- 1.3 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference.
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#), Safety, Teamwork, Respect and Innovation.

2. MEMBERSHIP

- 2.1 The Committee will comprise five members appointed by the Board, including a Chair and Deputy Chair. The Committee will be supported by the Accountable Officer and other staff, as appropriate to the agenda.
- 2.2 The Board is to ensure that the Chair and Members have the relevant expertise, experience, training, development and support.
- 2.3 The Committee may invite representatives of related partner organisations, as appropriate, to Committee meetings to assist with the work of the Committee.
- 2.4 The composition and effectiveness of the Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

- 3.1 Minutes of the meetings of the Committee will be submitted to meetings of the Board. The Committee may submit special reports to the Board as required.
- 3.2 The Committee will provide the Board and Accountable Officer with an Annual Report, timed to support finalisation of the accounts and the Annual Governance Statement, summarising its conclusions from the work it has conducted throughout the reporting year.

4. RESPONSIBILITIES

- 4.1 The primary responsibility of the Committee is to effectively scrutinise, challenge and ensure continuous improvement, while also advising and supporting the Board and Accountable Officer on the appropriateness of the:
- Strategic processes for risk management, the control environment and governance;
 - Annual governance statement and effectiveness of the internal control environment;
 - Effectiveness of the Assurance Framework
 - Accounting policies, the accounts, and the annual report for the organisation, including the process for the review of the accounts prior to submission for audit, levels of error identified, and management's letter of representation to the external auditors;
 - Planned activity and results of both internal and external audit;
 - Adequacy of management response to issues identified by audit activity, including external audit's management letter/report;
 - Adequacy of management response to risks identified through the strategic risk register pertinent to the business of the Committee;
 - Assurance that other committees are undertaking scrutiny of risk as appropriate through an overview of which risks are being scrutinised by each Committee, receiving a progress update on request against aligned Strategic Risks for all the Committees as captured within the Strategic Risk Register;
 - Assurances relating to the corporate governance requirements for the organisation;

- Proposals for tendering for either internal audit services or for purchase of non-audit services from contractors who provide audit services; and
 - Anti-fraud and corruption policies, whistleblowing processes and arrangements for special investigations.
- 4.2 The broad areas of responsibility give the Committee scope to continually monitor and review Audit and Risk Assurance related matters as deemed necessary.
- 4.3 The Committee will also periodically review its own effectiveness and report the results of that review to the Board and Accountable Officer.
- 4.4 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility. Overall co-ordination of work is overseen by the Integrated Governance Forum– [section 8.2](#).

5. RIGHTS

- 5.1 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference, as detailed within [Section 4.1](#). This however is subject to ensuring that any decision made does not adversely impact on the Strategic Direction of the SFRS, which will continue to be subject to SFRS Board scrutiny and governance arrangements.
- 5.2 The Committee may:
- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
 - Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
 - Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
 - Approve previous Committee minutes at the next Committee meeting;

- Hold private workshop sessions as required for development purposes and to accommodate organisational input and support.

6. ACCESS

- 6.1 Members of Strategic Leadership Team, Internal Audit and External Audit will have free and confidential access to the Chair of the Audit and Risk Assurance Committee.

7. MEETINGS

- 7.1 The procedures for meetings are:

- To meet formally and in public at least on a quarterly basis;
- To consider and agree, in line with the Standing Orders, whether any item on the Agenda needs to be considered in private;
- For the Chair of the Committee, in consultation with Members, may request an additional meeting if considered necessary;
- A minimum of 3 Committee members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining three Committee members present any one member is authorised to assume the role of Chair for the duration of the meeting;
- The Committee may ask any other officials of the organisation to attend, to assist it with its discussions on any particular matter;
- The Committee may ask any or all of those who normally attend, but who are not Members, to withdraw to facilitate open and frank discussion of particular matters;
- The Board or Accountable Officer may ask the Committee to convene further meetings to discuss particular issues on which they want the Committee's advice.

8. RELATIONSHIP TO OTHER COMMITTEES

8.1 The Committee will have strategic relationships with these Committees:

- Service Delivery;
- People;
- Change.

8.2 The Integrated Governance Forum will assist by reviewing and co-ordinating intended outcomes between Committees, to prevent duplication and ensure alignment of business, capturing any common themes across all Committees.

9. INFORMATION REQUIREMENTS

9.1 A list of suggested minimum requirements for the inputs which should be provided to the Committee is contained within [Appendix 2](#).

APPENDIX 1 - COMMITTEE MEMBERSHIP

Members

- 5 Board members.

Others in attendance

- Chief Officer - Accountable Officer;
- Deputy Chief Officer (In absence of the Accountable Officer);
- Acting Director of Finance and Procurement;
- Internal Audit;
- External Audit;
- Board Support;
- Other representation, as appropriate and by invite.

APPENDIX 2 - LIST OF INFORMATION REQUIREMENTS

For each meeting, the Audit and Risk Assurance Committee will be provided with:

- A report, summarising any significant changes to the organisation's Strategic Risk Register;
- A progress report from the Head of Internal Audit summarising:
 - Work performed (and a comparison with work planned);
 - Key issues emerging from Internal Audit work;
 - Management response to audit recommendations;
 - Significant changes to the audit plan; and
 - Any resourcing issues affecting the delivery of Internal Audit objectives.
- A progress report from the External Audit representative, summarising work done and emerging findings.

As and when appropriate, the Committee will also be provided with:

- business update reports from the Accountable Officer;
- the Charter / Terms of Reference of the Internal Audit provider;
- the Internal Audit Strategy;
- the annual Internal Audit Plan;
- the Head of Internal Audit's Annual Opinion and Report;
- quality assurance reports on the Internal Audit function;
- the draft accounts of the organisation;
- the draft governance statement;
- a report on any changes to accounting policies;
- External Audit's management letter/report and letter of representation;
- a report on any proposals to tender for audit functions;
- a report on co-operation between Internal and External Audit;
- a report on the Counter Fraud and Bribery arrangements and performance;
- reports from other sources within the "three lines of assurance" integrated assurance framework (e.g. Best Value self-assessment Reviews, Gateway Reviews, Health Check Reviews, ICT Assurance Reviews, Digital 1st Service Standard Reviews, Procurement Capability Reviews, Procurement Key Stage Reviews).

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**SCOTTISH
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SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE CHANGE COMMITTEE: STRATEGIC CHANGE AND MAJOR PROJECTS

Original Author/Role	GM Rab Middlemiss
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2020
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2020
Quality Control (name and date)	Fiona Thorburn, Board Member – February 2021
Authorised (name and date)	Kirsty Darwent, Chair of Board – March 2021
Last reviewed/amended (name and date)	GC Alasdair Cameron – March 2021
Date for Next Review	March 2022



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SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE CHANGE COMMITTEE: STRATEGIC CHANGE AND MAJOR PROJECTS

1. [PURPOSE](#)
2. [MEMBERSHIP](#)
3. [REPORTING](#)
4. [RESPONSIBILITIES](#)
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[APPENDIX 1 – COMMITTEE MEMBERSHIP](#)

[APPENDIX 2 – REPORTING ARRANGEMENTS](#)

1. PURPOSE

- 1.1 The Scottish Fire and Rescue Service (SFRS) Board have established a Committee of the Board, known as the Change Committee: Strategic Change and Major Projects (“the Committee”).
- 1.2 The overall purpose of the Committee is to provide scrutiny and challenge of the Change Portfolio (Strategic Change and Major Projects) to assure consistency with the strategic direction set by the Board and effective resourcing, planning and delivery.
- 1.3 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference.
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#), Safety, Teamwork, Respect and Innovation.

2. MEMBERSHIP

- 2.1 The Committee will comprise of five Board Members appointed by the Board, one of whom will be appointed as Chair, and another as Deputy Chair of the Committee. The Committee will be supported by the Deputy Chief Officer, Director of Service Development and the Head of Portfolio Office, as well as other officials of the SFRS staff, as appropriate to the agenda.
- 2.2 The Committee has the authority to invite representatives of related partner organisations and/or bodies, as appropriate, to Committee meetings to assist with their work.
- 2.3 The composition and effectiveness of the Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

3.1 Minutes of the meetings of the Committee will be submitted to meetings of the Board. The Committee may submit special reports to the Board as required.

3.2 Reporting arrangements are shown within [Appendix 2](#).

4. RESPONSIBILITIES

4.1 The primary responsibility of the Committee is to effectively scrutinise, challenge and assure consistency with the strategic direction set by the Board ensuring:-

- Approved business cases and baselined plans in place
- Effective performance reporting based on time, cost and quality
- Robust benefits management – identification, tracking and reporting including benefits tracking beyond project closure where benefits are realised longer term
- Authorisation of Major Projects (as detailed and delegated by the Board within the Scheme of Delegations Section 4.1) that will extend to areas such as, but not limited to, Information Communication Technology (ICT) and Assets
- Associated risks and challenges, are fully considered
- Effectiveness of the Service's communication and engagement with stakeholders on change initiatives
- Ongoing Continuous Improvement in how SFRS delivers change, particularly lessons identified and learned.

4.2 These areas of responsibility give the Committee scope to continually monitor and review related matters as deemed necessary to the Committee's overall purpose (Section 1.2), reporting to the SFRS Board.

4.3 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility. Overall co-ordination of work is overseen by the Integrated Governance Forum – [Section 8.2](#).

5. RIGHTS

5.1 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference as detailed within [Section 4.1](#). This however is subject to ensuring that any decision made does not adversely impact on the Strategic Direction of the SFRS, which will continue to be subject to SFRS Board scrutiny and governance arrangement and must always be deferred back to the Board.

5.2 The Committee may:

- Scrutinise and authorise the delegated areas of responsibility referred to in Section 4 above;
- Invite additional members for a limited period to provide specialist assistance, however where there is associated expense this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board in conjunction with the Accountable Officer;
- Approve their previous Committee minutes at the next Committee meeting;
- Hold private workshop sessions as required for development purposes and to accommodate organisational input and support.

6. ACCESS

6.1 Members of the Strategic Leadership Team, as required, will have free and confidential access to the Chair of the Committee.

7. MEETINGS

7.1 The procedures for meetings of the Committee are:

- To meet formally and in public at least on a quarterly basis;
- To consider and agree, in line with the Standing Orders, whether any item on the Agenda needs to be considered in private;
- For the Chair of the Committee, in consultation with Members, to request an additional meeting, if considered necessary;
- A minimum of 3 Committee members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining three Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8. RELATIONSHIP TO OTHER COMMITTEES

8.1 The Committee will have strategic relationships with these Committees:

- Service Delivery;
- People;
- Audit and Risk Assurance.

8.2 The Integrated Governance Forum will assist by reviewing and co-ordinating intended outcomes between Committees, to prevent duplication and ensure alignment of business, while capturing any common themes.

9. INFORMATION REQUIREMENTS

9.1 All relevant documentation for the Committee must be provided as per the schedule for their meetings.

APPENDIX 1 - COMMITTEE MEMBERSHIP

Members

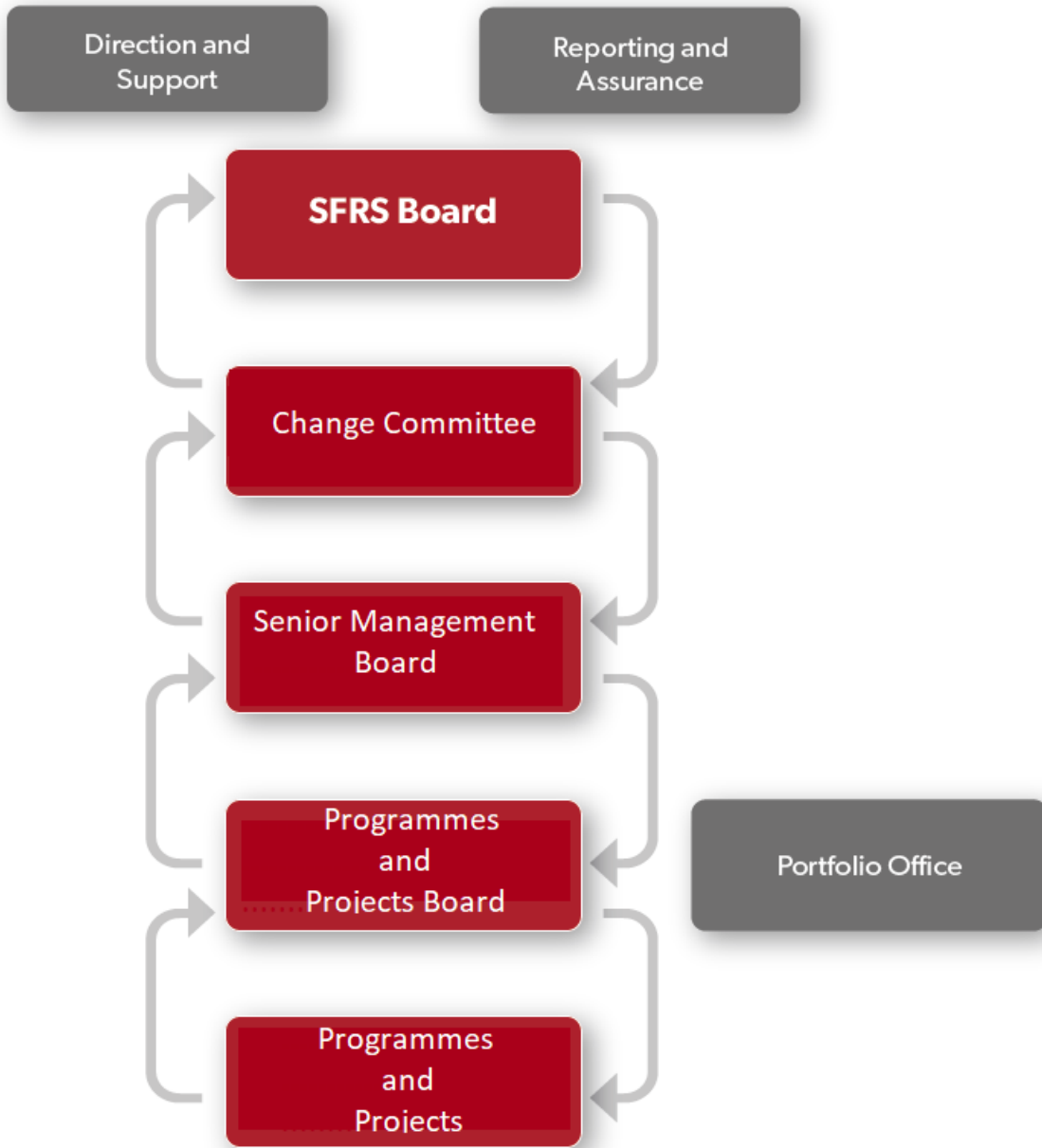
- 5 Board members;
- Chair of Board (Ex-officio Member).

Others in attendance

- Deputy Chief Officer;
- Director of Service Development;
- Head of Portfolio Office
- Portfolio Office;
- Board Support;
- Other representation, as appropriate and by invite.

APPENDIX 2 - REPORTING ARRANGEMENTS

An overview that demonstrates the Governance of the direction and support in place, together with the lines of reporting and assurance.



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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE SERVICE DELIVERY COMMITTEE

Original Author/Role	GM Rab Middlemiss
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2020
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2020
Quality Control (name and date)	Nick Barr, Board Member – March 2021
Authorised (name and date)	Kirsty Darwent, Chair of the Board - March 2021
Last reviewed/amended (name and date)	GC Alasdair Cameron - March 2021
Date of Next Review	March 2022



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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE SERVICE DELIVERY COMMITTEE

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- [APPENDIX 1 – COMMITTEE MEMBERSHIP](#)

1. INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) have established a Committee of the Board, known as the Service Delivery Committee (“the Committee”).
- 1.2 The overall purpose of the Committee is to scrutinise and challenge the safety, quality and performance of service delivery across Scotland, providing assurance to the Board.
- 1.3 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference.
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#), Safety, Teamwork, Respect and Innovation.

2. MEMBERSHIP

- 2.1 The Committee will comprise five members appointed by the Board, including a Chair and Deputy Chair. The Committee will be supported by the Deputy Chief Officer, Director of Service Delivery, Director of Training, Safety and Assurance and other staff, as appropriate to the agenda.
- 2.2 The Committee may invite representatives of related partner organisations, as appropriate, to Committee meetings to assist with the work of the Committee.
- 2.3 The composition and effectiveness of the Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

- 3.1 Minutes of the meetings of the Committee will be submitted to meetings of the Board. The Committee may submit special reports to the Board as required.

4. RESPONSIBILITIES

- 4.1 The primary responsibility of the Committee is to effectively scrutinise, challenge and ensure continuous improvement in relation to:

- Safety and risk reduction;
- Quality assurance, benchmarking and standards;
- Performance and outcomes;
- Horizon scanning.

- 4.2 The broad areas of responsibility give the Committee scope to continually monitor and review Service Delivery related matters as deemed necessary. This scope of responsibility also includes operational medically related matters, such as Clinical Governance, notwithstanding joint working arrangements with partner agencies.

- 4.3 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility. Overall co-ordination of work is overseen by the Integrated Governance Forum – [Section 8.2](#).

5. RIGHTS

- 5.1 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference as detailed within [Section 4.1](#). This however is subject to ensuring that any decision made does not adversely impact on the Strategic Direction of the SFRS, which will continue to be subject to SFRS Board scrutiny and governance arrangements.

5.2 The Committee may:

- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
- Approve previous Committee minutes at the next Committee meeting;
- Hold private workshop sessions as required for development purposes and to accommodate organisational input and support.

6. ACCESS

- 6.1 Members of the Strategic Leadership Team, as required, will have free and confidential access to the Chair of the Committee.

7. MEETINGS

7.1 The procedures for meetings of the Committee are:

- To meet formally and in public at least on a quarterly basis;
- To consider and agree, in line with the Standing Orders, whether any item on the Agenda needs to be considered in private;
- For the Chair of the Committee, in consultation with Members, to request an additional meeting if considered necessary;
- A minimum of 3 Committee members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining three Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8. RELATIONSHIP TO OTHER COMMITTEES

8.1 The Committee will have strategic relationships with these Committees:

- Change;
- People;
- Audit and Risk Assurance.

8.2 The Integrated Governance Forum will assist by reviewing and co-ordinating intended outcomes between Committees to prevent duplication and ensure alignment of business, while capturing any common themes across all Committees.

9. INFORMATION REQUIREMENTS

9.1 All relevant documentation for the Committee must be provided as per the schedule for their meetings.

APPENDIX 1 - COMMITTEE MEMBERSHIP

Members

- 5 Board members;
- Chair of Board (Ex-officio Member).

Others in attendance

- Deputy Chief Officer;
- Director of Service Delivery;
- Director of Training, Safety and Assurance
- Board Support Team;
- Other representation, as appropriate and by invitation.

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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE PEOPLE COMMITTEE

Original Author/Role	Diane Vincent
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2020
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2020
Quality Control (name and date)	Primrose Stark, Board Member – March 2021
Authorised (name and date)	Kirsty Darwent, Chair of the Board– March 2021
Last reviewed/amended (name and date)	GC Alasdair Cameron - March 2021
Date for Next Review	March 2022



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CORPORATE GOVERNANCE

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[APPENDIX 1 – COMMITTEE MEMBERSHIP](#)

[APPENDIX 2 – LIST OF INFORMATION REQUIREMENTS](#)

1. INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) have established a Committee of the Board, known as the People Committee (“the Committee”).
- 1.2 The overall purpose of the Committee is to oversee and scrutinise while providing strategic advice and direction on matters affecting employees, ensuring that staffing and remuneration arrangements are affordable, provide best value and support the strategic aims of the SFRS.
- 1.3 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference.
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#), Safety, Teamwork, Respect and Innovation.

2. MEMBERSHIP

- 2.1 The Committee will comprise five Board members including a Chair and Deputy Chair. The Committee will be supported by the Director of People and Organisational Development, Director of Training, Safety and Assurance, Head of Service Delivery Area or above and other members of SFRS staff, as appropriate to the agenda.
- 2.2 The Committee may invite representatives of related partner organisations, as appropriate, to Committee meetings to assist with the work of the Committee.
- 2.3 The composition and effectiveness of the Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

3.1 Minutes of the meetings of the Committee will be submitted to meetings of the Board. The Committee may submit special reports to the Board as required.

4. RESPONSIBILITIES

4.1 The primary responsibilities of the Committee is to effectively scrutinise, challenge and ensure continuous improvement in relation to:

- Strategic matters relating to the employment of SFRS staff on behalf of the Board and the Accountable Officer, including but not limited to costs.
- People and Organisational Development, Training, Health and Safety policies and provide strategic guidance on the approaches being taken;
- SFRS's commitment to the overall equalities agenda and organisational values;
- Performance of SFRS against the Strategic Plan objective, towards complying with relevant statutory obligations as an employer, including its Public-Sector Equality Duty;
- The Organisations performance, specifically in relation to people, workforce plans, health, safety & wellbeing, learning & development, organisational development;
- Adequacy of management response to risks identified through the strategic risk register pertinent to the business of the Committee.

4.2 Undertake any other staffing related review or activity, as requested by the Board;

4.3 Nominate up to 2 representatives to attend as members and report back on the Employee Partnership Forum;

4.4 In addition, the People Committee will form a Sub-Committee, known as the Remuneration, Appointments and Nominations Sub-Committee, which has its own Terms of Reference.

- 4.5 The areas of responsibility give the Committee scope to continually monitor and review People related matters as deemed necessary.
- 4.6 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility. Overall co-ordination of work is overseen by the Integrated Governance Forum– [Section 8.2](#).

5. RIGHTS

- 5.1 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference as detailed within [Section 4.1](#). This however is subject to ensuring that any decision made does not adversely impact on the Strategic Direction of the SFRS, which will continue to be subject to SFRS Board scrutiny and governance arrangements.
- 5.2 The Committee may:
- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
 - Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
 - Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
 - Approve previous Committee minutes at the next Committee meeting;
 - Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support;
 - Seek guidance and, where appropriate, refer matters to the Partnership Advisory Group.
- 5.3 The Committee is authorised by the Board and the Accountable Officer to provide strategic guidance and, where necessary, advise the Board on matters relating to the employment of staff.

6. ACCESS

- 6.1 Members of the Strategic Leadership Team, as required, will have free and confidential access to the Chair of the Committee.

7. MEETINGS

The procedures for meetings of the Committee are:

- To meet formally and in public at least on a quarterly basis;
- To consider and agree, in line with the Standing Orders, whether any item on the Agenda needs to be considered in private;
- For the Chair of the Committee, in consultation with Members, to request an additional meeting if considered necessary;
- A minimum of 3 Committee members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining three Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8. RELATIONSHIP TO OTHER COMMITTEES

- 8.1 The Committee will have strategic relationships with these Committees:

- Service Delivery;
- Change;
- Audit and Risk Assurance.

- 8.2 The Integrated Governance Forum will assist reviewing and co-ordinating intended outcomes between Committees to prevent duplication and ensure alignment of business, while capturing any common themes across all Committees.

9. INFORMATION REQUIREMENTS

- 9.1 All relevant documentation for the Committee must be provided as per the schedule for their meetings - see also [Appendix 2](#).

APPENDIX 1 - COMMITTEE MEMBERSHIP

Members

- 5 Board members;
- Chair of Board (Ex-officio Member).

Others in attendance

- Director of People and Organisational Development;
- Director of Training, Safety and Assurance;
- Service Delivery Representative (Head of Service Delivery Area's to rotate at each meeting where possible.)
- Board Support;
- Other representation, as appropriate and by invite.

APPENDIX 2 - LIST OF INFORMATION REQUIREMENTS

As and when appropriate, the People Committee be provided with:

- Information and proposals pertaining to SFRS pay and reward arrangements;
- Proposals for key strategies and policy frameworks (i.e. agree principles of);
- A summary of employment tribunal cases/claims;
- Results of employee surveys;
- Workforce profiles (equalities indices);
- Workforce planning reports;
- Quarterly Performance Report.

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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB-COMMITTEE

Original Author/Role	GM Roy Dunsire
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2020
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2021
Quality Control (name and date)	Primrose Stark, Board Member – March 2021
Authorised (name and date)	Kirsty Darwent, Chair of the Board – March 2021
Last reviewed/amended (name and date)	GC Alasdair Cameron – March 2021
Date for Next Review	March 2022



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[APPENDIX 1 – SUB-COMMITTEE MEMBERSHIP](#)

1. INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) Board have established a Sub-Committee of the People Committee, known as the Remuneration, Appointments and Nominations Sub-Committee (“the Sub-Committee”).
- 1.2 The overall purpose of the Sub-Committee is to offer guidance, support and recommendations to the Board and Chief Officer, in relation to matters of remuneration, appointments, nominations and negotiations, reporting through the Chair of the People Committee.
- 1.3 As necessary and within the agreed parameters set by the Board, the Sub-Committee will engage in matters of negotiation in respect of SFRS terms and conditions.
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#), Safety, Teamwork, Respect and Innovation.

2. MEMBERSHIP

- 2.1 The Sub-Committee will comprise four members, two of which must be members of the People Committee appointed by the Board, with any one of the four members appointed as a Chair and a Deputy Chair. The Sub-Committee will be supported by the Chief Officer and Director of People and Organisational Development and other staff as appropriate to the agenda.
- 2.2 The composition and effectiveness of the Sub-Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

- 3.1 The Sub-Committee will formally report to the People Committee after each meeting. The key items of business of the Sub-Committee will subsequently be reflected within the minutes of the People Committee. Relevant decisions where appropriate will be reported at a Private meeting of the People Committee or Board.

By the nature of its business, the Sub-Committee will, from time to time, receive and consider confidential information about SFRS personnel. The Sub-Committee is authorised to report fully on its activities to the extent that it can, but maintaining absolute care not to breach confidentiality or data protection legislation.

4. RESPONSIBILITIES

Remuneration Role

4.1 The primary responsibilities in respect of remuneration are to:

- Ensure that remuneration arrangements support the strategic aims of the SFRS;
- Make recommendations with regard to the SFRS pay and reward framework and remuneration processes;
- In collaboration with the Chair of the Board, exercise oversight of the objectives set for the Chief Officer and review the arrangements for their performance appraisal, as well as reviewing the performance appraisals of the Strategic Leadership Team (SLT), by countersigning;
- In collaboration with the Chair of the Board, make recommendations to the Board regarding remuneration policy, in respect of the SLT and members of Senior Management Team, and keep these under review;
- Ensure that remuneration arrangements enable the recruitment, motivation and retention of employees, while complying with Scottish Government regulatory and governance requirements;
- Select, appoint and determine terms of reference for independent remuneration consultants to advise on remuneration policy and levels of remuneration;
- Work with the Audit and Risk Assurance Committee to ensure that risk and risk appetite are properly considered in recommending the remuneration policy;
- Ensure the adequacy of management response to risks identified through the strategic risk register pertinent to the business of the Sub-Committee.

Appointments and Nominations Role

4.2 The primary responsibilities in respect of appointments and nominations are to:

- Advise the Board on the appointment process for the Chief Officer;
- Support the independence of the appointment process and succession planning arrangements for members of the SLT and Heads of Function (HoF);
- Support the Chair of the Board and Public appointments process in relation to succession planning;
- Consider nominations for honours and awards for SFRS staff.

Negotiation Role:

4.3 The primary responsibilities in respect of negotiations are to:

- Take account of national negotiations and collective bargaining machinery for SFRS Staff;
- With the agreement of the Board, the Sub-Committee may, at times, delegate formal negotiations with representative bodies on changes to employee terms and conditions to be undertaken at Executive level whilst still maintaining an oversight role. This will be reported by the Sub-Committee Chair through the People Committee Chair at Private Committee and Board meetings.
- Ensure the following default positions for when negotiations are referred back to the Sub-Committee are considered appropriately and the necessary action taken:-
 - Novel
 - Contentious
 - Reputational or Political
 - Precedence
 - Significant Cost

5. RIGHTS

5.1 The Sub-Committee will report through the Chair of the People Committee.

5.2 The Sub-Committee may:

- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Chief Officer (Accountable Officer);
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Chief Officer (Accountable Officer);
- Approve previous Sub-Committee minutes at the next Sub-Committee meeting;
- Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support.

6. ACCESS

6.1 Members of the SLT, as required, will have free and confidential access to the Chair of the Sub-Committee.

7. MEETINGS

7.1 The procedures for meetings of the Sub-Committee are:

- To meet formally and in private at least on a quarterly basis;
- Sub-Committee meetings will be held in Private;
- For the Chair of the Sub-Committee, in consultation with members, to request an additional meeting if considered necessary;
- A minimum of 2 Sub-Committee members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining Sub-Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8. INFORMATION REQUIREMENTS

- 8.1 All relevant documentation for the Committee must be provided as per the schedule for their meetings.

APPENDIX 1 - SUB-COMMITTEE MEMBERSHIP

Members

- 5 Board members, including the Chair of the Board.

Others in attendance

- Chief Officer or approved substitute;
- Director of People and Organisational Development or approved substitute;
- Board Support;
- Other representation, as appropriate and by invite.

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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE INTEGRATED GOVERNANCE FORUM

Original Author/Role	GM Rab Middlemiss
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2020
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2020
Quality Control (name and date)	Richard Whetton, Head of Corporate Governance – March 2021
Authorised (name and date)	Kirsty Darwent, Chair of the Board - March 2021
Last reviewed/amended (name and date)	GC Alasdair Cameron – March 2021
Date for Next Review	March 2022



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- [APPENDIX 1 – FORUM MEMBERSHIP](#)

1. INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) has established a Forum of the Board, known as the Integrated Governance Forum (“the Forum”).
- 1.2 The overall purpose of the Forum is to provide Board and Committee Chairs an opportunity to bring together key themes across the SFRS Committees.
- 1.3 The Forum will therefore assist in providing assurance to the SFRS Board that areas identified are being adequately captured and discussed reducing duplication and ensuring a joined-up approach to corporate Governance.
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#), Safety, Teamwork, Respect and Innovation.

2. MEMBERSHIP

- 2.1 The Forum shall be established by the full SFRS Board and be composed of the Chair and Deputy Chair of the Board, together with the Chairs of all other Committees. The Chair of the Forum will be the Chair of the SFRS Board. The Forum will be supported by the Chief Officer and other members of SFRS staff, as appropriate to the agenda.
- 2.2 The Chair of each Committee in their absence can send their Deputy Chair to represent them.
- 2.3 The composition and effectiveness of the Forum will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

- 3.1 Minutes of the meetings of the Forum will be held by the Board Support Team and circulated to the Board for information. The Forum may submit special reports to the Board as required.

4. RESPONSIBILITIES

- 4.1 The Forum is intended to provide Board and Committee Chairs an opportunity to ensure key themes are discussed thereby supporting an integrated approach across the Governance within SFRS. Specifically, it will:

- Discuss, consider and co-ordinate both specific and common themes and/or issues that have implications for the Board's Committees;
- Take a forward and outward looking approach towards good Corporate Governance and best practice making any recommendations to the Board;
- Assist by identifying which Committee is best placed to monitor the specific SFRS action plans in response to any inspection/audit recommendations, together with scrutiny of any external reports, receiving updates accordingly;
- Consider Scottish Government Public Body updates and any implications for the SFRS;

- 4.2 The areas of responsibility give the Forum scope to continually monitor and review Integrated Governance related matters as deemed necessary.

- 4.3 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility. Overall co-ordination of work will be overseen by the Integrated Governance Forum to assist with this objective. - [Section 8.2](#).

5. RIGHTS

- 5.2 The Forum is not authorised by the Board to make decisions.

5.2 The Forum may:

- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
- Approve previous Forum minutes at the next Forum meeting;
- Hold private workshop sessions as required for development purposes and to accommodate organisational input and support;

6. ACCESS

6.1 Members of the Strategic Leadership Team, as required, will have free and confidential access to the Chair of the Forum.

7. MEETINGS

7.2 The procedures for meetings of the Forum are:

- To meet formally and in private at least on a quarterly basis, meetings however can be convened at the decision of the Chair at any time as required;
- Conduct all business, in line with the Standing Orders;
- A minimum of 3 Forum members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining Forum members present any one member is authorised to assume the role of Chair for the duration of the meeting.

8. RELATIONSHIP TO COMMITTEES

8.1 The Integrated Governance Forum will have strategic relationships with all other Committees of the Board:

- Audit and Risk Assurance;
- Service Delivery;
- Change;
- People; and
- Remuneration, Appointments and Nominations (Sub-Committee).

8.2 The Integrated Governance Forum will review and co-ordinate intended outcomes between Committees to prevent duplication and ensure alignment of business, while capturing any common themes across all Committees.

9. INFORMATION REQUIREMENTS

9.1 All relevant documentation for the Forum must be provided as per the schedule for their meetings.

APPENDIX 1 – FORUM MEMBERSHIP

Members

- Chair of Board (Chair);
- Deputy Chair of Board;
- Chair of Audit and Risk Assurance Committee;
- Chair of Service Delivery Committee;
- Chair of Change Committee;
- Chair of People Committee;
- Chair of Remuneration, Appointments and Nominations Sub-Committee.

Others in attendance

- Chief Officer or approved substitute;
- Head of Governance, Strategy and Performance
- Board Support;
- Other representation, as appropriate and by invite.

APPENDIX H

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

PART 1 BASIC INFORMATION

Directorate/Team/Function	Name: Chief Officer's Business Team/Board Support Team
E&D Officer	Name: Elaine Gerrard
Title (of function/policy to be assessed e.g. name of policy, title of training course)	Collective title of EIA: SFRS Corporate Governance Arrangements 2020 Covering: Governance and Accountability Framework; Annual Governance Statement Policy, Scheme of Delegation; Standing Orders for meetings of the Board and its Committees and Sub-Committees; Terms of Reference for the Audit & Risk Assurance Committee; Terms of Reference for the Integrated Governance Forum; Terms of Reference for the Transformation & Major Projects Committee; Terms of Reference for the Service Delivery Committee; Terms of Reference for Staff Governance Committee, Terms of Reference for Remuneration Appointments and Nominations Sub-Committee, Board Support provisions; Code of Conduct for Board Members, Terms of Reference Employee Partnership Forum
Date Assessment Commenced	28 March 2020 (Last review)

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	<ul style="list-style-type: none"> • Governance and Accountability Framework: sets out the non-statutory governance arrangements for the Scottish Fire and Rescue Service (SFRS) specifying key roles and responsibilities. This document is a Scottish Government document but is being included in recognition of its significance in setting Board processes. • Annual Governance Statement: Under the Police and Fire Reform (Scotland) Act 2012, the Scottish Fire and Rescue Service (SFRS) is required to prepare financial statements for each financial period and on the basis determined by the Scottish Ministers. This policy provides the relevant SFRS Directorate Management Teams detail of the process and requirements for preparing their Certificates of Assurance to support the Chief Officer's Annual Governance Statement (AGS) as set out in the
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	<p>Public Finance and Accountability (Scotland) Act 2000 (PFA Act).</p> <ul style="list-style-type: none"> • Scheme of Delegation: sets out the arrangements for levels of responsibility and authority in making decisions on behalf of the SFRS. • Standing Orders for meetings of the Board and its Committees and Sub-Committees: sets out the general principles for conducting Board business and administration arrangements. • Terms of Reference for the Audit & Risk Assurance Committee: combined sets out the establishment of the Audit & Risk Assurance Committee, its membership and appointment process, scope of activity including risk management, accounting processes and anti-fraud arrangements, and decision making within their limits of responsibilities. • Terms of Reference for the Integrated Governance Forum: sets out the terms of reference of the forum to provide assurance to the SFRS Board that issues identified in specific governance Committees are discussed across the Board thereby ensuring joined up corporate governance, role as a non-decision making body. • Terms of Reference for the Transformation & Major Projects Committee: sets out the terms of reference of the committee to oversee and scrutinise the progress of change strategies and any underpinning plans, programmes and major projects across the service, and to provide assurance that the future strategic direction (as set out and approved by the SFRS Board) of the Service is being delivered, decision making within their limits of responsibilities. • Terms of Reference for the Service Delivery Committee: sets out the terms of reference of the committee to scrutinise and challenge the safety, quality and performance of service delivery across Scotland, providing assurance to the Board, with decision making within their limits of responsibilities. • Terms of Reference for Staff Governance Committee: sets out the terms of reference of the committee to oversee and scrutinise while providing strategic advice and direction on matters affecting employees and to ensure that staffing and remuneration arrangements support the strategic aims and ethos of the SFRS and are affordable, with decision making within their limits of responsibilities. • Terms of Reference for Remuneration Appointments and Nominations Sub-Committee: sets out the terms of reference of the committee to offer guidance,
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	<p>support and recommendations to the Board and Chief Officer, in relation to matters of remuneration, appointments, nominations and negotiations, reporting through the Chair of the Staff Governance Committee, role as a non-decision making body .</p> <ul style="list-style-type: none"> • Board Support sets out the establishment of a Board Support Team indicating roles and responsibilities and setting out the principles for corporate administration of Board/committee business and meetings. • Code of Conduct for Board Members: sets out the standards expected of Board member behaviour as required by The Ethical Standards in Public Life etc (Scotland) Act 2000 and as enforced by the Standards Commission. • Terms of Reference for the Employee Partnership Forum: is a national arrangement which provides a platform to discuss and review matters affecting our employees and to ensure that overall staffing arrangements support the strategic aims and ethos of the SFRS, role as a non-decision making forum. <p>Collectively these policy documents, code and Board papers set out the general operating arrangements for the Board and the SFRS to conduct its business in an effective, efficient, accountable and transparent manner.</p>
Are there any associated objectives of the function/policy (please explain)?	The Board (non-executives) and SFRS Strategic Leadership Team (executives) and support personnel operate in an environment conducive to good decision making and effective scrutiny.
Does this function/policy link with any other function/policy? If Yes, please list and describe relationship.	Police and Fire Reform Scotland Act Fire and Rescue Framework Strategic Plan Annual Operating Plan SFRS Governance & Accountability Framework Annual Governance Statement
Who is intended to benefit from the function/policy and in what way?	All communities throughout Scotland with an opportunity to participate in public life, transparent and accountable public service provision. Scottish Government – through an accountable Board SFRS Board – through clear processes for administering Board business SFRS SLT personnel – through clear processes for administering Board business
What outcomes are wanted from this function/policy?	Efficient and effective management of Board and SFRS proceedings and to ensure open and transparent working ensuring scrutiny can be conducted appropriately. Accountable Board members who in turn hold SFRS personnel to account.

What factors/forces could contribute/detract from the outcomes?	Detract – failure to ensure that the overall process of Board governance is fully followed and easily understood by all relevant Board members and SFRS personnel.
Who are the main stakeholders in relation to the function/policy?	SFRS Board SFRS Strategic Leadership Team Chief Officers Business Team/Board Support Team
Who implements the policy and who is responsible for the function/policy?	SFRS Board Chair and Committee Chair, Accountable Officer (Chief Officer) and Chief Officer's Business Team/Board Support Team

**PART 2
ESTABLISHING RELEVANCE –IMPACT ASSESSMENT**

- 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 checked="" type="checkbox"/>	<input 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.

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"/>	<u>Proceed to Part 4 Monitoring</u>
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input checked="" type="checkbox"/>	<u>Proceed to Part 3 Impact Assessment</u>
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"/>	<u>Proceed to Part 3 Impact Assessment</u>

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

Characteristic	
Age	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of age.</p> <p>Relevance to age relates entirely to the accessibility of Board proceedings. Older people are more likely than younger people to experience physical or sensory impairment that may affect their ability to access materials and/or attend a Board meeting as a member of the public. Issues of accessibility are referenced in the Summary and Conclusion section below.</p> <p>There is anecdotal evidence that younger people are less likely to participate in public life than older people and this may mean that fewer young people will attend Board meetings or interact with Board members. The methods used to promote Board meetings and Board business is referenced in the Summary and Conclusion section below.</p>
Caring Responsibilities	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of caring responsibilities or care experience.</p> <p>Relevance to caring responsibilities relates entirely to the accessibility of Board proceedings. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>
Disability	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of disability.</p> <p>Relevance to disability relates entirely to the accessibility of Board proceedings and materials. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>

Gender reassignment	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of gender.</p> <p>There is no evidence that indicates that men or women are more/less likely to participate in public life or engage with public bodies arising from the status of their gender.</p> <p>Women in the broader population are more likely to be the primary carer for a dependent and this may affect ability to attend meetings. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>
Marriage and Civil Partnership	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of marriage or civil partnership status.</p> <p>The requirement to disclose the interests of a partner/spouse in the Code of Conduct may require individuals to disclose their marital civil partnership status.</p>
Pregnancy and maternity	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of pregnancy and maternity.</p> <p>As with caring responsibilities relevance to pregnancy and maternity relates entirely to the accessibility of Board proceedings. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>
Race	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of race, ethnicity and/or nationality.</p> <p>Relevance to ethnicity relates entirely to the accessibility of Board proceedings and materials. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p> <p>There is no evidence that indicates that participation in public life or engagement with public bodies arises from issues of race, ethnicity or nationality. There is a possibility that new migrants to Scotland will be less likely to participate than established communities as they are less informed about public bodies and the role public engagement. The Summary and Conclusion section references the importance of broad advertising and interacting with stakeholder groups.</p>
Religion and Belief	As with race comments above.
Sex (gender)	As with caring responsibilities and pregnancy and maternity comments above.

Sexual Orientation	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of sexual orientation.</p> <p>The requirement to disclose the interests of a partner/spouse in the Code of Conduct may require individuals to disclose their sexual orientation.</p>
Social and economic disadvantage	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of social or economic disadvantage.</p> <p>Relevance to social or economic disadvantage relates entirely to the accessibility of Board proceedings and materials. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p> <p>There is a possibility that individuals who are socially or economically disadvantaged are less likely to participate as they are less informed about public bodies and lack the means to engage through attendance at meetings or to engage in a manner meaningful to them. The Summary and Conclusion section references the importance of broad advertising and interacting with stakeholder groups.</p>
Human Rights	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the Human Rights.</p> <p>The Code of Conduct may have some relevance to the Human Rights Act article 8 Right to Respect for Private and Family Life. This is referenced in the Summary and Conclusion section below.</p> <p>It is not viewed there is any relevance to Protocol 1 Article 1 Protection of Property as the Code does not prohibit the use or retention of property it only seeks the disclosure of potential conflict of interest with the view to preserving the integrity of Board decisions and proceedings.</p>
Impact on People in General not covered by specific characteristics	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on people.</p> <p>Some people may be less able to attend Board meetings and less able to participate in public life because of their geographic location. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>

<p>Summary and Conclusion of Impact Assessment</p> <p>Collectively these documents provide the operating arrangements for the Board of the SFRS. There is limited relevance to equality and some, albeit limited, opportunity to make a positive impact in relation to the general equality duty across the protected characteristics as it relates to these governance and operating arrangements. It will be the proposals and recommendations submitted to the Board which makes use of these arrangements that will potentially be relevant to equality and human rights rather than the arrangements to be followed.</p>
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There are, nevertheless, some specific areas of activity where there is a direct relevance to equality arising from this suite of documents.

Relevant documents: Membership & Operating Arrangements and Terms of Reference to each Committee

Issue: Accessibility of Board agendas, reports, papers and other communication (public)
Board papers are made available to the public through the SFRS website. This is viewed as a proportionate means of making written materials accessible to individuals with a sensory impairment, who may have difficulty reading arising from a learning difficulty or other condition such as dyslexia, or for whom English is not their first language. The website is compatible with a range of supportive technologies such as text readers, contrast control and font size adjustments. The website is compatible with Google translate which will facilitate translation of information into a number of other languages. It is recognised that some individuals may require additional measures to meet the requirements of their disability and such requests will be considered on a case by case basis for a reasonable adjustment to be implemented. The translation of Board papers into alternative languages would be prohibitively expensive for the SFRS to fulfill individual requests and it would be an expense that would be disproportionately high compared to the impact achieved for the individual - instead the Board Support Team will consider each request for alternate language provision with a view to ensuring that all of Scotland's communities can access the significant issues pertaining to SFRS and Board business.

It should be noted that this section relates only to the materials produced to support the administration of Board proceedings and not to any SFRS material such as community engagement materials which may have to be provided in alternate formats and/or languages.

The SFRS and Board have an ambition to provide materials in easy to understand language and format. It is, however, noted that the business of the Board may at times be complex and will not lend itself to simplification without loss of meaning. The Board and the SFRS recognise the importance of focusing on key and significant messages and documents that will contribute towards improved community safety as well as transparency and accountability of the SFRS.

Issue: Accessibility of Board agendas, reports, papers and other communication (Board members and SFRS personnel)

In addition to those points highlighted above for the public there are specific arrangements in place to aid Board members and SFRS personnel. Board members are emailed Board papers and other communications and can therefore make use of assistive technologies referenced above. Other requests for alternate formats of materials can be accommodated on request such as large print versions of documents.

SFRS personnel can access materials via the intranet and/or SFRS website and can utilise assistive technologies. Other requirements for personnel to enable them to perform their job will be considered on a case by case basis for a reasonable adjustment on the grounds of disability.

Issue: Accessibility of Board meetings (public)

There is an opportunity to make a positive impact across all protected characteristics by allowing public access to Board proceedings. The hosting of Board meetings at venues across Scotland provide an opportunity for many more people to attend than if the location was isolated to HQ, Cambuslang.

There is a further opportunity to make a positive impact through the participation in other stakeholder engagement activities that are to be programmed to coincide with Board meetings. This has the potential to allow access to Board members for a range of local

community groups that might not otherwise be considered a stakeholder/partner providing that the Board extends their engagement activities out-with the scope of recognised partner agencies such as Community Planning Partnerships.

The accessibility of Board meetings is only as good as the ability of the Board, SFRS and Board Support Team to enable the participation of members of the public. Enabling participation includes:

- Picking venues for the Board proceedings that are well served by public transport
- Making use of venues that have good disability access provisions such as adequate designated parking, induction loop hearing assistance, wheelchair access, suitable and varied seating and well maintained premises clear of unnecessary clutter and obstruction
- Extend the promotion of attendance at Board meetings beyond those controlled centrally by the Board Support Team (e.g. website notification) to a local level to be supported by Board Support Team and local SFRS personnel Promoting the Board meetings through local press release and notices in community, religious centres and other public buildings

Board meetings are currently scheduled to take place on Thursday mornings/early afternoon. This does not conflict with known religious observance days and as such the timing of Board meetings does not pose a barrier to attendance. It is unlikely that the scheduling of Board meetings will bring the date of meeting into conflict with significant religious festivals, nevertheless, the Board Support Team will maintain a review of the Board schedule to prevent repeated conflict of dates affecting any particular faith group.

It is not the intention of the Board/SFRS to provide food or drink to members of the public attending the Board meeting and as such no consideration on these grounds needs to be given to meeting cultural/religious requirements.

It is recognised that there may be some individuals who would wish to attend a Board meeting but are unable to do so despite the measures referenced above. Attendance may not be possible because of geographic location, other responsibilities such as work commitments or caring for a dependent, cost or distance of travel or physical impairment severely affecting mobility. While attendance at Board meetings may not be possible the Board and SFRS seek to enable participation through the use of other methods such as direct feedback using online comments process.

Issue: Accessibility of Board meetings (Board members and SFRS personnel)

In addition to those points highlighted above for the public there are specific arrangements in place to aid Board members and SFRS personnel. The Board Support Team will ensure that those venues used for Board meetings have arrangements in place to provide catering that would meet requests based on the grounds of cultural or religious observance.

Code of Conduct

The Code is enforced by an external body but has an impact on the Board members. Overall the Code is likely to have a neutral effect on the grounds of protected characteristics by seeking to maintain a standard of behaviour that is consistent across similar organisations and has the objective of promoting integrity, honesty and fairness in the proceedings of the Board. There is a possibility for a negative impact on the grounds of marriage/civil partnership and/or sexual orientation. The requirement to disclose conflict of interest of partners/spouses may require individual members of the Board to release information they consider private and would otherwise not wish to disclose. Similarly, the disclosure of the interests of a same sex partner may result in the disclosure of sexual orientation which the individual may wish to keep private. Nevertheless, the requirement to ensure that public bodies and their representatives remain accountable and transparent in the pursuit of robust

and fair public activities outweighs any consideration of protection of privacy within the context of disclosing a partner’s interests.

The Code of Conduct provides an opportunity to make a positive impact on the grounds of age, gender, disability, sexual orientation, religion and belief, social and economic disadvantage and gender identity by supporting the Scottish Government’s ambitions to improve the representation on public boards from these groups. This has a relationship to all elements of the general equality duty.

Concluding Part 3

Impact Assessment	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	<u>Proceed to Part 4 Monitoring</u>
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"/>	<u>Proceed to Part 4 Monitoring</u>

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?

This will be revised as part of the annual review conducted around June/July ensuring arrangements for reviewing the effectiveness of the Board.

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

Q2 What will be monitored?

The Board and the Board Support Team will periodically review the processes for governance and administering Board business.

In relation to equality this will include:

1. Accessibility and suitability of meeting venues (access and catering provisions)
2. Requests for alternate formats of written information on grounds of disability and language
3. Range of community groups attending or participating in Board proceedings

The purpose of the monitoring is to:

- Identify trends and patterns of requests made and action taken relating to disability access and non-English language provision
- Illustrate the steps taken by the SFRS to enable all of Scotland's communities to be involved

This will mean that the processes for monitoring will themselves be reviewed and refined over time.

Note:- An equality impact assessment will be developed relating to the appraisal process for Board members and a separate monitoring system for that process put in place.

Q3 How will monitoring take place?

1. Create an EIA folder on Board Support Team SharePoint site to capture and store monitoring processes.
2. Develop and provide a checklist guide to potential venue owners of requirements based on needs.
3. Log requests for alternate formats and action taken.
4. Log requests for assistance at Board/Committee meetings and action taken.
5. Log the places Board/Committee meeting notices have been distributed, log any requests for attendance at meetings and/or note any issues arising during proceedings relating to equality.
6. Log the range of stakeholder/community groups involved in the ancillary activities taking place alongside Board meetings.
7. Compliments, comments and feedback on Board proceedings

This range of measures may be refined where it is determined that there is no on-going need to capture this information.

Q4 What is the frequency of monitoring?

For each Board/Committee meeting subject to the provision that this range of measures may be refined where it is determined that there is no on-going need to capture this information.

Q5 How will monitoring information be used?

The information will be used to:

- Illustrate the steps taken to involve all of Scotland's communities and demonstrate the measures involved in ensuring the Board is actively pursuing a policy of openness, transparency and accountability
- To inform Board proceedings to ensure that people are enabled to participate and that processes are accessible to all stakeholders.

PART 5 APPROVAL

This Equality and Human Rights Impact Assessment was completed by:

Name	Elaine Gerrard, Diversity Manager
Date	March 2020

This Equality and Human Rights Impact Assessment was reviewed by:

Name	Heather Greig
Directorate/ Function	Strategic Planning, Performance and Communications, Board Support Team
Date	March 2020

FINANCE AND CONTRACTUAL SERVICES FINANCIAL REGULATIONS (MARCH 2013)

Original Author/Role	Director of Finance and Contractual Services Sarah O'Donnell
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	N/A
Date of Impact Assessment (commenced)	N/A
Date of Impact Assessment (concluded)	N/A
Quality Control (name)	Acting Director of Finance and Procurement John Thomson
Authorised (name and date)	Chief Officer Martin Blunden
Date for Next Review	March 2022

VERSION HISTORY

Version	Change	Who	When
0.1	First draft		28/03/2013
0.2	Second draft	John Thomson	12/04/2021



FINANCE AND CONTRACTUAL SERVICES

FINANCIAL REGULATIONS

1. INTRODUCTION

2. ROLES AND RESPONSIBILITIES

- 2.1 Scope of Financial Regulations
- 2.2 SFRS Board
- 2.3 Chair of Board
- 2.4 Individual Board Members
- 2.5 SFRS Chief Officer
- 2.6 Acting Director of Finance and Procurement
- 2.7 Strategic Leadership Team
- 2.8 Scottish Ministers

3. FINANCIAL MANAGEMENT AND PLANNING

- 3.1 General Accounting Framework
- 3.2 Advice to the Board
- 3.3 Medium Term Financial Strategy
- 3.4 Resource Budget Preparation
- 3.5 Capital Budget Preparation
- 3.6 Delegated Authority
- 3.7 Authorisation to Incur Expenditure
- 3.8 Devolved Budget Holders
- 3.9 Budget Monitoring
- 3.10 Statement of Annual Accounts

4. **RISK MANAGEMENT AND CONTROL OF RESOURCES**

- 4.1 Internal Control
- 4.2 Custody and Security of Assets
- 4.3 Inventories
- 4.4 Stock and Stores
- 4.5 Disposal of Assets
- 4.6 Banking Arrangements
- 4.7 Authorised Signatories
- 4.8 Internal Audit
- 4.9 External Audit
- 4.10 Prevention of Fraud, Corruption and Bribery
- 4.11 Cash Security
- 4.12 Borrowing
- 4.13 Hospitality

5. **FINANCIAL SYSTEMS AND PROCEDURES**

- 5.1 Income
- 5.2 Salaries and Pensions
- 5.3 Allowances and Expenses
- 5.4 Orders for goods, Works and Services
- 5.5 Payment of Invoices
- 5.6 Lease Arrangements
- 5.7 Petty Cash

1. INTRODUCTION

- 1.1 The main purpose of the Scottish Fire & Rescue Service (the SFRS) is to work in partnership with communities and with others in the public, private and third party sectors, on prevention, protection and response, to improve the safety and wellbeing of people throughout Scotland.
- 1.2 In order to conduct its business efficiently, the Service must have sound financial management policies that are strictly adhered to. The requirement for sound financial management is a requirement contained within the Government Financial Reporting Manual (FReM) and the Scottish Public Finance Manual (SPFM).
- 1.3 The FReM is the technical accounting guide to the preparation of financial statements. It complements guidance on the handling of public funds published separately by the Scottish Government (SG), the SPFM. The SPFM sets out the relevant statutory, parliamentary and administrative requirements, and emphasises the need for economy, efficiency and effectiveness, and promotes good practice and high standards of propriety.

2. ROLES AND RESPONSIBILITIES

2.1 Scope of Financial Regulations

- 2.1.1 The financial regulations provide the framework for managing the Service's financial affairs. They apply to every Board member and officer of SFRS and anyone acting on its behalf. Additionally, all board members and officers have a general responsibility to ensure that the use of the Service's resources is legal, properly authorised and provides value for money.
- 2.1.2 The Financial Regulations should be read in conjunction with the Governance and Accountability Framework Document, the Interim Scheme of Delegation and also the Code of Conduct for Board Members of Public Bodies.

2.2 SFRS Board

- 2.2.1 The Board, including the Chair, consists of non-executives appointed by the SG Ministers in line with the Code of Practice for Ministerial Public Appointments in Scotland. The Board is free to establish its own committee structure and delegate responsibilities to such committees as it considers fit. As a minimum, the Board will establish an Audit and Risk Assurance Committee to advise the Board and the Accountable Officer.
- 2.2.2 The Board also has corporate responsibility for ensuring that effective arrangements are in place to provide assurance on risk management, governance and internal control, setting up an Audit and Risk Assurance Committee chaired by a non-executive member to provide independent advice and assurance on the effectiveness of the internal control and risk management systems.

2.3 Chair of the Board

- 2.3.1 The Chair is accountable to the Scottish Ministers for the SFRS's performance and strategic leadership. He or she, together with the other board members should have received appropriate knowledge/training on financial management and reporting requirements.

2.4 Individual Board Members

- 2.4.1 The Board must ensure that the SFRS has processes and systems in place to ensure compliance with the SPFM. Board members should look to the staff of the SFRS for advice and assurance that the SPFM is being complied with but should be aware of the areas covered by the SPFM and have access to a copy for reference purposes.
- 2.4.2 Board members should also be aware of the need for the SFRS to continually secure best value in the performance of its functions.
- 2.4.3 The principles contained within the Code of Conduct for Board Members of Public Bodies also governs the actions of Board Members and should also be referred to.

2.5 SFRS Chief Officer

- 2.5.1 The Chief Officer is the designated Accountable Officer for the SFRS. The responsibilities of the Accountable Officer are to ensure that the use of resources by the SFRS, and any decisions taken by it, comply with public sector accountability standards, both through advice to the Board and in decisions taken on his/her own authority.
- 2.5.2 The responsibilities of the Accountable Officer are set out in detail in the Memorandum to Accountable Officers for Other Public Bodies.

2.6 Acting Director of Finance and Procurement

- 2.6.1 The Acting Director of Finance and Procurement is responsible for the management of SFRS's financial services and for the administration of its financial affairs and will advise the Chief Officer on all financial matters.
- 2.6.2 The Acting Director of Finance and Procurement is responsible for maintaining a continuous review of the Financial Regulations, including the financial limits contained within the Specific Financial Delegated Authority and the Interim Scheme of Delegation and submitting any changes to the Board for approval.
- 2.6.3 The Acting Director of Finance and Procurement is also responsible for issuing procedures, guidance and advice to underpin the Financial Regulations, and for investigating any breach of the Regulations.
- 2.6.4 Any breach of the Regulations that is deemed to be significant must be brought to the attention of the Chief Officer.

2.7 Strategic Leadership Team (SLT)

- 2.7.1 Members of the SLT are responsible for ensuring that all staff within their areas are aware of and comply with the Financial Regulations.
- 2.7.2 Any breach or non-compliance must, on discovery, be reported immediately to the Acting Director of Finance and Procurement.

2.8 Scottish Ministers

- 2.8.1 The Scottish Ministers are accountable to the Scottish Parliament and ultimately to the public for the activities of the SFRS and its use of resources, determining its objectives and funding, and being kept apprised of any significant issues affecting the SFRS.
- 2.8.2 Scottish Ministers will agree the budget and the associated grant in aid requirement to be paid to the SFRS; and secure the necessary Parliamentary approval through the annual Budget Act process.
- 2.8.3 The Scottish Ministers will lay the annual accounts before the Parliament in a timely manner.

3. FINANCIAL MANAGEMENT AND PLANNING

3.1 General Accounting Framework

- 3.1.1 The Acting Director of Finance and Procurement will ensure that adequate systems of accounting control are maintained throughout the SFRS and that all employees conform with legislation, Board policy and procedures on these matters.
- 3.1.2 Systems of accounting control must ensure that as far as possible;
- All income due to the SFRS is properly collected and recorded,
 - All expenditure of the SFRS is properly incurred, authorised and checked,
 - All cash, stocks and other assets of the SFRS are secured and controlled.
- 3.1.3 It is the responsibility of the Acting Director of Finance and Procurement to ensure that appropriate procedures and instructions are issued for:
- Preparing the annual and medium term resource and capital budgets,
 - Budget monitoring,
 - Producing financial management information,
 - Completion of the Annual Statement of Accounts.

3.2 Advice to the Board

- 3.2.1 All reports to the Board, including committees must specifically identify the extent of any financial implications.
- 3.2.2 The report must clearly identify any costs or income that would arise in the current and future financial years, whether these are of a capital or revenue nature, and whether or not such resources are included in the Budget. If budgetary provision has not been made, the report must indicate how and from where it is proposed that such financial resources be obtained.
- 3.2.3 Where a report contains financial implications it must include confirmation that the Acting Director of Finance and Procurement has verified the financial content of the report.

3.3 Medium Term Financial Strategy

- 3.3.1 The Acting Director of Finance and Procurement is responsible for maintaining a Medium Term Financial Strategy that is approved annually by the Board.

3.4 Resource Budget Preparation

- 3.4.1 The detailed form and timetable to be followed in respect of the Resource Budget will be determined by the Acting Director of Finance and Procurement in consultation with the Chief Officer subject to any direction of the Board or any of its committees.
- 3.4.2 The Acting Director of Finance and Procurement, on behalf of the Chief Officer, is responsible for ensuring that a resource budget is presented annually to the Board for approval.
- 3.4.3 All members of SLT will be consulted in relation to the resource budget proposals for inclusion in the annual resource budget.

- 3.4.4 The annual resource budget submission will be endorsed by SLT before being presented to the Board.
- 3.4.5 The Chief Officer will delegate the day to day management of the Resource Budget to the Acting Director of Finance and Procurement.
- 3.4.6 The responsibility for providing the services included in the Resource Budget will lie with the Chief Officer subject to any relevant decisions made by the Board.
- 3.4.7 The responsibilities of devolved budget holders, including scope for virement, are outlined within the Devolved Budget Holder Policy, issued by the Acting Director of Finance and Procurement.

3.5 Capital Budget Preparation

- 3.5.1 The Acting Director of Finance and Procurement, on behalf of the Chief Officer, is responsible for ensuring that a rolling 3-year capital programme is presented annually to the Board for approval.
- 3.5.2 All members of SLT will be consulted in relation to capital budget proposals for inclusion in the capital budget.
- 3.5.3 The annual capital budget submission will be endorsed by SLT before being presented to the Board.
- 3.5.4 The annual capital budget must include the total estimated capital cost of the project(s) including fees, furniture and equipment and other ancillary costs and should highlight estimated future resource implications or savings
- 3.5.5 It will be the responsibility of the Chief Officer to ensure that capital expenditure does not exceed the sum approved for the project(s) in the capital budget. The Chief Officer is authorised to approve the transfer of resources between capital projects, up to a maximum of £1million, to accommodate variations between estimated and actual costs and project delays, subject to the total expenditure being contained within the overall capital programme for that year. However, authorisation must be sought from

the Board to substantially change the nature of a project from that envisaged when the Capital Programme was approved, or to transfer resources in excess of £1million.

- 3.5.6 The Chief Officer may, where appropriate, advance expenditure from a future year of the Capital Programme, subject to such expenditure being contained within the Programme total for that year.
- 3.5.7 The funding of capital projects is contained within the Service's Departmental Expenditure Limit (DEL) advised by the SG. Capital funding in any year can be increased by a corresponding reduction in the resource budget for that year, subject to Scottish Government approval, but not vice versa.
- 3.5.8 Any additional sources of capital funding will be subject to Scottish Government approval.

3.6 Delegated Authority

- 3.6.1 The SFRS's Specific Delegated Financial Authority is set out in the Governance and Accountability Framework Document. The SFRS will obtain the SG's prior written approval before entering into any undertaking to incur any expenditure that falls outside these delegations or which is not provided for in the SFRS's annual budget allocated by the Scottish Ministers.
- 3.6.2 The SFRS will require prior approval from SG before incurring expenditure for any purpose that is or might be considered novel, contentious or repercussive or which has or could have significant future cost implications.

3.7 Authorisation to Incur Expenditure

- 3.7.1 Approval of the Resource or Capital budget for any particular year confers upon the Chief Officer the necessary authority to incur expenditure, subject to compliance with procurement regulations, as outlined within the Standing Orders Relating to Contracts; compliance with the financial procedures and controls contained within these Regulations; and is limited by the provisions of the Interim Scheme of Delegation.

- 3.7.2 The Chief Officer is responsible for ensuring that any expenditure incurred is within the legal powers of the Board.
- 3.7.3 Single items of expenditure on supplies, goods, materials or services not exceeding limits contained with the Standing Orders Relating to Contracts, may require competitive quotations and such expenditure will be subject to relevant advertising as considered necessary by the Chief Officer.
- 3.7.4 In situations, which in the opinion of the Chief Officer constitutes an emergency, where there is a requirement to incur expenditure for a purpose that is outwith the delegated authority of the Chief Officer, the Chief Officer is authorised to incur the necessary expenditure in consultation with the Chair and thereafter report to the Board.

3.8 Devolved Budget Holders

- 3.8.1 Financial responsibility will be devolved to Directors & Area Managers (including LSOs)/Heads of Function in order to achieve effective control of financial resources.
- 3.8.2 Each Director & Area Manager/Head of Function will have authority to incur expenditure included in the approved resource budget for the services for which he or she is responsible up to the level of the allocated budget provision, within the terms of the Devolved Budget Holder Policy.

3.9 Budget Monitoring

- 3.9.1 The Acting Director of Finance and Procurement is responsible for managing and controlling the resource and capital budgets approved by the Board, in accordance with these Financial Regulations.
- 3.9.2 The Acting Director of Finance and Procurement will furnish the Chief Officer and SLT with regular up-to-date information on actual expenditure and income compared with the approved Resource and Capital Budgets.

- 3.9.3 The Chief Officer will present periodically to the Board, Monitoring Reports in respect of both the Resource Budget and the Capital Budget that compares actual expenditure with budgeted expenditure and highlight any significant variances. The Board will be entitled to seek explanations for any figures in the cost comparison.
- 3.9.4 The Chief Officer is responsible for ensuring that timely forecasts and monitoring information on performance and finance are provided to the SG and that the SG are notified promptly of any material over or underspends that are likely and what corrective action is to be taken.
- 3.9.5 The Acting Director of Finance and Procurement is responsible for providing devolved budget holders with appropriate financial information to enable budgets to be monitored effectively.
- 3.9.6 The responsibilities placed on all devolved budget holders in respect of budget monitoring and variance reporting are contained within the Devolved Budget Holder Policy issued by the Acting Director of Finance and Procurement.
- 3.9.7 Specific responsibilities in relation to devolved capital budgets are contained within the Capital Budget Policy issued by the Acting Director of Finance and Procurement.

3.10 Statement of Annual Accounts

- 3.10.1 The Acting Director of Finance and Procurement is responsible for the preparation of the Statement of Annual Accounts, for each financial year ended 31st March. The Statement of Accounts must comply with the SG's Financial Reporting Manual (FReM) and any financial objectives or targets set by the SG should be reported on within the Accounts.
- 3.10.2 The Chief Officer is responsible for ensuring that the Statement of Annual Accounts are presented to the Board for approval to submit to the Scottish Ministers for laying before the Scottish Parliament.

- 3.10.3 The Acting Director of Finance and Procurement must arrange for the Statement of Annual Accounts to be submitted in draft format to the SG for comment by (date still to be confirmed).
- 3.10.4 Once the Statement of Annual Accounts has been laid before the SG the Acting Director of Finance and Procurement will be responsible for the publication of the Accounts.

4. RISK MANAGEMENT AND CONTROL OF RESOURCES

4.1 Internal Control

- 4.1.1 It will be the responsibility of the Chief Officer to put in place an appropriate control environment and effective internal controls which provide reasonable assurance of effective and efficient operations, financial stewardship, probity and compliance with law and regulations.
- 4.1.2 The Audit and Risk Assurance Committee has a responsibility to ensure that effective risk management systems and a risk management strategy are in place, as part of a sound system of corporate governance.
- 4.1.3 The Deputy Chief Officer is responsible for developing and maintaining a Corporate Risk Register in accordance with the Risk Management Strategy.

4.2 Custody and Security of Assets

- 4.2.1 The general security of the Service's accommodation will be the responsibility of the Chief Officer in accordance with the Interim Scheme of Delegation. In pursuit of this requirement, the Chief Officer is responsible for maintaining proper security at all times for all buildings, stocks, stores, furniture, equipment, cash, etc under his or her control, including that owned by third parties, and will consult the Chair as appropriate in any case where security is thought to be defective or where it is considered that special security arrangements may be needed.
- 4.2.2 The SLT must ensure that proper contingency planning arrangements are in place for all critical services and systems.

- 4.2.3 The Director of Service Development must ensure that all computer systems are backed up at appropriate intervals and that back up media are held securely.
- 4.2.4 Financial records and information will be held in accordance with retention periods laid down by the Deputy Chief Officer and in compliance with legislative requirements in relation to Data Protection and Freedom of Information.
- 4.2.5 The Acting Director of Finance and Procurement will maintain an accurate and up-to-date record of current and non-current assets.
- 4.2.6 The Legal Services Manager will have custody of all title deeds held by SFRS under secure arrangements agreed by the Chief Officer.
- 4.2.7 The Acting Director of Finance and Procurement will determine the maximum limit of cash holding permitted at each location.
- 4.2.8 The handling of all cash on SFRS premises must be in accordance with cash handling procedures issued by the Acting Director of Finance and Procurement.
- 4.2.9 SFRS property must not be removed from SFRS premises other than for SFRS purposes except in accordance with the specific direction and approval of the Chief Officer.

4.3 Inventories

- 4.3.1 The Acting Director of Finance and Procurement must make arrangements for inventory lists to be drawn up. These should include office equipment, furnishings, plant and machinery, and any other valuable property. As a guide, a purchase price of £200 may be used to determine if an item should be included on an inventory list. Other factors such as attractiveness and portability should, however, also be taken into consideration.

4.4 Stocks and Stores

4.4.1 The Acting Director of Asset Management is responsible for the control of all stocks and stores, and must ensure that:

- stock is securely stored;
- stock levels are maintained at the minimum level required to meet operational requirements;
- stock records are sufficient and reliable taking into consideration the value and risks associated with the stock;
- stock is counted at least once per year and checked by a person independent of the day to day administration of the stock.

4.4.2 All members of SLT are responsible for ensuring that stocks and inventories under their control are held securely and are subject to periodic checking (at least annually) in accordance with procedures issued by the Acting Director of Finance and Procurement.

4.4.3 All stock write-offs must be authorised in writing by a manager independent of the day to day administration of the stock. The Acting Director of Finance and Procurement should consider the value of individual stock items held in making arrangements for such write-off.

4.5 Disposal of Assets

4.5.1 Fixed asset disposal should be done in accordance with the Interim Scheme of Delegation and also the SPFM guidance on the Disposal of Property, Plant and Equipment.

4.5.2 In accordance with the SPFM the holding of property, plant and equipment should be kept under constant review by the SLT with a view to disposing of surplus assets as quickly as possible.

4.5.3 The Chief Officer should ensure that assets sold on the open market should normally be disposed of at market value as defined in the Royal Institution of Chartered Surveyors Appraisal and Valuation Standards.

- 4.5.4 The Chief Officer should ensure that other plant and equipment assets which are surplus to requirements should normally be sold by public auction or tender. Payment should normally be required to be made before goods are released for collection or delivery.

4.6 Banking Arrangements

- 4.6.1 The Acting Director of Finance and Procurement is responsible for ensuring that arrangements are made for the provision of banking services for SFRS and that they comply with the SG requirements.
- 4.6.2 The Acting Director of Finance and Procurement will make arrangements regarding the opening of all SFRS bank accounts and the use of banking services in the name of SFRS.
- 4.6.3 The SFRS will have their core bank account with the Government Banking Service (GBS) which should be used for the receipt of funding and the processing of all main payments and receipts.
- 4.6.4 The Chief Officer may give authority for a commercial bank account to be opened where there is a distinctive business need that cannot be met by the GBS bank account or where there is a separate contractual reason for doing so. Petty cash bank accounts will be administered in this way. Two signatures must be required to authorise payments from a commercial bank account.
- 4.6.5 Balances in commercial bank accounts should be kept to the minimum consistent with the principles of not providing funding in advance of need and avoiding accounts being overdrawn.
- 4.6.6 All monies received as income will be paid into the SFRS's Bank Account daily or at such other intervals as arranged with the Acting Director of Finance and Procurement.

4.6.7 Any cheques issued from the Service's main bank account with the GBS will bear the signature or the facsimile of the Head of the Government Banking Scheme. In relation to commercial bank accounts all cheques will require to be signed by two signatories in accordance with the Service's authorised signatories list.

4.7 Authorised Signatories

4.7.1 The Acting Director of Finance and Procurement is responsible for ensuring that an up to date list of authorised signatories is maintained, together with specimen signatures, in relation to the authorising of expenditure and access to financial systems.

4.8 Internal Audit

4.8.1 An independent internal audit service will be arranged to carry out a continuous review and appraisal of the internal controls of the Service and prepare such reports on these as may be required or appropriate.

4.8.2 The Chief Officer will make arrangements to forward promptly to the SG the audit charter, strategy, periodic audit plans and annual audit assurance report, including the Service's Head of Internal Audit's opinion on risk management, control and governance and other relevant reports as requested.

4.8.3 Internal Auditors have authority, on production of identification, to:

- enter at all reasonable times any SFRS premises or land;
- access any records, documents, correspondence and any data held on computer storage media;
- request and receive such explanations as are necessary concerning any matter under examination; and
- request any officer to produce cash, stores or any other SFRS property under their control or to which they have access.

4.8.4 The Internal Audit provider is reportable to the Accountable Officer and to the Chair of Audit and Risk Assurance Committee. The Risk and Audit Manager will manage the day to day relationship with the Internal Audit provider, overseen by the Acting Director of Finance and Procurement.

4.8.5 An annual audit plan will be presented to the Audit and Risk Assurance Committee for endorsement. It will be derived from the strategic audit plan and from consultation with the SLT, External Auditors, Internal Auditors and any additional reviews of strategic audit risks.

4.9 External Audit

4.9.1 The Auditor General for Scotland (AGS) will audit, or appoint auditors to audit, the SFRS's annual accounts and pass them to the Scottish Ministers who will lay them before the Scottish Parliament, together with the auditor's report and any report prepared by AGS. For the purpose of audit the auditors will have a statutory right to access documents and information held by relevant persons. The SFRS will instruct its auditors to send copies of all management reports and responses to the SG.

4.9.2 External Auditors have authority, on production of identification, to:

- enter at all reasonable times any SFRS premises or land;
- access any records, documents, correspondence and any data held on computer storage media;
- request and receive such explanations as are necessary, within reasonable timescales, concerning any matter under examination; and
- request within reasonable timescales, any officer to produce cash, stores or any other SFRS property under their control or to which they have access.

4.10 Prevention of Fraud, Corruption and Bribery

- 4.10.1 The Chief Officer is responsible for identifying and managing the risk of fraud and corruption, for ensuring that appropriate risk management, internal control, and governance arrangements are in place, and for ensuring that best value is achieved.
- 4.10.2 The SFRS should adopt and implement policies and practices to safeguard itself against fraud and theft.
- 4.10.3 Whenever any matter arises which involves, or is thought to involve, irregularities concerning cash, stores, equipment or other property of SFRS or any suspected irregularity in the exercise of the functions of the Service, the Acting Director of Finance and Procurement will immediately inform the Chief Officer and they will agree the steps as may be considered necessary by way of investigation and report. The Acting Director of Finance and Procurement will also inform Internal Audit and the Chair of Audit and Risk Assurance Committee.
- 4.10.4 The Chief Officer will make arrangements to keep records of, and prepare and forward promptly to the SG an annual report on fraud and theft suffered by the Service and notify the SG at the earliest opportunity of any unusual or major incidents.
- 4.10.5 All employees will be required to comply with the SFRS's Fraud Policy.

4.11 Cash Security

- 4.11.1 The Acting Director of Finance and Procurement must be advised of all new circumstances within the Service where cash is held or is otherwise under the control of officers of the Service. The Acting Director of Finance and Procurement will ensure that the minimum level of cash is held subject to the practicalities of individual circumstances.
- 4.11.2 The transfer of cash or incoming cheques from one officer to another should be evidenced by a receipt or written record.

4.11.3 The Acting Director of Finance and Procurement is responsible for the security of safes and similar receptacles. Access must be controlled and limited, and security should be as tight as practical.

4.11.4 All cash collection and cash accounting records should be examined and checked by a second officer as per the cash handling procedures issued by the Acting Director of Finance and Procurement. Particular care must be taken to implement proper controls in all locations where officers are required to collect and handle cash, in order to protect those individuals from suspicion or accusation.

4.12 Borrowing

4.12.1 Any borrowing by SFRS (excluding agreed overdrafts) will be from Scottish Ministers, with the prior approval of the SG, in accordance with guidance in the Borrowing, Lending and Investment section of the SPFM.

4.12.2 The Service will not make any financial investments without prior approval of the SG.

4.12.3 Any lending by SFRS will adhere to the guidance in the Borrowing, Lending and Investment section of the SPFM on undertaking due diligence and seeking to establish a security.

4.12.4 Unless covered by a specific delegated limit the SFRS will not, without the SG's prior approval, lend money, charge any asset or security, give any guarantee or indemnity or letter of comfort, or incur any other contingent liability, whether or not in a legally binding form.

4.13 Hospitality

4.13.1 The Chief Officer will be entitled to extend hospitality, subject to adequate Resource Budget provision, in accordance with the Interim Scheme of Delegation.

- 4.13.2 Reasonable hospitality extended to SFRS employees by current or prospective clients, customers or suppliers, is an accepted practice, but the acceptance of excessive hospitality or gifts, other than mere tokens, goes beyond what is proper for a public official, regardless of whether such gifts actually do, or are intended to, influence him or her in an official capacity. Acceptance of gifts must be within the terms outlined in the Bribery Statement and any such hospitality or gifts must be recorded in a register kept for the purpose by the Acting Director of Finance and Procurement.
- 4.13.3 Subject to 4.13.2, gifts may only be accepted by employees provided that they fall within the terms of the ITEPA 2003 section 324 which details what are chargeable benefits. Any gift given to an employee as a representative of SFRS is deemed to automatically belong to SFRS and will not be retained for personal use unless with the explicit written consent of the Chief Officer.
- 4.13.4 Hospitality or gifts received by members of the Board must be dealt with in accordance with the Code of Conduct for Board Members of Public Bodies and must be recorded in a register kept for the purpose by the Chief Officer.

5. FINANCIAL SYSTEMS AND PROCEDURES

5.1 Income

- 5.1.1 The recovery and collection of all money due to the Board is undertaken in accordance with procedures issued by the Acting Director of Finance and Procurement. The procedures cover the issuing of accounts, recording of income, cash handling, personal cheques and the supply of receipts.
- 5.1.2 The Acting Director of Finance and Procurement will review annually all charges for services rendered, taking account of inflationary pressures, and make recommendations to the Board for approval.

- 5.1.3 The SFRS will seek to optimise income (grant in aid does not qualify as income) from all sources, including the European Union and ensure that the SG is kept informed. Novel or contentious proposals for new sources of income or methods of fundraising must be approved by the SG.
- 5.1.4 All members of SLT must ensure, where services have been rendered, that;
- accurate information is provided promptly to the Acting Director of Finance and Procurement to enable accounts to be issued,
 - all money received by the Service is paid directly into the SFRS's bank account,
 - any other relevant information is passed promptly to Acting Director of Finance and Procurement to establish income due to SFRS.
- 5.1.5 No deduction may be made from sums owed unless authorised by the Acting Director of Finance and Procurement.
- 5.1.6 No personal cheques will be cashed out of monies held by the SFRS.
- 5.1.7 Any arrangement for payment of an account by instalments must be authorised by the Acting Director of Finance and Procurement.
- 5.1.8 In respect of recurrent income, the Acting Director of Finance and Procurement will maintain registers, issue accounts and collect same.
- 5.1.9 The Acting Director of Finance and Procurement, in consultation with the Chief Officer, may write off irrecoverable debts up to a value of £1,000. An irrecoverable debt is one where there is no reasonable prospect of recovery and once formally written off, no active pursuit of the debt will normally be undertaken. An audit trail of information will be maintained.
- 5.1.10 Debts over £1,000 may only be written off after due consideration by, and approval of the Board and SG.
- 5.1.11 Debts deemed irrecoverable from a sequestration or liquidation order may be written off by the Chief Officer, regardless of the value of the debt and reported as such to the Board.

5.2 Salaries and Pensions

5.2.1 The Acting Director of Finance and Procurement is responsible for ensuring appropriate arrangements are in place for processing and payment of all salaries, pensions, compensation and other emoluments to all employees, former employees, and other beneficiaries.

5.2.2 All documents, including electronically generated documents which form the basis of a payment, must be signed by the person completing the form and certified by an authorised signatory(s) as required. The completing and certifying signatures can be either manual or electronic. In the case of electronic signatures and certification, the Acting Director of Finance and Procurement must keep up to date records of the names and designations of officers authorised to complete and certify electronic documents, and review these again on at least an annual basis.

5.2.3 The certifying officer must be satisfied that:

- forms and claims have been completed fully and accurately;
- claims are valid;
- claims are not excessive or anomalous;
- in the case of overtime claims, the officer was authorised to work the additional hours and they were actually worked.

5.2.4 The Director of People and Organisational Development will notify the Acting Director of Finance and Procurement as soon as possible and in the form prescribed by him or her, of all matters affecting the payment of such emoluments and, in particular:

- appointments, resignations, dismissals, suspensions, secondments and transfers;
- absences from duty for sickness or other reason, apart from approved leave;
- absences from duty not covered by the appropriate medical certificate;
- changes in remuneration, other than normal increments and pay awards and agreements of general application;
- information necessary to maintain records of service for superannuation, income tax, etc.

- 5.2.5 The Director of People and Organisational Development will ensure that arrangements are in place to promptly notify the Acting Director of Finance and Procurement of pay awards due in respect of all relevant negotiating bodies.
- 5.2.6 Heads of Departments/Functions will ensure that pay documents are submitted in accordance with the timetable in place, issued by the Acting Director of Finance and Procurement.
- 5.2.7 The Acting Director of Finance and Procurement is responsible for remitting all payroll deductions, both statutory and voluntary to the relevant parties in accordance with the required timescales.

5.3 Allowances and Expenses

- 5.3.1 The Acting Director of Finance and Procurement is responsible for ensuring appropriate arrangements are in place for the payment of authorised travelling, subsistence and other expenses to employees.
- 5.3.2 Heads of Departments/Functions will ensure that claims for reimbursement of expenses are submitted in accordance with the timetable and procedure issued by the Acting Director of Finance and Procurement.
- 5.3.3 Heads of Departments/Functions are responsible for ensuring that:
- claims for expenses are submitted in accordance with conditions of service, SFRS policies and other statutory provisions,
 - claims are certified by an appropriate authorised signatory, whereby the certifying officer is satisfied that the journeys were authorised and the expenditure was properly and necessarily incurred.
- 5.3.4 No individual may authorise their own personal expense claim.

5.3.5 As far as practicable, all claims for expenses will be reimbursed through the payroll system. Such payments will not be made from petty cash imprest accounts without the express authority of the Acting Director of Finance and Procurement.

5.4 Orders for Goods, Works and Services

5.4.1 An official order will be issued for all goods, works and services to be supplied to the Board except for:

- Supply of utility services,
- Periodic payments such as rent and rates, subscriptions and maintenance agreements,
- Petty cash purchases,
- Purchases made using credit cards or procurement cards as approved by the Acting Director of Finance and Procurement, in accordance with the agreed policy on the use of procurement cards.
- Other exceptions as agreed by the Acting Director of Finance and Procurement, subject to the provisions of the Standing Orders Relating to Contracts.

5.4.2 Orders for items subject to contract will be placed with the contracted supplier.

5.4.3 Heads of Departments/Functions are responsible for ensuring that orders are duly authorised within their area.

5.4.4 Where an official order is authorised or tender or offer accepted, the certifying officer must be satisfied that;

- the expenditure is within the SFRS's legal powers to incur,
- all relevant procurement regulations, Standing Orders, Practice Notes and contractual arrangements have been adhered to,
- there is budgetary provision for the expenditure.

5.4.5 The form of official orders or written acceptance of tenders will be in accordance with procedures issued by the Acting Director of Finance and Procurement.

5.4.6 Any use of electronic procurement will be in accordance with procedures issued by the Acting Director of Finance and Procurement.

5.5 Payment of Invoices

- 5.5.1 Apart from petty cash payments and other payments of imprest/advances, the normal method of payment of money due from the SFRS will be by electronic funds transfer. Authorisation of electronic funds transfer will be the responsibility of Acting Director of Finance and Procurement, Head of Finance, Accounting Manager or Decision Support Manager.
- 5.5.2 All invoices must be certified by an authorised signatory.
- 5.5.3 Invoices authorised for payment must be passed for processing without delay to ensure that the SFRS's payment terms are complied with.
- 5.5.4 Payment must not be made prior to the receipt of goods, works or services without the approval of the Acting Director of Finance and Procurement.
- 5.5.5 It is the responsibility of the certifying officer who places an order to ensure that all goods, works and services received are as ordered in respect of price, quality and quantity.
- 5.5.6 The certifying officer will authorise an invoice for payment when they are satisfied that:
- the goods, works or services to which the invoice relates have been received or carried out satisfactorily and are in accordance with the order,
 - the price is correct in relation to the contract,
 - financial ledger codes have been correctly assigned to the invoice,
 - the invoice has not previously been passed for payment and is a genuine liability of SFRS.
- 5.5.7 All cheques, excluding those drawn on authorised imprest accounts, are printed only on the authority of the Acting Director of Finance and Procurement who makes proper arrangements for their ordering, issuing and safe custody.

5.5.8 Cheques drawn on the Services main bank account must bear the facsimile signature of the Head of Government Banking Scheme.

5.6 Lease Arrangements

5.6.1 Unless covered by a specific delegated financial limit as defined in the Governance and Accountability Framework, the SFRS will not, without the SG's prior approval enter into a lease arrangement.

5.7 Petty Cash

5.7.1 The Acting Director of Finance and Procurement may provide cash advances (imprest accounts) at various locations for the purpose of defraying petty expenses that will be secured and operated in accordance with cash handling procedures issued by the Acting Director of Finance and Procurement.

5.7.2 The Acting Director of Finance and Procurement is responsible for opening any commercial bank accounts deemed necessary in respect of imprest accounts.

5.7.3 Imprest accounts must not be used to pay any major expense or any supplier's invoice.

5.7.4 Under no circumstances will income received on behalf of the Board be paid into an imprest bank account or be used to replenish a petty cash imprest account.

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



Report No: B/ARAC/01-21

Agenda Item: 13

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	29 APRIL 2021						
Report Title:	INTERNAL AUDIT PLAN 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>
1	Purpose						
1.1	The purpose of this report is to advise and seek the approval of the Board for the internal audit activity planned for 2021/22.						
2	Background						
2.1	As part of the appointment of Azets as internal auditors to Scottish Fire and Rescue Service (SFRS) we have developed an Internal Audit Plan and Charter for the 2021/22 year. The Audit and Risk Assurance Committee (ARAC) discussed the plan at its last meeting in March 2021.						
3	Main Report/Detail						
3.1	As per the Scheme of Delegations (incorporating matters reserved for the Board), approval of the Internal Audit Plan is a matter reserved for Board decision.						
3.2	Azets presented a draft Internal Audit Plan 2021/22, for the ARAC's consideration at its meeting of 24 March 2021. The ARAC members noted and commented on the content of the plan. ARAC members were content on the whole with the plan and to put it forward to the April Board for decision.						
3.3	The Internal Audit Plan (Appendix A) outlines the main areas of audit coverage for the 2021/22 year and is therefore being put forward for approval by the Board.						
4	Recommendation						
4.1	The Board are invited to approve the Internal Audit Plan, as set out in Appendix A.						
5	Key Strategic Implications						
5.1	Financial						
5.1.1	The cost of providing internal audit services is contained within the Resource Budget.						
5.2	Environmental & Sustainability						
5.2.1	Not Applicable						

5.3 5.3.1	Workforce Not Applicable
5.4 5.4.1	Health & Safety Not Applicable
5.5 5.5.1	Training Not Applicable
5.6 5.6.1	Timing The Internal Audit Plan covers financial year 2021/22.
5.7 5.7.1	Performance Internal Audit is intended to support the Service to identify improvements that will enhance performance.
5.8 5.8.1	Communications & Engagement Not Applicable
5.9 5.9.1	Legal Not Applicable
5.10 5.10.1	Information Governance <i>DPIA completed Yes/No. If not applicable state reasons.</i>
5.11 5.11.1	Risk The internal audit programme forms a key part of the Service's Assurance Framework.
5.12 5.12.1	Equalities Not Applicable
5.13 5.13.1	Service Delivery Not Applicable
6	Core Brief
6.1	The Chair of the Audit and Risk Assurance Committee asked the Board to approve the SFRS Internal Audit Plan 2021/22. This set out a timetable of the main reviews of key activities during 2021/22 that are intended to assist in ensuring effective governance and monitoring arrangements within SFRS which link to the Service's purpose, outcomes and risks.
7	Appendices/Further Reading
7.1	Appendix A – Internal Audit Plan 2021/22
Prepared by:	Matt Swann, Associate Director, Azets and Alasdair Cameron, Group Commander, Board Support Manager
Sponsored by:	Sarah O'Donnell, Director of Finance and Contractual Services
Presented by:	Brian Baverstock, Chair – Audit and Risk Assurance Committee

Links to Strategy and Corporate Values		
<p>This links to SFRS Strategic Plan 2019-22. The vision “for a safe, just and resilient Scotland” which is supported by four outcomes which our work must also contribute to:-</p> <ol style="list-style-type: none"> 1. We live in safe, cohesive and resilient communities 2. Prevention and early intervention improve wellbeing and life chances 3. Our systems and interventions are proportionate, fair and effective 4. We deliver person-centred, modern and affordable public services. 		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Audit and Risk Assurance Committee</i>	<i>24 March 2021</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>29 April 2021</i>	<i>For Decision</i>



Scottish Fire & Rescue Service Internal Audit Plan 2021/22

March 2021



Scottish Fire & Rescue Service

Internal Audit Plan 2021/22

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Introduction

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance processes.

Section 3 – Definition of Internal Auditing, Public Sector Internal Audit Standards

Our internal audit plan is designed to provide the Scottish Fire & Rescue Services (SFRS), through the Audit & Risk Assurance Committee, with the assurance it needs to prepare an annual Governance Statement that complies with best practice in corporate governance. We also aim to contribute to the continuous improvement of governance, risk management and internal control processes through the implementation of this plan.

Azet's internal audit methodology complies fully with the Public Sector Internal Audit Standards (PSIAS), which cover the mandatory elements of the Chartered Institute of Internal Auditors' International Professional Practices Framework.

The PSIAS require the Chief Internal Auditor to produce a risk-based plan, which takes into account SFRS's risk management framework, its strategic objectives and priorities and the views of senior managers and the Audit & Risk Assurance Committee. The objective of audit planning is to direct audit resources in the most efficient manner to provide sufficient assurance that key risks are being managed effectively and value for money is being achieved.

This document addresses these requirements by setting out an internal audit plan for the year 2021/22.

Audit & Risk Assurance Committee action

In order to develop the plan, we have held discussions with the Strategic Leadership Team (SLT) and have incorporated their feedback into this draft.

We now ask the Audit & Risk Assurance Committee to review and approve the proposed Internal Audit Plan for 2021/22.

Internal audit approach

Supporting the Governance Statement

Our Internal Audit Plan is designed to provide SFRS, through the Audit & Risk Assurance Committee, with the assurance it needs to prepare an annual Governance Statement that complies with best practice in corporate governance. We also aim to contribute to the improvement of governance, risk management and internal control processes by using a systematic and disciplined evaluation approach.

Risk based internal auditing

Our methodology links internal audit activity to the organisation's risk management framework. The main benefit to SFRS is a strategic, targeted internal audit function that focuses on the key risk areas and provides maximum value for money.

By focussing on the key risk areas, internal audit should be able to conclude that:

- Management has identified, assessed and responded to SFRS's key risks;
- The responses to risks are effective but not excessive;
- Where residual risk is unacceptably high, further action is being taken;
- Risk management processes, including the effectiveness of responses, are being monitored by management to ensure they continue to operate effectively; and
- Risks, responses and actions are being properly classified and reported.

We have reviewed SFRS's risk management arrangements and have confirmed that they are sufficiently robust for us to place reliance on the risk register as one source of the information we use to inform our audit needs assessment.

Audit needs assessment

Our internal audit plans are based on an assessment of audit need. "Audit need" represents the assurance required by the Audit & Risk Assurance Committee from internal audit that the control systems established to manage and mitigate the key inherent risks are adequate and operating effectively. The objective of the audit needs assessment is therefore to identify these key controls systems and determine the internal audit resource required to provide assurance on their effectiveness.

Our audit needs assessment involved the following activities:

- Reviewing SFRS's risk register,
- Reviewing SFRS's strategic and operational plans and objectives,
- Reviewing previous internal audit reports,
- Reviewing external audit reports and plans,
- Reviewing SFRS's website and internal policies and procedures,
- Utilising our experience at similar organisations, and
- Discussions with senior management and the Audit & Risk Assurance Committee.

Best value

Our work helps SFRS to determine whether services are providing best value. Every report includes an assessment of value for money; i.e. whether the controls identified to mitigate risks are working efficiently and effectively. Where we identify opportunities for improving value for money, we raise these with management and include them in the report action plan.

Liaison with external audit

We seek to complement the areas being covered by SFRS's external auditors, Deloitte. We welcome comments on the internal audit plan from Deloitte at any time and we will formally discuss the plan with Deloitte on at least an annual basis. This will help us to target our work in the most effective manner, avoiding duplication of effort and maximising the use of total audit resource.

Delivering the internal audit plan

Internal Audit team – indicative staff mix

Grade	2021/22 Input (days)	Grade mix (%)
Partner / Director	15	10%
Senior Manager	32	21%
Auditors	103	69%
Total	150	100%

Internal Audit Team Contacts

Gary Devlin
 Chief Internal Auditor
 email: gary.devlin@azets.co.uk
 telephone: 0141 567 4500

Matt Swann
 Associate Director
 email: matthew.swann@azets.co.uk
 telephone: 0141 567 4500

Gill Callaghan
 Senior Internal Audit Manager
 email: gillian.callaghan@azets.co.uk
 telephone: 0141 567 4500

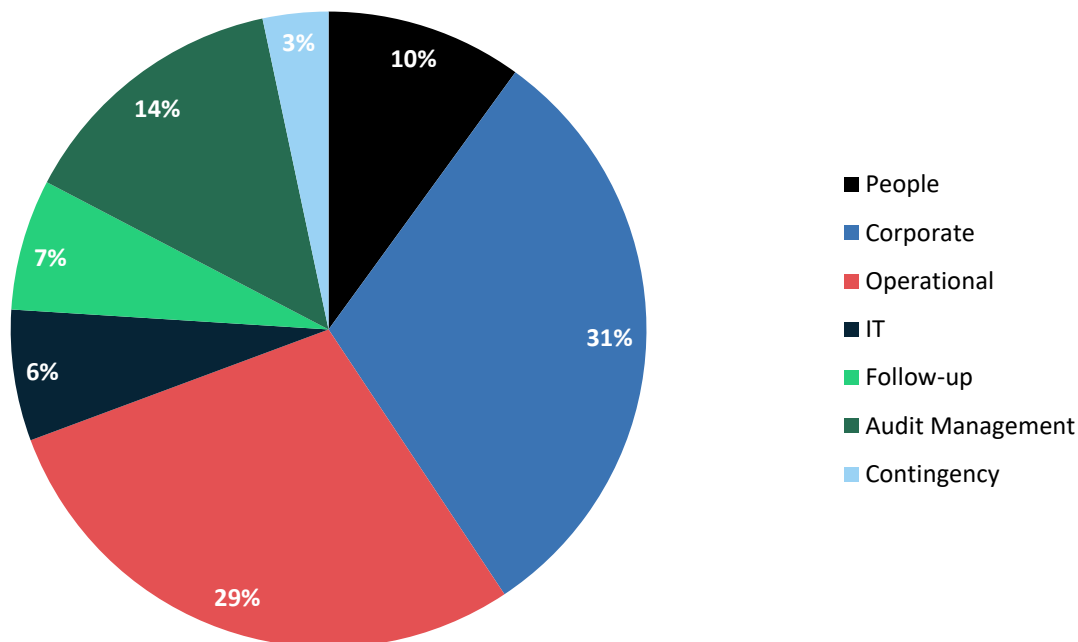
Proposed Internal Audit Plan

Appendix 1 presents the internal audit plan for 2020/21 to 2021/22. The Internal Audit plan is based on our risk and audit needs assessment as at March 2021.

Internal audit is only one source of assurance for the Audit & Risk Assurance Committee. Assurance on the management of risk is provided from a number of other sources, including the senior management team, external audit and the risk management framework itself.

The table below demonstrates how the internal audit days for 2021/22 are allocated across each area of the audit universe.

Allocation of audit days



Links to Strategic Risks

Below we have demonstrated the link between each area of the audit universe and SFRS's strategic risk areas. In italics we have stated the corresponding audit assignments.

Link to Strategic Risk Area

People

5. Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally. (*Learning & Development*)

Corporate

1. Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services. (*Programme Office*)

3. Ability to collaborate effectively with partners and communities, to enhance service delivery and best value. (*Programme Office*)

4. Ability to ensure legal and regulatory compliance. (*Fire Safety Enforcement*)

8. Ability to anticipate and adapt to a changing environment through innovation and improved performance. (*Environmental Sustainability*)

Operational

1. Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services. (*Workforce Planning – RDS Firefighters*)

5. Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally. (*Remote Working*)

6. 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. (*Remote Working*)

7. Ability to deliver a high quality, sustainable service within the funding envelope. (*Remote Working*)

9. While Covid-19 remains a threat to health, the ability of SFRS to protect staff, partners and the public while meeting service delivery demands. (*Remote Working*)

IT

6. 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. (*ICT and Data Security Follow Up*)

Appendix 1 – Internal Audit Plan 2020-21 to 2021-22

Audit area	2020/21	2021/22	Audit objectives
A. Financial systems			
A.1 Financial Systems Health Check	15		To ensure there are appropriate financial controls in place which ensure completeness and integrity, and that there are for effective arrangements for producing management information.
A.2 Procurement and Tendering	12		To ensure procedures in place at the SFRS for procuring good and services are effectively communicated, monitored and comply with best practice and the Procurement Reform (Scotland) Act 2014.
A.3 Expenses Policy	12		To ensure that all expenses are managed in an appropriate, effective and efficient manner.
Subtotal A:	39	0	
B. People			
B.1 Learning & Development		15	<p>To ensure that there are appropriate controls over leadership training. This will include:</p> <ul style="list-style-type: none"> ensuring eligible staff are identified for the leadership programme so they are developed to their full potential; ensuring that there are effective and cost efficient methods of training delivery; ensuring feedback is obtained on the effectiveness of the training given; and that there are appropriate management information and reporting arrangements in place.
Subtotal B:	0	15	

C. Corporate			
C.1 Implementation of SFRS Corporate Governance structure, Strategy and Reporting	15		To ensure the SFRS is aligning its corporate governance structure to facilitate monitoring and reporting of the achievements of strategic aims and implementing an integrated assurance plan.
C.2 Risk Management Review	20		To ensure overall understanding of risk management and effective arrangements for identification of risks, challenge, review and reporting.
C.3 Fire safety enforcement		14	To ensure SFRS has effective arrangements in place to deliver its statutory Fire Safety Enforcement duties under Part 3 of the Fire (Scotland) Act 2005. This should include national and local management arrangements, resource and performance management arrangements.
C.4 Programme Office		20	<p>To ensure there are effective controls over the Change Portfolio and the programmes and projects are being effectively managed, in line with the Scottish Government's Programme and Project Management Principles. This will include:</p> <ul style="list-style-type: none"> • controls to ensure the approach to managing programmes and projects is proportionate, effective and consistent with recognised good practice; • that appropriate business cases have been developed; • that objectives are identified, recorded and evaluated; • that the programme secures and maintains management commitment to the selected approach; and • that the programme records and monitors the benefits it will deliver.
C.5 Environmental Sustainability		12	To ensure there is an Environmental Strategy and Environmental Policy that has been communicated to all staff; that the Environmental Strategy is aligned to relevant Scottish Government legislation including the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019; to ensure implementation progress is considered as part of the monitoring process and that overall progress against the strategy is being regularly monitored and reported to senior management.

Subtotal C:	35	46	
D. Operational			
D.1 Estates Asset Management and Maintenance	10		To ensure controls are in place to identify the requirements for capital expenditure and to monitor expenditure and the maintenance of assets under management.
D.2 Operational Equipment	10		To ensure there are effective controls in place to confirm equipment in operational use is fit for purpose e.g maintenance and inspection arrangements, user engagement.
D.3 Workforce Planning – RDS Firefighters		18	To ensure there are appropriate controls in place over workforce planning in relation to Retained Duty System (RDS) firefighters.
D.4 Remote Working		25	To ensure SFRS has appropriate arrangements in place to facilitate remote working including security controls over access to systems and records, management and authorisation controls, communication arrangements, ensuring staff have appropriate equipment and support to carry out their duties remotely and to ensure consideration is given to staff wellbeing i.e. staff working in isolation do not suffer from lack of inclusion.
Subtotal D:	20	43	
E. I.T.			
E.1 ICT and Data Security	20		To ensure there are robust controls over internal and external security of the SFRS network and for identifying and resolving threats to the network and cyber security.
E.2 ICT and Data Security Follow Up		10	To ensure that actions identified in the 2020/21 audit have been addressed in line with agreed timescales and that network access for privileged users and leavers is controlled, managed and supported by appropriate policies.
Subtotal E:	20	10	
F. Compliance and regularity			
F.1 Follow-up	10	10	To confirm that management actions have been implemented as agreed.
Subtotal F:	10	10	

G. Management/Contingency			
G.1 Audit needs assessment / annual plan preparation	-	5	In year one of our appointment audit needs assessment was undertaken in advance of commencement of audit activity.
G.2 Audit & Risk Assurance Committee planning and attendance	8	8	
G.3 Annual and internal audit progress reports, meetings with management	8	8	
G.4 Contingency	5	5	
Subtotal G:	26	26	
TOTAL	145	150	

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



Report No: B/SPPC/06-21

Agenda Item: 14

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	29 APRIL 2021							
Report Title:	ANNUAL OPERATING PLAN 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 present the Board with the Annual Operating Plan (AOP) 2021/22 for approval.							
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 2021/22 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 Annual Operating Plan 2021/22, attached as Appendix A , is presented for approval.							
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 Portfolio 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 2021/22. 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 the Board. Any new activities or updates to							

	previously agreed activities will be highlighted on a version-controlled document and noted on a change log.
3.6	The Board scrutinised the AOP at its meeting on 25 March 2021. At the meeting a request was made to include a new action in the AOP 2021/22 covering the Service's response to the findings of the Grenfell Tower Inquiry: Phase One Report. The phase one report focused on the cause of the Grenfell Tower fire and the steps taken by the London Fire Brigade (LFB) and the other emergency services in response to it. The report's findings and recommendations were directed both at the LFB as well as the wider fire and rescue and emergency services. These actions have been captured in an SFRS action plan and are being progressed by a cross Directorate working group. In addition, LFB also carried out its own investigation and made a number of recommendations for improvement. It is worth noting that none of the LFB recommendations were directed at the SFRS. However, in the pursuit of continuous improvement, the LFB actions were also included in the SFRS Grenfell action plan and Service improvements were implemented accordingly. Progress on the plan has been routinely reported to the full Board with detailed scrutiny being provided by the Service Delivery Committee. A final report on the Service's action plan is scheduled to be presented to the Board meeting on 24 June 2021. In light of the scheduled closing report, it was felt that inserting an additional action relating to the Grenfell Action plan in the AOP 2021/22 was unnecessary
3.7	Also at the Board meeting a request was made that the table setting out the projects managed through the Portfolio Office be amended so that details on the scope of the projects be included. This detail will also be incorporated into the Quarterly Performance and Risk Report updates from Q1 2021/22 onwards
4	Recommendation
4.1	The Board are invited to consider all actions proposed and agree the AOP 2021/22.
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 5.4.1	Health & Safety The Annual Operating Plan 2021/22 contains actions which supports SFRS commitment to health, safety and wellbeing.
5.5 5.5.1	Training Action owners are responsible for identifying any training implications that may arise in the delivery of their actions.
5.6 5.6.1	Timing The Annual Operating Plan presented covers the period 1 April 2021 to 31 March 2022.
5.7 5.7.1	Performance Quarterly performance reporting on progress will be presented to the Senior Management Board, Strategic Leadership Team and the SFRS Board.
5.8 5.8.1	Communications & Engagement 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 5.9.1	Legal Delivery of the Annual Operating Plan meets with the requirements of the Governance and Accountability Framework.
5.10 5.10.1	Information Governance 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 5.11.1	Risk 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 5.12.1	Equalities An Equality and Human Rights Impact Assessment will be carried out on the Annual Operating Plan 2021/22 once agreed and prior to submission to the Board for final approval.
5.13 5.13.1	Service Delivery 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 Annual Operating Plan 2021/22 to the Board for approval.
7	Appendices/Further Reading
7.1	Appendix A – 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>
<i>SFRS Board</i>	<i>29 April 2021</i>	<i>For Decision</i>

**Working together
for a safer Scotland**



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**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 on the following page indicates what projects we are progressing this year. Please note that this list is current as at April 2021 and may be revised during the year:

Outcome	Programme	Project	Scope	Start Date	Due Date
1 – Prevention	Change Portfolio	Safe and Well	To build on our existing Home Fire Safety model and incorporate wider Health and Social Care considerations to support those most at risk.	Apr-18	Sep-21
2 – Response	Change Portfolio	Mass Casualty Events	To be confirmed.	TBC	TBC
	Operations Function	RVDS Strategy	To maximise the use and associated benefits of on-call firefighters. This will ensure the provision of an appropriate balance for prevention and protection, and emergency response to communities across Scotland.	Sep-18	Mar-23
	Service Delivery Model	Demand Based Watch Duty Systems	To create a more efficient alignment between appliance crewing arrangements and variations in the local service delivery demand profile.	Jun-18	Mar-23
	Service Delivery Model	Community Risk Index Model	To deliver an assessment of risk and associated scenario planning based on historical and predicted data for the short, medium and long term. The model will be accredited by Edinburgh University.	May-19	Mar-23
	Major Projects	Command and Control Phase 2	To deliver a modern, resilient and scalable command and control communications system and supporting infrastructure that meets the priorities of the organisation in terms of improving Firefighter and community safety. The initial stage of the Programme has been completed with the integration of eight Operations Controls into three. The focus of the Programme will now be on the delivery of the Command and Control Mobilisation System Project outcomes.	Jan-14	Dec-21
	Major Projects	Emergency Services Network Implementation (ESN)	To plan and implement the transition from Airwave to ESN within the stated timescales, ensuring that the operational impact to SFRS is minimised. This work will also ensure full integration of the ESN to the new Command and Control System and all associated back office systems.	May-19	Mar-24

3 – People	Major Projects	Protection of Vulnerable Groups (PVG) Scheme	To determine the type of activities undertaken by SFRS employees that fall within the scope of regulated work, and thereafter to implement a plan/timeline for all employees carrying out such work to join the PVG Scheme. The primary focus is on uniformed staff, however a review of all SFRS job roles will also be completed to ensure a standard approach to PVG Scheme membership requirements across the Service.	May-19	Sep-21
4 – Public Value	Major Projects	McDonald Road Redevelopment and Museum of Fire	To carry out a reconfiguration and refurbishment of McDonald Road Fire Station to provide a modern fire station, City of Edinburgh Local Senior Officer headquarters, a Museum of Fire, and facilities for support staff, partner agencies and the community.	Apr-17	Oct-21
	Major Project	People, Training, Finance and Asset Management System	To deliver a fully integrated solution that meets the functional and business needs. The programme will realise a number of business benefits for SFRS including improved access for managers to business data, improved business reporting, improved platform to manage staff rosters, an improved user experience and create business capacity through the automation of processes.	Jun-19	Mar-24
	Major Projects	West Asset Resource Centre	To design and construct modern, fit for purpose workshops and stores facility capable of increasing the efficiency of service delivery and a rationalised property estate with reduced maintenance liability and operating costs, to be located on a vacant site at Cambuslang to the east of the National HQ and Training Centre site.	Aug - 20	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		

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 2021/22 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
<p>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.</p>					

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		
<p>Purpose: This action will ensure a strategic focus is maintained on our ability to have our workforce resourced to delivery our statutory responsibilities.</p>					

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		

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.

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		

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.

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		
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.					

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 wholetime pilots (North and East).	Mar-21	Apr-21		
	Rollout of ESS wholetime employees.	Apr-21	Jun-21		
	Complete wholetime transition from paper process to ESS.	Jul-21	Sep-21		
	Post project review and benefits realisation.	Oct-21	Dec-21		
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.					

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.



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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/FCS/08-21

Agenda Item: 15

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	29 APRIL 2021							
Report Title:	PROCUREMENT STRATEGY 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>	<u>G</u>
1	Purpose							
1.1	The purpose of this report is to ask the Board to approve the proposed Procurement Strategy 2021 – 2024, as attached at Appendix A.							
2	Background							
2.1	Public Sector procurement in Scotland is delivered in accordance with EU Directives, as enacted by UK legislation. Whilst the UK is no longer part of the EU, the legislation remains, which within Scotland is governed by the Procurement Reform (Scotland) Act 2014, Public Contracts (Scotland) Regulations 2015 and Procurement (Scotland) Regulations 2016.							
2.2	The Procurement Reform (Scotland) Act 2014 requires the Scottish Fire and Rescue Service (SFRS) to produce a procurement strategy covering all regulated procurements (greater than £50,000). In addition, an annual procurement report must be produced to review procurement activities over the previous year.							
2.3	Procurement is a valuable tool to enable the delivery of SFRS objectives and offer a wider contribution to Scottish Government's National Outcomes. SFRS currently procures goods, works and services of approximately £63million per annum. The key areas of spend are Property, Fleet, ICT, PPE & Equipment, and Corporate.							
2.4	Since the previous Procurement Strategy there have been significant changes in our operating environment; there is an ongoing global pandemic, the UK has left the European Union, and there is a renewed global and UK focus on addressing climate change. Within Scotland, the outcome of the Scottish Parliament elections in May 2021 could lead to further political pressure for constitutional change. These factors will impact on how SFRS and all public bodies undertake procurement.							
3	Main Report/Detail							
3.1	The proposed Strategy, as attached at Appendix A, aims to be outwardly orientated, seeking to work with others, in support of our continuous improvement in this area. Externally, we will work to maintain and enhance key collaborative relationships with the Scottish Government and other Scottish public bodies, our emergency service partners in Scotland, and the National Fire Chiefs Council (NFCC) at UK level. We will continue to develop our engagement with the Supplier Development Programme and local authority partners, seeking to enhance the accessibility of our contracts and listen to the Voice of							

	<p>the Supplier. Internally, we will work to increase engagement, listening to the Voice of the Customer, and those who ultimately use the goods, works and service we procure.</p>
3.2	<p>The Strategy comprises five key themes;</p>
3.2.1	<p>Sustainability SFRS has a duty to undertake its procurement in a sustainable manner, and will seek to achieve this through: carbon reduction; accessibility for SME's; supporting community wealth building; engaging supported businesses; fair work practices; championing equality, diversity and ethical trading; delivering community benefits; and ensuring health, safety and wellbeing. We have made a commitment that sustainability will represent at least 25% of the evaluation criteria in our regulated procurements.</p>
3.2.2	<p>Value for Money We will continue to evolve our approach to Category Management, including the development of specific category strategies to enhance market research and insight, seeking to achieve sustainable outcomes within those markets.</p> <p>Through a blended range of strategic sourcing approaches and by seeking opportunities to collaborate with others our aim is to encourage innovation and maintain competitive marketplaces that ultimately improve fire fighter and community safety.</p> <p>We will simplify our approach to contract management, using a risk based approach, and will advance the digitalisation of our processes by maximising electronic invoicing linked to purchase orders, and by exchanging information with suppliers through the introduction of a secure supplier portal.</p>
3.2.3	<p>Enhancing Capability The development of our professional procurement teams is key to achieving our objectives. We will work in partnership with Skills Development Scotland to support the Procurement People of Tomorrow programme and will continue to develop our ongoing training programme for all employees regularly involved in undertaking procurement activities.</p> <p>Technology is a key enabler for our procurement processes, which are strongly integrated with our financial system. Worked has commenced through the People, Training, Finance and Assets (PTFA) Major Project to further enhance systems integration across SFRS. This will be a key area of focus for the procurement team, both in putting into place the necessary contractual arrangements while supporting the transition from existing contracts, and as a key customer of the project, seeking improved transactional efficiency, as well as effective tools to interrogate and analyse information, produce regular performance measures, and publish and meet statutory reporting requirements.</p>
3.2.4	<p>Transparency SFRS is committed to increasing transparency and improving accountability in relation to how we spend public money by publishing information about our procurement activity more clearly on our website, for example this procurement strategy, our annual procurement report, our contracts register, our future workplans. All regulated procurements are advertised on Procurement Contracts Scotland.</p> <p>The strategy is supported by performance measures and an annual action plan, which will underpin its delivery and maintain a focus on continuous improvement.</p>

3.2.5	<p>Governance and Risk</p> <p>SFRS undertakes its procurement activity in accordance with legislative requirements and the Scottish Government's Procurement Journey. Comprehensive procedures and quality assurance processes are designed to minimise the risk of legal challenge and procurement fraud. We will continue to provide fraud awareness training, as a key aspect of fraud prevention.</p> <p>Our procurement activity is regularly audited either through internal audit and as part of the Scottish Government's Procurement Commercial Improvement Programme (PCIP). We will progress and monitor improvement actions in support of the PCIP programme and will undertake a further review of our progress in conjunction with the PCIP team.</p>
4	Recommendation
4.1	The Board is asked to approve the draft Procurement Strategy 2021 - 2024, as attached at Appendix A.
5	Key Strategic Implications
5.1	Financial
5.1.1	Procurement adds value by delivering financial savings through competition. This Procurement Strategy outlines the strategic direction in delivering our procurement activity. The cashable savings through procurement activity are tracked and reported as part of the Annual Procurement Report.
5.2	Environmental & Sustainability
5.2.1	This Procurement Strategy outlines our commitment to reduce environmental impacts. Sustainability is a key section within this strategy.
5.3	Workforce
5.3.1	The Procurement Strategy supports the development of the procurement team, the wider capabilities of the organisation and supports broader opportunities such as apprenticeships and training.
5.4	Health & Safety
5.4.1	The Health and Safety department is a key stakeholder in delivering the organisation's procurement. In addition, our commodity strategies document our approach to health and safety matters and compliance with health and safety legislation.
5.5	Training
5.5.1	The strategy highlights the need for ongoing training for those involved in procuring goods works and services. Fraud awareness training is also included.
5.6	Timing
5.6.1	This Procurement Strategy covers the period 2021 – 2024.
5.7	Performance
5.7.1	Procurement performance is reported through the Annual Procurement Report. In addition, the Annual Report and Accounts includes a section on procurement as part of the sustainability report.
5.8	Communications & Engagement
5.8.1	This Strategy has been developed with guidance from Scottish Government and engagement from the Good Governance Board.
5.8.2	The Strategy will be published externally, along with the Annual Procurement Report.

5.8.3	All regulated contracts are advertised on the Public Contracts Scotland website, where award notices are also published.
5.9	Legal
5.9.1	Public procurement is regulated as outlined within the report and the legislation gives tenderers remedies where SFRS does not meet legislative requirements.
5.9.2	The Procurement Reform (Scotland) Act 2014 requires SFRS to produce a procurement strategy.
5.10	Information Governance
5.10.1	<i>DPIA completed No. If not applicable state reasons.</i>
5.10.2	There is no personal information contained within this report.
5.11	Risk
5.11.1	SFRS has a low risk appetite for failure to comply with legislation, as such, the Procurement Strategy has a key focus on Governance and Risk, with robust procedures in place to mitigate the risk of both fraud and legal challenge.
5.12	Equalities
5.12.1	<i>EIA completed No. If not applicable state reasons.</i>
5.12.2	Ensuring equality sits at the heart of the Procurement Strategy, reflecting the Service's commitment to fair work, community benefits, and supporting an inclusive and sustainable economy. For each category of spend, a detailed Equality Impact Assessment will be undertaken.
5.13	Service Delivery
5.13.1	Ensuring the Voice of the Customer is heard and reflected within the procurement process is a key theme of the Strategy. This will be achieved through engagement in User Intelligence Groups and the use of customer surveys, with the overall aim that goods, works, and services procured best enable SFRS to deliver its service.
6	Core Brief
6.1	The Acting Director of Finance and Procurement presented the draft Procurement Strategy 2021 – 2024 to the Board for approval.
7	Appendices/Further Reading
7.1	Appendix A - Procurement Strategy 2021 – 2024
7.2	Annual Procurement Report 2019/20 SFRS Procurement Commercial Improvement Plan (PCIP) Assessment, 2019
Prepared by:	John Thomson, Acting Director of Finance and Procurement
Sponsored by:	Sarah O'Donnell, Director of Finance and Contractual Services
Presented by:	John Thomson, Acting Director of Finance and Procurement
Links to Strategy and Corporate Values	
Working Together for a Safer Scotland	

Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Good Governance Board</i>	<i>23 February 2021</i>	<i>Recommended</i>
<i>Strategic Leadership Team</i>	<i>12 March 2021</i>	<i>For Recommendation</i>
<i>Audit and Risk Assurance Committee</i>	<i>24 March 2021</i>	<i>For Scrutiny</i>
<i>SFRS Board</i>	<i>29 April 2021</i>	<i>For Approval</i>



SCOTTISH

FIRE AND RESCUE SERVICE

Working together for a safer Scotland

SFRS Procurement Strategy 2021/24



**Working together
for a safer Scotland**

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1. INTRODUCTION

The Scottish Fire and Rescue Service (SFRS) is the world's fourth largest fire and rescue service committed to ensuring the safety and wellbeing of the people of Scotland. We are a national organisation delivering our front-line services locally and are funded by Scottish Government. We respond to many different emergency incidents including fire, road traffic collisions, rope rescue, water rescue, hazardous materials and flooding as well as assisting our partner agencies to keep our communities safe.

Our aspiration is that by working together for a safer Scotland, we can help reduce the incidence of fire and continue to play a key role in ensuring the safety and wellbeing of the people of Scotland.

This is the third procurement strategy since the formation of SFRS in April 2013. The previous strategies have provided the strategic direction to build capability to undertake SFRS's procurement activity in a compliant manner to meet both our strategic objectives and contribute to Scottish Government's national outcomes.

Procurement resource and capability has now successfully been developed and our performance reported through our published annual procurement reports. In 2019, SFRS was assessed by Scottish Government under the Procurement Commercial Improvement Programme (PCIP) and SFRS achieved the highest performance rating in line with peer organisations across the Scottish Government family.

This growing and evolving procurement maturity gives confidence to develop a more outward focused procurement strategy that responds to the wider challenges presented today and the aspirations of Scottish Government.

The world has changed significantly since the previous strategy was developed, three significant impacts influence this new procurement strategy; climate change, the COVID 19 global pandemic and EU exit. In addition, Scottish elections in May 2021 could lead to a further independence referendum which may impact future procurement strategy.

Climate Change

Climate change is accelerating, impacting upon developed and resilient countries like Scotland. Global CO² emissions are continuing to rise causing climate

change to accelerate and intensify. The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019, which amends the Climate Change (Scotland) Act 2009, sets targets to reduce Scotland's emissions of all greenhouse gases to net-zero by 2045 at the latest, with interim targets for reductions of at least 56% by 2020, 75% by 2030, 90% by 2040.

SFRS recognises the impacts of climate change in terms of its activities in responding to severe flooding events, increasing scale of wildfires, cold weather events and more intense storms resulting in infrastructure damage.

SFRS also has a part to play in reducing carbon emissions and has issued its own [climate change response plan](#) with a target of 6% annual reductions in carbon emissions.

COVID-19 Global Pandemic

The devastating impact of COVID 19 across the world in 2020 remains a challenge for all countries. In December 2020, the commencement of Covid 19 vaccines across the UK offer the prospect of recovery in the future. The economic and social impacts from the pandemic will however continue to impact public finances, employment, economic output, education, environment, travel, mental health and well being impacting vulnerable members of our communities and potentially increasing inequalities.

EU Exit

The UK is no longer a member of the European Union and the agreement of a Free Trade Agreement in December 2020 will redefine the relationship with the EU. The key public-sector procurement principles of fair and equal treatment will remain but procedurally how public-sector procurement activity is advertised and conducted will change and the legislation used will be amended. It is anticipated that legislative change will occur both at UK and Scottish Government level over this strategy period.

Scottish Independence

The political landscape for Scotland is potentially changing with the Scottish elections in May 2021 which could lead to a further independence referendum. At this stage it is too early to determine whether there will be a referendum or the subsequent impact on this three-year procurement strategy. This procurement strategy will be reviewed and updated annually to reflect any legislative changes.

2. STRATEGIC CONTEXT: SCOTTISH GOVERNMENT AND SFRS

The economic outlook post Covid 19 remains challenging and uncertain, Scottish Government recently published an [economic recovery plan post Covid 19](#). The near term focus for many organisations will be to recover from the global pandemic, however it is important it is a sustainable recovery that reduces inequalities and provides a pathway for a more prosperous Scotland. SFRS recognises that as a public body we aim to support and contribute to the achievement of the 11 National Outcomes stated within the [National Performance Framework](#).

National Performance Framework

Public sector procurement has a vital role to play in improving national outcomes post the global pandemic.



Diagram 1: National Performance Framework Diagram

Public sector procurement in Scotland

Public sector procurement can use its annual spending power of £11Billion to procure goods, works and services that help improve national outcomes for Scotland’s economy, society and environment.

Public procurement is expected to contribute to climate change targets, and public bodies are required to report annually on how their procurement policies and activity have:

- contributed to carbon emissions reduction targets
- contributed to climate change adaptation
- acted sustainably

Specifically, how procurement activity is undertaken can be:

Good for businesses and their employees

Procurement contributes to a Fairer Scotland through paying promptly for goods and services and working to improve access to public contracts for SME’s the third sector and supported businesses.

Good for society

Through actively pursuing equality outcomes and embracing innovative approaches we can ensure our supply chains are fair and ethical.

Good for places and communities

With environmental considerations already at the heart of our sustainable procurement duty, our work delivers for communities and places across Scotland and takes local priorities into account.

Open and connected

Through our commitment to being more transparent about how we spend public money, we operate across organisational boundaries to deliver trusted public services, effectively managing within our collective resources.

SFRS is directly linked with the Communities National Outcome - We live in communities that are inclusive, empowered, resilient and safe”,

By undertaking our procurement activity and alignment of this strategy with Scottish Government direction and public sector procurement guidance we are also contributing to achieving other national outcomes.

- Economy - We have a globally competitive, entrepreneurial, inclusive and sustainable economy.
- Environment - We value, enjoy, protect and enhance our environment.
- Fair Work and Business - We have thriving and innovative businesses, with quality jobs and fair work for everyone”.

As well as alignment with Scottish Government it is important to link our procurement activity with the [Service’s own strategic plan](#) which is aligned with the [2016 Fire and Rescue Framework](#).

The Services strategy has been developed to achieve four main outcomes as described in the diagram on following page.



Diagram 2: SFRS Strategy Outcomes Diagram

3. PROCUREMENT STRATEGY 2021-24

The impacts of Climate change, COVID 19 and EU exit and the direction of Scottish Government demands a new procurement strategy that doesn't just build on previous but firmly resets how SFRS will deliver sustainable procurement over the next three years.

Procurement that supports our strategic outcomes

SFRS's procurement activity is aimed at achieving SFRS outcomes in a manner which supports delivery against SG national outcomes. Procurement contributes to all of our strategic outcomes and can be demonstrated with some examples.

Strategic Outcome	Examples of how procurement contributes:
Prevention	<ul style="list-style-type: none"> SFRS procured a contract for smoke detectors to meet new legislative requirements that come into force next year. The fitting of these detectors to protect our communities is targeted towards high risk homes and vulnerable members of our communities. SFRS continues to procure a new safe and well system which will enable the Service to conduct enhanced Home Fire Safety Visits designed to keep our communities safer.
Response	<ul style="list-style-type: none"> New appliances and equipment for emergency response will be specified to meet operational requirements but also to improve environmental impact where possible and invite suppliers to adopt fair working practices and improve sustainability through training and apprenticeships. Procuring a new Hard Facilities Management contract that will provide routine and planned maintenance of our station facilities.
People	<ul style="list-style-type: none"> Procuring a new People, Training Finance and Assets solution will deliver the next generation of systems that will enable the service to recruit, retain and develop our employees and manage our financial and physical assets.
Public Value	<ul style="list-style-type: none"> Procuring and installing solar panels and building heating controls at stations that reduce the Services energy consumption. SFRS has received additional funding to procure new electric vehicles and infrastructure that will change how SFRS undertakes both business travel but also how flexi duty officers respond to incidents. The infrastructure will be shared with other emergency services to build a wider national infrastructure.

This procurement strategy articulates the direction and how we will undertake our procurement over the next three years. The diagram sets out the broad themes of this procurement strategy Sustainability, Value for Money, Enhancing Capability, Transparency, Governance and Risk



Diagram 3: Broad themes of Procurement Strategy Diagram

Whilst value for money and enhancing capability remain from previous strategy, Sustainability is expanded to include greater emphasis on carbon reduction and reducing environmental impacts. The governance of the procurement process will reflect the latest legislative framework post EU exit and will be more weighted to risk management. A new Transparency element is included to detail information that we will publish externally. An area of focus is to ensure the voice of the customer and suppliers is reflected in how our procurement processes operate to ensure procurement activity is both visible and trusted externally.

4. SUSTAINABILITY

SFRS has a duty under the Procurement Reform (Scotland) Act to consider sustainability. Sustainability is a broad area as indicated in the diagram above but also one that the Service can and does actively influence. All procurement activity will be undertaken in a sustainable manner that is relevant and proportionate to what is being procured. This means making sure the elements of sustainability are at the heart of how we procure works, goods and services. Adopting a sustainable procurement approach will drive additional economic, social or environmental value through our supply chains and lead to better overall value for money for the Service.

Sustainability will be built in to the procurement process at the earliest stage but also throughout the lifecycle of the work, goods or service. Tender specifications will include sustainability requirements and must be included in all regulated procurements. Sustainability will be an integral part of the evaluation criteria and must be at least 25% of the quality evaluation. Sustainability will be a key part of contract management and supplier development and will follow the templates in the procurement journey.

Carbon reduction

In line with the SFRS Carbon Response Plan, Procurement can influence carbon reduction by procuring works, goods and services in a sustainable manner that reduce carbon emissions and encourage climate change adaptation.

As part of our commitment to sustainability we will seek to reduce CO2 emissions in all procured works, goods and services and where appropriate require ongoing management information from our suppliers on the CO2 emissions of works, goods and services that we use over their lifecycle.

We will also work in partnership with government to reduce our dependency on carbon fuels and reduce the environmental impacts.

Accessibility for Small and Medium Size Enterprises (SME's)

SFRS recognises that SME's including third and fourth sector organisations can support economic growth and employment in Scotland and contribute to a wellbeing economy. SME's have the potential to offer new and innovative approaches especially within the fire sector. SME's already provide 36% of SFRS procurement spend and play a key role in our supply chain.



We acknowledge that SME's may have difficulty accessing and not fully understand the requirements they need to contract with public sector organisations including SFRS. SFRS along with all local authorities is an associate member of [Scottish Government's Supplier Development Programme](#). SDP facilitate events that bring together public sector organisations and SME's to improve accessibility and support supplier development, SFRS is actively working with SDP to encourage SME involvement in the procurement of our Hard Facilities Management tender next year. SFRS will continue to work with SDP by sharing our future procurement workplans and agreeing opportunities to encourage SME involvement in tenders especially within the fire sector. In addition, SFRS will attend "meet the buyer" and national events across Scotland to share experiences with suppliers and receive feedback on doing business with SFRS.

In addition, for works contracts, SFRS is required to consider project bank accounts for projects over £4million. SFRS has successfully introduced project bank accounts with a main contractor which is designed to pay sub-contractors at the same time as main contractors. We will continue to introduce project bank accounts and promote their use across public sector in conjunction with Scottish Government.

Community Wealth Building

SFRS is currently engaging through our Local Senior Officers (LSO's) as part of our partnership working with local authorities to support [Community Wealth Building Projects](#). Progressive procurement is a core principle to help develop local supply chains of businesses likely to support local employment and keeping wealth in communities. Procurement will actively support LSO's to provide subject matter expertise as part of these projects.

Supported Business

Supported businesses are social enterprises whose main aim is to integrate disabled or disadvantaged people socially and professionally. Their workforce must be at least 30% disabled or disadvantaged. SFRS currently has contracts in place with supported businesses and will continue to offer opportunities to supported businesses where they can meet SFRS requirements through the [Scottish Government's supported business framework](#). SFRS has a supported business champion and will actively encourage the use of supported businesses where possible. Most recently SFRS contracted with Haven to produce the uniform for our Youth Volunteer Scheme which was funded by Scottish Government.

Fair Work First

SFRS contributes towards its Sustainable Procurement Duty by adopting a policy to promote fair working practices in relevant procurement contracts. SFRS recognises that inviting suppliers to adopt fair working practices will reduce inequalities and develop a more inclusive and sustainable society. SFRS will develop our requirements further to include adoption of [Fair Work First](#) elements including channels for effective voice, investment in workforce development, no inappropriate use of zero hours contracts, action to tackle gender pay and payment of living wage in tenders where relevant.



A key factor in fair working first is seeking suppliers to adopt the living wage. SFRS is an accredited living wage employer and promotes the use of the living wage for relevant contracts. Most recently SFRS awarded a contract for the laundry and maintenance of personal protective equipment (PPE) for firefighters. The new contract confirmed living wage will be adopted by the supplier which is an improvement on current contract provision.

Equality and Diversity

Under the Equality Act Scotland (2010), SFRS has a public sector equality duty to consider equalities and this applies to the procurement process. SFRS considers equality and diversity as part of the procurement process when developing commodity strategies with the User Intelligence Group (UIG)

consider requirements as part of the specification. For example, for the SFRS's PPE contract the differing requirements between males and females and also religious beliefs was included in the requirements and the PPE under the contract reflects these needs.

To improve consideration of equalities we will mandate the development of an equalities impact assessment at a category level (ICT, Fleet, PPE, Equipment, Corporate and Facilities) Guidance on completion will be sought where appropriate from the SFRS Equality and Diversity Team and this will be referenced for subsequent commodity strategies and tender activity.

Modern Slavery Act

SFRS is required to comply with the Modern Slavery Act 2015. SFRS will seek evidence of compliance with legislation from suppliers for all regulated procurements.

Community Benefits

Community benefits are required as part of the Procurement Reform (Scotland) Act 2014 for contracts over £4million and where applicable include a contractual requirement on training, recruitment or sub contract opportunities or generally to improve the economic, social or environmental wellbeing of Scotland in addition to the main purpose of the contract.

In procuring works contracts SFRS policy requires community benefits to be considered routinely for all works contracts in excess of £1million. SFRS has been successful in ensuring suppliers offer a range of community benefits and as required by legislation this is reported in our [annual procurement report](#). SFRS will strengthen the commitment to community benefits by requiring community benefits to be reported using the Cenefits solution. This will enable anticipated community benefits to be tracked more efficiently and included as follow up in contract management meetings.

Health and Safety

SFRS is committed to ensuring compliance with Health and Safety legislation and in doing so endeavours to provide safe places and safe systems of work. We will proactively involve our Health and Safety team in our procurement activity, with particular focus on identifying preventative measures based on their experience and organisational learning from previous health and safety

incidents. Health and Safety are included as stakeholders through the UIG process. In addition, procurement teams work proactively to ensure health and safety is considered and where appropriate seek input on specification.

Procuring Fairly and ethically traded goods and services

SFRS supports Fair Trade initiatives and is a member of the Scottish Fair Trade Forum.

We will promote the use of fair trade (or equivalent) products across the service and raise awareness of fair trade amongst employees. We will, to the extent permitted by procurement legislation, account for



Scottish Fair Trade Forum Member

Fair Trade and similar initiatives in relevant procurement activity.

Contracts involving food to improve health and well being

SFRS is committed to ensuring consideration of the highest level of animal welfare in relevant procurement activity and will follow relevant legislation and guidance to make sure that this occurs. We will take account of nutritional quality, health and wellbeing, minimising environmental impact such as packaging and sourcing when undertaking relevant procurement activity. In addition, we will promote the health, wellbeing and education of communities in relevant procurement activity.

Flexible Framework

SFRS has adopted [SG's flexible framework tool for Sustainability](#). We will utilise the Flexible Framework to measure our level of performance and identify the actions required to embed good procurement practice to realise intended sustainable outcomes. We will seek to achieve level 3 on the flexible framework over this strategy period.



5. VALUE FOR MONEY AND EFFICIENCY

Voice of the customer

A recent review of the procurement process with key stakeholders identified opportunities to further strengthen our approach. These improvements are being progressed to ensure our procurement activity is undertaken in the most efficient and effective manner and responds to customer needs. In addition, after each regulated tender process a customer satisfaction survey is completed to give feedback on the process undertaken. We will continue to engage with internal stakeholders to understand where improvements in the process could be made, wherever possible we will seek end user involvement in the process especially as part of the early market research phase. We will continue to revise our processes to be visible, customer centric and compliant with legislative requirements.

Category Management

SFRS adopts a category management approach when planning and providing procurement resources to deliver procurement activity. This enables the efficient delivery of procurement activity and the opportunity to aggregate requirements and seek opportunities to collaborate, it also enables procurement professionals to gain greater market insight and better understanding of how the market operates and to build effective relationships with key stakeholders within Directorates who understand SFRS requirements.

To leverage this approach for each category we will develop overarching category strategies for Property, ICT, Fleet, PPE & Equipment, and Corporate. The category strategy will reflect customer feedback on previous tenders/contracts and lessons to be learned. It will detail through market research and engagement, the suppliers in the marketplace, supplier profiles, spend analysis, expected innovation, markets response to climate change and identify relevant areas of focus for sustainability. In addition, the Voice of the Supplier will be reflected and it will be a requirement to engage with the Supplier Development Programme (SDP) to both develop the market at a category level and improve accessibility for suppliers to SFRS. For each category a detailed equality impact assessment will be completed and agreed with Equality and Diversity team. Each category strategy will identify areas for savings and measure overall performance at a category level.

Strategic sourcing and Innovation

SFRS sources goods and services from both large organisations that support many customers such as information technology, to smaller more niche fire related suppliers that operate across Europe and globally.

Innovation is one of the values of the Service and plays a key role in improving firefighter safety. Innovation is also required to decarbonising the activities of the service. Encouraging innovation is therefore critical when sourcing goods and services. For example, through collaboration and innovation with Transport Scotland and Scottish Enterprise SFRS is procuring the next generation of Low carbon appliances to seek to decarbonise how emergency response is undertaken in the future.

We will actively demand innovation in the procurement of goods and services especially where this improves sustainability and firefighter safety. SFRS will engage with the marketplace to secure innovation and will work with existing contracted suppliers to support research and development and trial products to give feedback to the market.

SFRS uses frameworks to reduce the time to procure goods and services especially when budgets and funding are set on an annual basis. These frameworks create the opportunity to collaborate with other public sector organisations and reduce the costs for suppliers in terms of qualification. A disadvantage is that some frameworks do not always consider fully sustainability and can reduce accessibility especially where the market place is small. In addition, frameworks may not always attract the best prices in the market as the level of spend at set up of the framework is estimated.

We will operate a blended approach to our sourcing using, where appropriate, frameworks that have been critically assessed to ensure they meet best value and sustainability considerations. Where possible we will place greater emphasis on developing our own contracts that encourage, innovation, greater competition and wider participation in particular from SME's, Third Sector and Supported Businesses. We will actively work with the Supplier Development Programme to highlight our procurement workplans and seek to develop a more sustainable marketplace for categories where niche fire related suppliers are prominent.

For works contracts we will continue to use [SCAPE](#) and will assess any alternative arrangements when these become available.

Collaborative sourcing

We will primarily work with Scottish Government, and other public sector organisations in Scotland to identify opportunities to collaborate on specific procurement projects to secure additional benefits. SFRS is a member of Scotland Excel a purchasing consortium which includes all local authorities and we will continue to develop this relationship for commodity areas that are non fire specific and where aggregation of spend can leverage wider benefits and support sustainability.



We will continue to participate as a member of the National Fire Chiefs Council (NFCC), working collaboratively to develop and maintain a competitive marketplace for fire specific goods and services.



Contract management

The contracts register will be used as an input to develop the three-year workplan, recognising contract expiry dates and permitted extensions. We will proactively work with contracted suppliers to ensure they deliver the value intended and where possible seek additional value in terms of sustainability.

Contract management requires significant resources to ensure contracts are meeting service expectations. SFRS has a defined contract management policy which is used to adopt a proportionate and tailored approach to contract management for suppliers reflecting the criticality of the supply or service.

For strategic suppliers a balanced scorecard approach is adopted which measures overall supplier performance in terms of Cost, Quality, Sustainability and Service. Achievement of community benefits or wider sustainability elements are measured where these have been included in contractual requirements.

Category leads will work with Directorates to review the contract management arrangements on a risk basis to ensure contracts are being managed to terms and meeting service expectations. We will report performance measures for all strategic contracts to our Good Governance Board.

Supplier management

Supplies and services wherever possible will require an SFRS purchase or works order. In line with many organisations, SFRS is working towards both the receipt of all invoices electronically and a "no purchase order no pay" policy. Receipt of an electronic invoice is the default in our contracts and non-purchase order invoices requiring separate authorisation will be the exception.

We will commit to paying all invoices within 30 days of receipt of a valid electronic invoice with an SFRS order. SFRS sets payment terms as immediate, and undertakes to pay suppliers as early as possible within the 30 day period on receipt of a valid invoice, order and confirmation of receipt of goods/services.

We use a range of supplier classifications to support analysis and reporting requirements including SME's, strategic/non-strategic, contract and non-contract suppliers. This further classification will be used to identify high risk procurements and additional measures will be included in commodity strategies. We will review and maintain supplier categorisation to enable aggregating spend at a national level and by using procurement cards for adhoc, low value spend. Non-current suppliers will be made inactive on our systems as part of regular data cleansing.

Suppliers will be managed to contractual terms, with all proposed price increases or variations to contract requiring a written justification and validation against the original contract.

We will introduce a supplier portal that will enable suppliers to update key information including bank changes. Verification processes to detect fraud will be modified to align with this technology.

SFRS identifies and tracks cashable and non-cashable efficiency savings during the year. Our Finance Business Partners work with the procurement team to identify potential savings from the procurement process. Procurement savings are reported as part of the annual procurement report.

6. ENHANCING CAPABILITY

Voice of the supplier

SFRS recognise the value our suppliers contribute to meeting SFRS strategic objectives, and also that our processes could be improved if we understand the challenges faced by suppliers in bidding for our contracts. We appreciate that where a supplier is not successful in terms of bid this can lead to a concern over the process and a need to understand more fully the reasons for not being successful. SFRS completes a full debrief letter that highlights the relative merits/weaknesses of their bid and that of the winning bidder for all regulated procurements. This gives bidders the opportunity to learn lessons and identify where improvements could be made.

To improve our processes we will actively seek opinion from tenderers on the procurement process to establish where our processes could have been improved outside of the specific tender process. We will undertake to review this feedback from suppliers and incorporate into our lessons learned going forward and where appropriate revise our processes accordingly. In addition, SFRS will work with SDP to actively engage with SME's and seek opinion on our processes through survey information.

Organisation and resource

Procurement resource will continue to be organised on a category management basis covering ICT, Fleet, PPE, Equipment, Corporate and Facilities. All day to day procurement activity is managed by Category Leads and where appropriate guidance sought from the Procurement Manager. Works projects for facilities are undertaken by suitably qualified personnel within the Property team.

We will resource procurement activity using suitably qualified and experienced professional procurement personnel. These resources will be either internal to SFRS, in collaboration with other public sector organisations and/or sourced using wider partnerships including Crown Commercial Services (CCS). Using a combination of permanent professional team members and external resources provides an opportunity to flex capacity to meet SFRS needs within agreed timelines.

We will keep under review our procurement team structure considering both market develops and service need and if appropriate develop a business case to change the structure.



Partnering and collaboration

We will seek opportunities to partner and collaborate with other organisations where this gives advantage to meeting SFRS needs or wider public sector objectives. This will include NFCC, CCS and SDP.

People development and capability

Our aim is to maintain and develop our procurement team with the right skills and capabilities to professionally deliver an effective service in partnership with all stakeholders involved in the procurement process.

SFRS has developed its resourcing and procurement capability over recent years and continues to support individuals to attain professional qualification through the Chartered Institute of Procurement and Supply (CIPS) and develop further as part of their continuous professional development. SFRS currently has 70% of the procurement team appropriately qualified. We know that the procurement demand in public sector exceeds supply especially qualified procurement roles and this has persisted for many years. SFRS's strategic objective is to make SFRS a great place to work. We will

continue to monitor market conditions to maintain a compelling offer in the market and where appropriate apply market allowances to both retain and attract talent into the procurement function.

We recognise the value in investing in our people at the earliest stages in their career and providing opportunities for both school leavers and graduates. We will work in partnership with Skills Development Scotland and Scottish Government to support "[The Procurement People of Tomorrow](#)" (PPoT) initiative and make a commitment to the PPoT charter.

PROCUREMENT
People of TOMORROW

SFRS has invested in training for both procurement team and those individuals regularly involved in procurement activity. We will continue to work with our training colleagues to develop an ongoing training programme for all SFRS employees that are regularly involved in procurement activities using, where appropriate, external providers with the necessary specialist skills.

We will invest in our people and develop a career pathway for our procurement team by providing relevant public sector procurement work experience and by enable progression through recognised professional qualification - Chartered Institute of Procurement and Supply (CIPS), and ensuring our organisational structure best supports career development and job satisfaction.

Use of technology

SFRS currently uses an integrated system for Procurement and Finance which provides key information to support the procurement process. A new generation of systems is currently being developed through the People, Training, Finance and Assets programme (PTFA). This is a major project and the overall programme is anticipated to take up to five years to implement. Procurement will provide dedicated resource to procure the new solution and support the transition from existing contracts. In addition, procurement requirements for the solution will focus on improving transactional efficiency but also ensuring the system provides effective tools to interrogate and

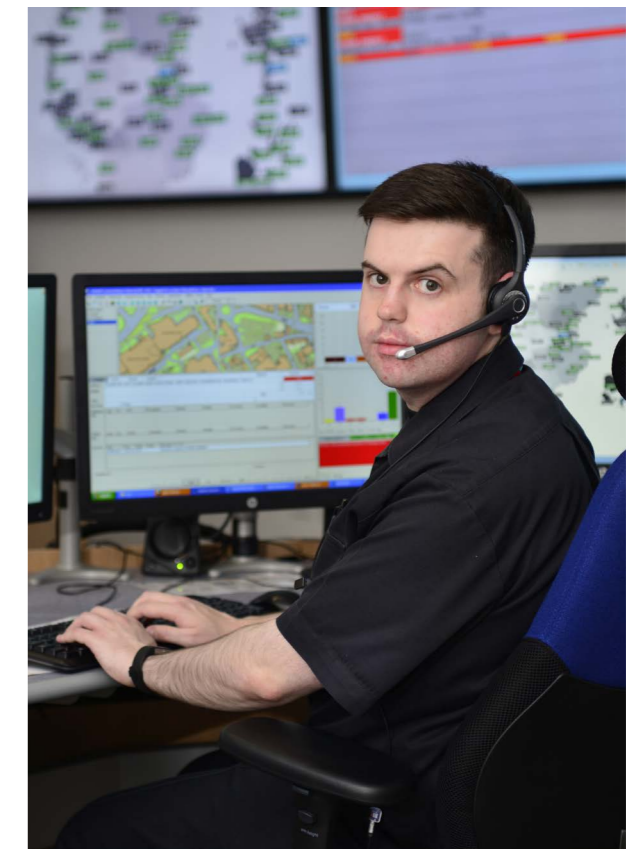
analyse information, to produce regular procurement performance measures, and the ability to publish and meet statutory reporting requirements including sustainability elements.

As the UK has left the EU there has been changes to how we advertise tender opportunities. SFRS will continue to advertise where required using the Scottish Government's Public Contract Scotland which links with the UK Government's [Find a Tender solution](#).

SFRS will continue to use PCS quick quote process for smaller tenders.

SFRS will implement Public Contracts Scotland Tender (PCS-T) an electronic tendering solution or equivalent as part of the PTFA programme, to enable greater efficiency for SFRS and make it easier for suppliers to engage in the tendering process.

SFRS will continue to extend our use of electronic catalogues, purchase orders and invoices to improve transactional efficiency.



7. GOVERNANCE, RISK AND FRAUD

We will update our governance and procurement procedures in line with legislative changes. We will update our procedures to reflect EU exit and will follow the SG procurement journey and any subsequent guidance. We will embed the SG's Construction Manual guidance for works procurements.

SFRS undertakes its procurement activity in a compliant manner in line with legislative requirements. Tenderers have the right to legally challenge where they believe SFRS has breached procurement legislation. For all goods and services regulated procurements SFRS provides information to tenderers through the debrief process and includes a voluntary standstill period prior to award to give tenderers the opportunity to raise any concerns before award. As part of our quality assurance process each regulated procurement is reviewed by procurement staff not involved in the particular procurement exercise to provide assurance and seeks to minimise the risk of challenge. SFRS also has legal support embedded within the procurement teams. We will continue to manage the risk of challenge through internal review and seeking legal advice where appropriate.

SFRS has an anti-fraud policy and a fraud response policy to both prevent, detect and respond to fraud. It is recognised that procurement fraud can occur and our processes are designed to minimise the risk of fraud where possible. A key part of fraud prevention is awareness and we have undertaken fraud training for our procurement staff and will provide this training to those involved in the procurement process on an

ongoing basis. SFRS has developed an action plan from [Audit Scotland's fraud red flag for procurement report](#). We will complete the action plan over this procurement strategy period.

We will continue to work with Police Scotland to minimise the risk of involvement of Serious Organised Crime in SFRS procurement activity and complete the UK National Fraud Initiative for all suppliers.

Procurement Commercial Improvement Programme (PCIP)

SFRS adopts Scottish Government legislative requirements as well as guidance. Our processes, systems and governance is reviewed on a regular as part of the PCIP programme. The last review was in 2019 and SFRS achieved the highest banding. We will continue to develop the actions that support the PCIP programme and will undertake a further review of our progress in conjunction with Scottish Government's PCIP team.

SFRS has an independent internal audit function provided by Azets. Our Audit and Risk Assurance Committee set the annual internal audit plan and this includes a regular review of Procurement. There is an audit scheduled for completion during the first quarter of 2021. We will support the audit and complete an action plan based on any recommendations from this audit or any subsequent procurement audits during this strategy period.

8. PROCUREMENT TRANSPARENCY

We will conduct our procurement activity in a manner that adds value to the organisation, is risk based, focuses on sustainability objectives and compliant with our governance model that gives external parties confidence that we performed our procurement activity in a fair and transparent way.

SFRS is committed to being more transparent about how we spend public money and improving accountability, by publishing information about our procurement activity on our website. We will:

- publish a [procurement strategy](#) setting out how we will carry out our regulated procurements
- produce an [annual procurement report](#) containing details of upcoming procurement projects
- use the [Public Contracts Scotland website](#) to advertise regulated contracts and publish award notices
- publish [annual workplans and progress reports](#) detailing high level milestones and activities mapped against key objectives
- publish and maintain our procurement procedures and governance externally and internally
- publish our customer satisfaction results
- publish our community benefits information
- publish our sustainability outcomes
- publish our performance against agreed performance measures
- promote our attendance at Meet the Buyer events



9. REPORTING PROCESS AND PERFORMANCE

We will develop an annual action plan to support the delivery of the procurement strategy and report our progress on a regular basis to the Good Governance Board and annually as part of the annual procurement report to Senior Leadership Team (SLT) and the Board. The first annual action plan for 21/22 is at appendix A and subsequent action plans will be added in future years as part of the annual procurement strategy review.

We will measure our performance over the strategy period through a range of performance indicators that cover Sustainability, Value for Money, Enhancing Capability, Transparency, Governance and Risk. The performance indicators include a narrative on the performance indicator, the frequency of reporting and a target. The performance indicators are attached at appendix B.



APPENDIX A –

PROCUREMENT STRATEGY ANNUAL ACTION PLAN APRIL 2021 – MARCH 2022

1. SUSTAINABILITY

Action Ref	Actions	Target Date	Owner	KPI's
1.1	Fully implement new sustainability toolkits	July 2021	Category Leads	<ul style="list-style-type: none"> Percentage of spend with SME's Number of supported business contracts awarded in the reporting period. Percentage of SDP "Meet the Buyer" Events attended Flexible Framework Level attained over the reporting period (measured annually) Percentage of quotes undertaken which included at least 1 SME
1.2	Complete survey for Modern Slavery Act for relevant organisations	Dec 2021	Category	
1.3	Fair Work First criteria to be included in all relevant procurement activity	Dec 2021	Category Leads / Procurement Officer	
1.4	Complete procurement process leading to the award of 2 Supported Business Contracts	March 2022	Category Leads	
1.5	Implement system for the recording of Community Benefits	Dec 2021	Procurement Manager	
1.6	Hold SFRS "Meet the Buyer" event in conjunction with the Supplier Development Programme	March 2022	Category Leads	
1.7	Attend Virtual Meet the Buyer Events both locally / nationally	March 2022	Category Teams	
1.8	Complete Actions to achieve Level 2 of the Flexible Framework	March 2022	Procurement Manager	
1.9	Implement minimum 25% sustainability evaluation criteria in all relevant procurement activity	March 2022	Category Teams	
1.10	Support Community Wealth Building Partnership initiatives	March 2022	Procurement Manager / Category Leads	
1.11	Complete actions associated with carbon reduction within the reporting period	March 2022	Property Manager	
1.12	Quotes process to include at least one SME	March 2022	Category Leads / Procurement Officers	
1.13	Procurement contribution to SFRS target of an Average 6% Annual Reduction on Carbon Emissions per annum. Measured: CO ² emission reduction	March 2022	Procurement Manager	

2. VALUE FOR MONEY AND EFFICIENCY

Action Ref	Actions	Target Date	Owner	KPI's
2.1	Develop fuller partnership working with Supplier Development Programme	Dec 2021	Head of Finance and Procurement / Procurement Manager	<ul style="list-style-type: none"> Percentage of all influenceable SFRS expenditure covered by contracts Percentage of internal customers who rated customer satisfaction as good or excellent Percentage of contract and supplier management meetings conducted with strategically critical suppliers Reduction of number of suppliers for influenceable spend Number of innovative projects delivered on annual basis Savings achieved on annual basis Procurement Tender Exercises completed in the Financial Year Percentage of valid orders £4,000 or greater progressed within 2 working days
2.2	Continue to target savings from all aspects of the strategic procurement for recording on Benefits Tracker.	March 2022	Category Leads	
2.3	Ensure that suppliers provide regular management information on our usage of their contracts and incorporate this information into the contract management process.	March 2022	Category Leads	
2.4	Continue to address outstanding areas of non-contract spend within Procurement Workplan	March 2022	Procurement Manager / Category Leads	
2.5	Continue to look for opportunities for SFRS to collaborate with our public-sector partners and benchmark to ensure that collaborations provide best value.	March 2022	Category Leads	
2.6	Continue to support our customers and work in partnership with them to understand their needs and identify opportunities to reduce expenditure, control demand and improve efficiencies.	March 2022	Procurement Manager / Category Leads	
2.7	Deliver an annual "Voice of the Customer" workshop	March 2022	Head of Procurement / Procurement Manager	
2.8	Develop overarching category strategies for Property, ICT, Fleet, PPE & Equipment, and Corporate	March 2022	Category Leads	
2.9	Examine the possibility within SFRS procurement activity where innovation has the potential to deliver benefits to the Service.	March 2022	Category Leads / User Intelligence Groups / Directorates	
2.10	Delivery of all procurement tender exercises due for completion in Financial Year 2021-22	March 2022	Procurement Manager / Category Leads	
2.11	Encourage all Directorates to identify procurement opportunities where innovative products and services could deliver benefits to the SFRS.	March 2022	Procurement / SFRS Directorates	
2.12	Progress Climate Change Actions arising from Scottish Government Forums	March 2022	Procurement / Property	

3. ENHANCING CAPABILITY

Action Ref	Actions	Target Date	Owner	KPI's
3.1	Review our feedback mechanisms for suppliers relating to SFRS Procurement Activity	Sept 2021	Procurement Manager	<ul style="list-style-type: none"> Percentage of Procurement Team who hold the professional procurement qualification, Member of Chartered Institute of Purchasing and Supply (MCIPS) Percentage of procurement spend actively influenced by a procurement professional Procurement people of Tomorrow actions completed within reporting period
3.2	Review Team structure within procurement to ensure that it remains relevant to business needs	Sept 2021	Head of Finance and Procurement / Procurement Manager	
3.3	Continue to support individuals within the Procurement Team in their studies towards MCIPS	March 2022	Training	
3.4	Procurement team to complete Climate Literacy e-learning	June 2021	Procurement Manager / Category teams	
3.5	Property Team to complete Climate Literacy e-learning	June 2021	Property Manager	
3.6	Review Procurement People of Tomorrow Charter with Partner Organisations and agree commitments which can be progressed	Sept 2021	Head of Finance and Procurement / Procurement Manager / POD	
3.7	Continue to identify training opportunities and requirements for Procurement Team and wider organisation	March 2022	Procurement Manager / Category Leads	
3.8	The Procurement Team to complete National Procurement Development framework to assist in identifying training or development needs	June 2021	Procurement Manager	

4. TRANSPARENCY

Action Ref	Actions	Target Date	Owner	KPI's
4.1	Publish Procurement Strategy for the period 2021-24	June 2021	Head of Finance and Procurement	<ul style="list-style-type: none"> Contracts Register published on a quarterly basis. Award Notice placed for all relevant tender exercises Percentage of suppliers who rated the ease of access to information about SFRS contract opportunities as good or excellent
4.2	Publish workplan on I-hub/ SFRS internet / PCS Scotland	June 2021	Procurement Manager	
4.3	Publish Annual Procurement report for financial year 2020-21	Sept 2021	Procurement Manager	
4.4	Further development of Procurement iHub site with publication of all Procurement governance and procedures and to aid SFRS understand procurement performance	Sept 2021	Procurement Manager / Corporate Communications	
4.5	In conjunction with Supplier Development Programme, develop "How to do Business with SFRS" guidance for inclusion of SFRS internet site	Dec 2021	Procurement Manager / Category Teams	
4.6	Development of SFRS Internet Page for Procurement to aid suppliers access workplan and governance and to understand our performance	March 2022	Corporate Communications / Procurement Manager / Category Teams	

APPENDIX B – PERFORMANCE INDICATORS

5. GOVERNANCE & RISK

Action Ref	Actions	Target Date	Owner	KPI's
5.1	Review Standing Orders	June 2021	Procurement Manager	<ul style="list-style-type: none"> No successful legal challenges Percentage of tenders completed which have a documented quality review process Percentage of Actions completed in Red Flag Action Plan within reporting timeframe Percentage of independent reviews completed with no issues noted. PCIP Action Plan completed
5.2	Complete Initial actions required to embed SG Construction Manual for works projects	Dec 2021	Head of Finance and Procurement / Head of Asset Management / Procurement Manager / Property Manager	
5.3	Update procurement governance in line with legislation change and/or updates to Procurement Journey	March 2022	Procurement Manager	
5.4	Undertake documented quality review process for all relevant procurement activity	March 2022	Category Leads / Procurement Officers	
5.5	Complete outstanding actions for PCIP	March 2022	Procurement Manager / Category Leads / Procurement Officers	
5.6	Complete actions for financial year 2021/22 for the Procurement Red Flag Action Plan	March 2022	Procurement Manager	

SUSTAINABILITY

We aim to increase the knowledge and understanding of the benefits of sustainable procurement for all of those involved in the undertaking of SFRS Procurement Activity, and to ensure compliance with the Sustainable Procurement Duty and all other duties contained within the Procurement Reform (Scotland) Act 2014. Performance will be measured with the following Key Performance Indicators.

KPI	Narrative	Frequency	Target
Percentage of spend with SME's	Measurement and recording of SME spend allows SFRS to evidence compliance with Sustainable Procurement Duty in the Procurement Reform (Scotland) Act 2014 in terms of SME involvement in SFRS procurement activity.	Annually	30%
Number of supported business contracts awarded in the reporting period	SFRS requires to maintain performance at two contracts awarded to supported business during the financial year to support current performance level as measured in last round of PCIP assessment. This KPI also assists SFRS to evidence compliance with Sustainable Procurement Duty as stated in the Reform Act	Annually	2
Percentage of SDP "Meet the Buyer" Events attended	SFRS is an associate Member of the Supplier Development Programme, which works to bring free support in all aspects of tendering to Scottish-based SMEs to assist in improving their prospects when competing to public sector contracts. SFRS will support national and local Meet the Buyer Events to raise awareness of opportunities arising from SFRS procurement activity.	Annually	100%
Flexible Framework Level attained over the reporting period (measured annually)	The Flexible Framework is a widely used self-assessment which allows organisations to measure and monitor their progress on sustainable procurement over time. The tool is used to assess current level of performance and the actions required to embed good procurement practice to realise intended sustainable outcomes.	Annually	Level 3 over the term of the Strategy
Percentage of quotes undertaken which included at least 1 SME	SFRS is committed to encouraging SME involvement in all levels of procurement activity to assist in improving efficiency, sustainability, market potential and supports local wealth creation.	Quarterly	100%
Procurement contribution to SFRS target of an Average 6% Annual Reduction on Carbon Emissions per annum	SFRS recognise our Sustainable duty as stated in the Procurement (Scotland) Reform Act 2014 and we will work to influence our supply base to reduce carbon emissions in all relevant procurement activity.	Annually	Average 6% Annual Reduction on Carbon Emissions per annum for all SFRS activity.

VALUE FOR MONEY AND EFFICIENCY

We aim to make the best use of our procurement resources in the undertaking of an efficient and effective procurement process to ensure the delivery of service provision that is consistent for all stakeholders. Performance will be measured with the following Key Performance Indicators.

KPI	Narrative	Frequency	Target
Percentage of all influenceable SFRS expenditure covered by contracts	This is linked to PCIP assessment and VFM. This figure requires to be maintained and evidenced for next round of assessment anticipated to occur in 2022. Maximisation of contract spend ensures effective use of competition to achieve best value and minimises non-contract spend.	Monthly	95%
Percentage of internal customers who rated customer satisfaction as good or excellent	The Procurement Team aim to provide a first-class service and deliver agreed outcomes within defined timeframes together with the provision of guidance, advice and mentoring. Regular feedback will be sought in terms of the performance level achieved.	Annually	95%
Percentage of contract and supplier management meetings conducted with strategically critical suppliers	Contract management meetings will be held with key strategic suppliers on a quarterly basis in compliance with SFRs Contract Management Meeting. Meetings require to be scheduled and balanced scorecard completed and submitted to Procurement. KPI's are managed across such contracts. Contract Management is a key improvements action in the PCIP Action Plan	100%	100%
Reduction of number of suppliers for influenceable spend	SFRS will measure the reduction of the numbers of suppliers in-scope over the period of the Strategy and set annual targets which will aim to reduce the numbers of suppliers in-scope (i.e. those suppliers which the Procurement Team can influence). Reduction of supplier numbers will lower transactional costs due to fewer suppliers to manage and maintain. Reduction will also aid address non-contract spend.	Monthly	600 (over the period of the Strategy)
Number of innovative projects delivered on annual basis	SFRS will use its procurement activity as a driver to achieve innovation in the delivery of relevant projects. Innovation is also a key element of the Sustainable Procurement duty	Annually	1
Procurement Tender Exercises completed in the Financial Year	Procurement and Client Departments on an annual basis agree priorities on the projects to be delivered in the financial year	Annually	100%
Percentage of valid orders £4,000 or greater progressed within 2 working days	Orders over £4,000 are automatically routed to Procurement on SFRS Finance System to minimise the risk of non-compliance with procurement governance. The Procurement team will commit to approve valid orders within 2 working days.	Monthly	100%

ENHANCING CAPABILITY

Capacities and training of the workforce are indicators for the performance of a procurement system. SFRS requires those involved in undertaking and participating in procurement activity to be supported to undertake the increasing complexity of public sector procurement. Without this continued support, SFRS will not be able to maximise value for money nor deliver key improvement actions linked to SFRS Strategic Plan or support the delivery of National Outcomes. Performance will be measured with the following Key Performance Indicators

KPI	Narrative	Frequency	Target
Percentage of Procurement Team who hold the professional procurement qualification, Member of Chartered Institute of Purchasing and Supply (MCIPS)	The aim is that all members of the Procurement Team will attain MCIPS accreditation, even though it is not a specific requirement for some roles within the team. However, it is recognised that offering this professional qualification route assists in the retention of staff, in a market which is challenging in terms of numbers / quality of personnel. This certification also reflects the professionalism of the procurement team.	Annually	80% (over the Strategy term)
Percentage of procurement spend actively influenced by a procurement professional	This is linked to performance level achieved by SFRS in the PCIP assessment, which amongst other factors, measures the degree of influence the procurement function has over major / routine procurement activity. 100% requires to be maintained for SFRS to maintain PCIP level of performance.	Annually	100%
Procurement people of Tomorrow actions completed within reporting period	Procurement People of Tomorrow (PPoT) programme aims to address the skills gap in procurement and highlights the challenges in attracting, recruiting and retaining talent. SFRS will signal their commitment to encouraging new entrants into the profession and assist in promoting procurement as a career. This action is consistent with PCIP Action Plan.	Annually	100%

TRANSPARENCY

Transparency and openness is understood as the fair and equal treatment of participants in the procurement process. It includes public disclosure of procurement rules; publication of procurement opportunities; publication of the results of the procurement processes, of contract modifications and of justifications for the use of procurement methods other than open tendering. Performance will be measured with the following Key Performance Indicators:

KPI	Narrative	Frequency	Target
Contracts Register published on a quarterly basis.	The Procurement Reform (Scotland) Act 2014 requires the publication of SFRS Contracts Register. SFRS will commit to the publication on internet / Public Contracts Scotland. SFRS intranet (ihub) on a minimum quarterly basis.	Quarterly	Publish per quarter in financial year
Award Notice placed for all relevant tender exercises	SFRS is required to publish a contract notice for all procurement activity completed within specified timeframes. This aids transparency of the award of contract and also assist in advertng potential sub-contract opportunities in relevant procurement activity.	Monthly	100%
Percentage of suppliers who rated the ease of access to information about SFRS contract opportunities as good or excellent	SFRS aims to maximise opportunities to do business with the services over a number of areas such as internet / social media / Public Contracts Scotland. We will undertake measures that will gauge the success of this engagement.	Quarterly	100%

GOVERNANCE AND RISK

SFRS procurement governance model requires to reflect legislative requirements and minimise risk to the Service. We aim to ensure all staff involved in the procurement process, including those who participate in the User Intelligence Group process are fully aware of all aspects and impacts of the procurement governance procedures and legislative requirements. Improvement Action plans will be completed with prescribed timeframes. Performance will be measured with the following Key Performance Indicators:

KPI	Narrative	Frequency	Target
No successful legal challenges	The Remedies Directive enable unsuccessful tenderers the opportunity to challenge award decisions within the tender process if they believe that SFRS has breached procurement legislation. Compliance with SFRS governance process will minimise this risk, and the application of the Procurement Legal Protocol, which fosters partnership working between Procurement, Legal Services and Client Departments ensures effective risk management and escalation.	Annually	Zero (0)
Percentage of tenders completed which have a documented quality review process	The Procurement team operates a quality review process on all procurement activity with a value of £50,000 or greater. The purpose of this review is to inspect the tender process at defined intervals in a planned, independent, controlled and documented manner and ensure that issues are addressed and/or team members are mentored properly.	Quarterly	100%
Percentage of Actions completed in Red Flag Action Plan within reporting timeframe	SFRS have developed an Action plan in response to Audit Scotland Red Flag Procurement Report to minimise the risk of fraud occurring within SFRS procurement activity. Progress against the Action Plan will be measured across the strategy term. Management and monitoring of the Action Plan will also assist in PCIP improvement actions.	Annually	100%
Percentage of independent reviews completed with no issues noted	An independent review will be undertaken by Legal Services on a sample of procurement activity to ensure that the documented procurement governance process has been followed and evidenced.	Quarterly	100%
PCIP Action Plan completed	An Action Plan was developed in response to the last round of PCIP assessment to ensure that SFRS maintained/ improved upon last performance level.	Annually	100%



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



Report No: B/SPPC/07-21

Agenda Item: 16

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	29 APRIL 2021						
Report Title:	COMBINED RISK AND PERFORMANCE QUARTER 3 PROGRESS REPORT						
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 quarterly progress report on how we are performing against our strategic outcomes and objectives.						
2	Background						
2.1	The Combined Risk and Performance Report was introduced in August 2020 and provides a quarterly update on how we are performing against each Strategic Outcome and Objective.						
2.2	The document provides a detailed update against the actions within the Annual Operating Plan 2020/21, 17 of our Key Performance Indicators as outlined within the Performance Management Framework, and high-level Strategic Risk and Portfolio performance information.						
3	Main Report/Detail						
3.1	The quarterly progress report is attached as Appendix A . This provides details of progress made against our Strategic Outcomes up to end of December 2020.						
3.2	Strategic Risks A high-level overview of our Strategic Risk Register is included within the report. Further detail on the register is reported to the Audit and Risk Assurance Committee (ARAC). The figures in this report align with the most recent submission to ARAC and shows: <ul style="list-style-type: none"> • 3 Strategic Risks are noted as Very High Risk (Red RAG Status) • 6 Strategic Risks are noted as High Risk (Amber RAG Status) 						
3.3	Annual Operating Actions This report provides details of progress made against the actions of the Annual Operating Plan 2020/21 up to end of December 2020.						
3.4	Up to the end of December 2020 of the 42 actions planned: <ul style="list-style-type: none"> • 26 actions were noted as progressing as planned (Green RAG Status) • 13 actions were noted as experiencing some slippage (Amber RAG Status) • 3 actions were noted as off track (Red RAG Status) 						
3.5	Commentary the actions which have experienced some slippage is contained within section 3 of the attached report.						

3.6	Section 4 provides commentary on the nine actions that have been carried forward from the previous 2019/20 Annual Operating Plan.
3.7	Our Corporate Measures As agreed within the Performance Management Framework, 17 measures will be reported to the Board to provide a high-level overview of our performance results.
3.8	Up to the end of December 2020 of the 17 measures identified: <ul style="list-style-type: none"> • 6 measures are on track to meet their target • 1 measure is slightly off target • 1 measures are off track to meet their target • 9 measures have no target but are being closely monitored.
3.9	Further information on those measures which are off track or are of heightened interest are provided within the report.
3.10	Our Projects Appendix A provides a high-level overview of how our transformation and major projects are performing for interest. Further detail on these projects is reported to the Senior Management Board and the Transformation and Major Projects Committee. The information contained in this report aligns with the latest dashboard reported to Committee.
4	Recommendation
4.1	The Board is invited to note the quarterly report and progress made against the against our strategic outcomes and objectives as detailed in Appendix A .
5	Key Strategic Implications
5.1	Financial
5.1.1	There are no financial implications arising from this report. 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	There are no environmental and sustainability implications arising from this report. The Annual Operating Plan 2020/21 contains actions which supports Scottish Fire and Rescue Service (SFRS) commitment to protecting the environment and achieving greater sustainability.
5.3	Workforce
5.3.1	There are no workforce implications arising from this report. Any workforce implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.4	Health & Safety
5.4.1	There are no health and safety implications arising from this report. The Annual Operating Plan 2020/21 contains actions which supports SFRS commitment to health, safety and wellbeing.
5.5	Training
5.5.1	There are no training implications arising from this report.
5.6	Timing
5.6.1	This progress report covers the period up to and including Quarter 3 (1 October – 31 December 2020).

5.7 5.7.1	Performance Progress against the Annual Operating Plan is reported to the Senior Management Board, Strategic Leadership Team and the SFRS Board.
5.8 5.8.1	Communications & Engagement Extensive engagement and consultation exercises were conducted across a spectrum of our staff, partners, stakeholders and communities to produce the Strategic Plan 2019-22 on which the Annual Operating Plan is based.
5.9 5.9.1	Legal Delivery of the Extended Annual Operating Plan meets with the requirements of the Governance and Accountability Framework.
5.10 5.10.1	Information Governance The collation or use of personal data is not required in the preparation of the Annual Operating Plan Quarterly Progress Reports. A Data Protection Impact Assessment is therefore not applicable.
5.11 5.11.1	Risk There are no risks arising from this report. Links have been made with actions of the Annual Operating Plan 2020/21 and the Corporate Risk Register. Any risks arising from any individual actions will be brought before SLT and the Board through the risk management channels.
5.12 5.12.1	Equalities An Equality and Human Rights Impact Assessment (EIA) has been carried out. It will remain an open document that is further populated as the Annual Operating Plan evolves. The Impact Assessment will be further reviewed where new evidence is found, ensuring it remains applicable in light of that evidence.
5.12.	The EIA is a high-level document. Equality Impact Assessments will need to be considered by Directorates for each of the actions contained within the Annual Operating Plan.
5.13 5.13.1	Service Delivery The content of this progress report does not impact upon Service Delivery.
6	Core Brief
6.1	The Director of Strategic Planning, Performance and Communications presented the Quarter 3 Combined Risk and Performance Progress Report to the Board. The report shows Quarter 3 progress against our Strategic Outcomes and Objectives.
7	Appendices/Further Reading
7.1	Appendix A – Combined Risk and Performance Report Quarter 3 Progress Report.
Prepared by:	Louise Patrick, Planning and Performance Officer
Sponsored by:	Richard Whetton, Head of Corporate Governance
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 Scrutiny</i>
<i>Strategic Leadership Team</i>	<i>30 March 2021</i>	<i>For Scrutiny</i>
<i>SFRS Board</i>	<i>29 April 2021</i>	<i>For Scrutiny</i>

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CORPORATE RISK AND PERFORMANCE 2020/21

Quarter 3 Progress Report

Safety. Teamwork. Respect. Innovation.

Introduction

The Corporate Risk and Performance Quarterly Report incorporates our strategic risks, Annual Operating Plan actions, measures and transformation and major projects to provide a combined overview of how we are performing against our strategic outcomes and objectives, as detailed within our Strategic Plan 2019-22.

Section 1 – Executive Summary

Provides an overview summary of the combined results for Strategic Risks ratings, the progress of Annual Operating Plan actions and the performance against our measures.

Section 2 - Performance Dashboard

This section provides more detail on the RAG scoring of each of actions, measures and projects.

- Red indicates an activity is not progressing as planned or data is 10% or over is target
- Amber suggest that activity is slightly off track or data is not meeting its target but is within 10%
- Green indicates everything is progressing as planned and is on target.

Further details of our actions are contained in the Annual Operating Plan 2020/21. More information of our measures and their targets is contained in the SFRS Performance Management Framework.

Section 3 - Exception Report

This section provides a commentary against any actions that are not progressing as planned. This gives more detail of why there may be some delays and, if necessary, what further actions are being done to bring this back on track.

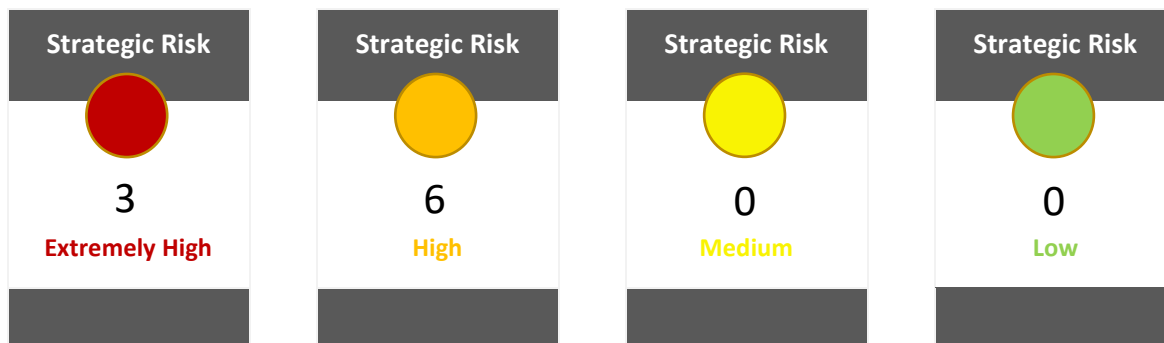
Section 4 – Residual Annual Operating Plan Action 2019/20

This section provides commentary against those actions that have carried forward from the Annual Operating Plan 2019/20.

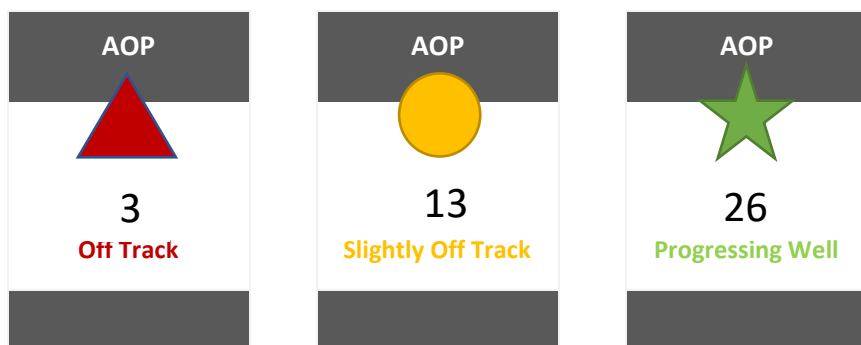
More detailed reports of our risks, measures and projects are provided to Committees of the Board to enable closer scrutiny of the steps we are taking to manage these.

Section 1: Executive Summary

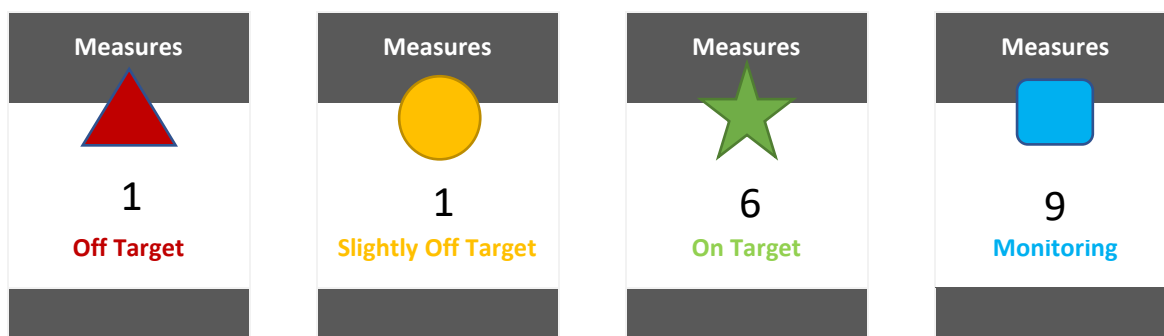
Strategic Risks Ratings Totals



Annual Operating Plan RAG and Status Totals



Performance Measures Target Result Totals



**Please note that the data supplied in this document is provisional and is only provided as a guide. Verified data will be published in our annual statistical returns at the end of August and the end of October each year.*

Section 2: Performance Dashboard

Strategic Outcome 1: Prevention

Our collaborative and targeted prevention and protection activities improve community safety and wellbeing and support sustainable economic growth.

Objective 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.

Performance Question: How effective are we at enhancing community safety and wellbeing?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
<input checked="" type="checkbox"/> Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences.	Service Delivery	01/04/2020	31/03/2021	50%	★

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Safe and Well Project	★	★	★	★

Home Fire Safety

Visits



17,065

Off Target

YTD

Limited access to the public and businesses in general has, and will likely have, a continued impact on the Service for the coming quarters. The area that this is most noticeable is in Home Fire Safety Visits where the last three quarters have reported considerably less visits than in previous years. Whilst year-to-date figures will show significant reductions until year-end, it should be noted that visits to high risk categories continue to rise and where visits were almost 90 percent lower after first quarter, visits in quarter three were less than one-third lower than in previous years.

Outcome 1: Prevention


Our collaborative and targeted prevention and protection activities improve community safety and wellbeing and support sustainable economic growth.

Objective 1.2 We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland’s built environment and supporting economic growth.

Performance Question: How effective are we protecting our built environment? To what extent do we contribute to economic growth?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
<input checked="" type="checkbox"/> Develop SFRS approach to high rise domestic buildings.	Service Delivery	01/04/2020	31/03/2021	88%	★
<input checked="" type="checkbox"/> Introduce the revised standard of smoke detection.	Service Delivery	01/10/2019	31/03/2021	76%	★
<input checked="" type="checkbox"/> Review SFRS Fire Safety Enforcement arrangements.	Service Delivery	01/04/2020	31/03/2021	32%	●

**Non-Domestic
Fires**



1,043

On Target

YTD

The coronavirus impact in Scotland is evident on our indicators. As businesses, schools and other non-residential premises were locked down, rates of non-domestic fires have fallen.

Strategic Outcome 1: Prevention


Our collaborative and targeted prevention and protection activities improve community safety and wellbeing and support sustainable economic growth.

Objective 1.3 We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.

Performance Question: How effective are our prevention and protection activities?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
<input checked="" type="checkbox"/> Review the structure of the Fire Investigation section to ensure most effective and efficient model.	Service Delivery	01/10/2019	30/09/2021	55%	●

ADF Casualties




270

On Target

YTD

Fire Fatalities



41

Monitoring

YTD

13 Fire Fatalities have been recorded in Quarter 3. Delays with post mortems and on-going investigations mean that provisional fire fatality figures may change notably in relations to accidental dwelling fire deaths.

The previous 5-year average for the quarter was 12.6.

Strategic Outcome 1: Prevention


Our collaborative and targeted prevention and protection activities improve community safety and wellbeing and support sustainable economic growth.

Objective 1.4 We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our Service.

Performance Question: To what extent are we reducing Unwanted Fire Alarm Signals? How well do we work with our partners to reduce and manage their impact?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
<input checked="" type="checkbox"/> Review and revise the Unwanted Fire Alarm Signal (UFAS) Strategy.	Service Delivery	01/04/2020	30/09/2021	53%	★

Unwanted Fire Alarm Signals



18,084

On Target

YTD

Strategic Outcome 2: Response

Our flexible operational response provides an effective emergency response to meet diverse community risks across Scotland.

Objective 2.1 We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.

Performance Question: How well do we understand community risk? How will we have the right resources in the right places at the right time?

Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
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No associated actions identified this reporting period

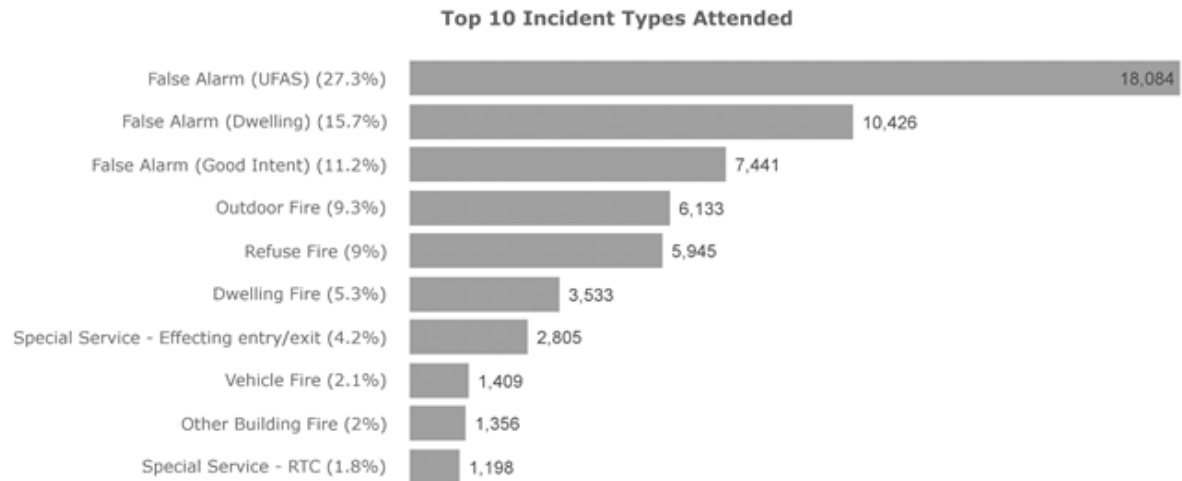
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Community Risk Impact Model (formerly Futures Vision)	★	★	★	●
Station and Appliance Review	★	★	★	●

Incidents Attended

66,223

Monitoring

YTD



Strategic Outcome 2: Response

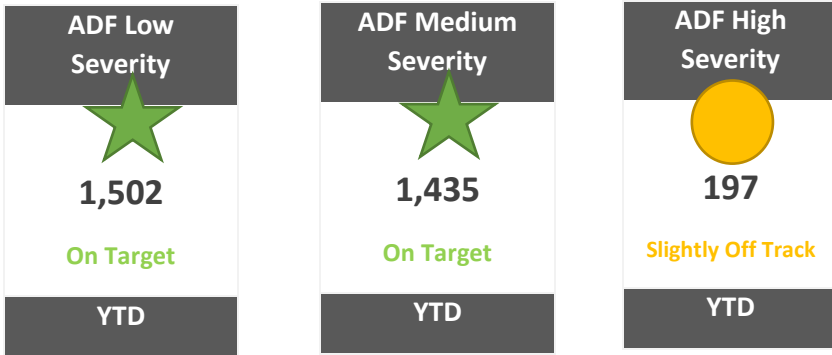
Our flexible operational response provides an effective emergency response to meet diverse community risks across Scotland.

Objective 2.2 We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology.

*Performance Question: How will we demonstrate we are more flexible? How will we demonstrate we have modernised our preparation and response to emergencies?
How effective and efficient is our emergency response?*

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
<input checked="" type="checkbox"/> Complete the preparation and development phase of an SFRS Operations Strategy.	Service Delivery	01/07/2020	31/03/2022	24%	★
<input checked="" type="checkbox"/> Develop a Wildfire Concept of Operations and implementation plan.	Service Delivery	01/10/2019	31/03/2023	50%	★
<input checked="" type="checkbox"/> Ensuring resilience, deliver national events taking place across Scotland during 2020/2021.	Service Delivery	01/10/2019	31/03/2022	17%	●

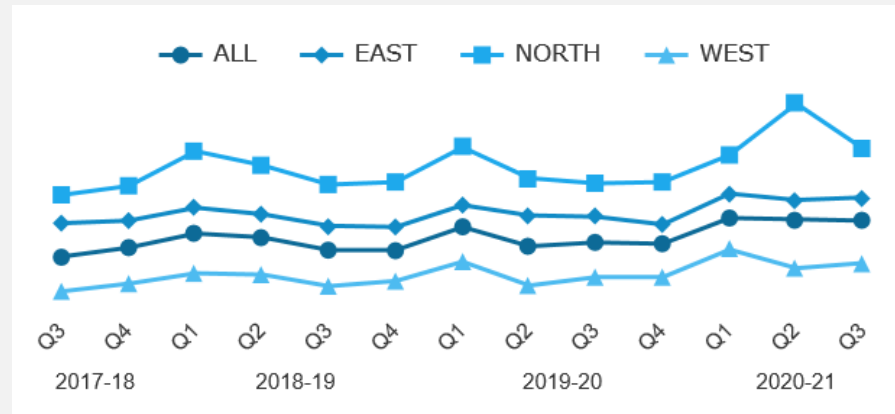
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Out of Hospital Cardiac Arrest Phase Two	★	★	★	★
Demand Based Duty System	★	★	★	●
Terms and Conditions	--	--	--	--



Low and medium severity accidental dwelling fires are meeting predefined targets and high severity fires over the quarter, have reduced against the previous third quarter figures. The percentage contribution of high severity incidents to overall accidental dwelling fires remains consistent (six percent). For high severity incidents to report in line with existing targets, incidents would require to decline by one fifth of their current level.



The response time is the time it takes from the call being logged to the time at which the first responding vehicle arrives at the incident. The response time therefore includes the call-handling time. The median (or middle) values of the set of response times this quarter for each Service Delivery Area (East, North and West) are shown, together with the total number of incident attendances counted. The totals shown exclude a small number of incidents resulting from errors and omissions in the recorded mobilising and attendance times. Response times show a notable reduction in the North from the last quarter, although the average is still above previous years' figures.



Strategic Outcome 2: Response

Our flexible operational response provides an effective emergency response to meet diverse community risks across Scotland.

Objective 2.3 We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.


Performance Question: How will we demonstrate we have maintained a strong presence across Scotland? How will we, with our partners, demonstrate we have improved community resilience?

Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
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No associated actions identified this reporting period

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
RDVS Strategy	★	★	★	●

RDS Appliance Availability




84%

On Target

Latest

WT Appliance Availability



97.7%

Monitoring

YTD

Quarterly RDS availability varies cyclically each year as a result of seasonal differences in working patterns amongst other things. However, availability over the past three quarters has varied significantly due to crew availability during lockdown in the first quarter. Availability this quarter has fallen back to similar levels witnessed in previous quarters but still remains higher.

Strategic Outcome 2: Response

Our flexible operational response provides an effective emergency response to meet diverse community risks across Scotland.

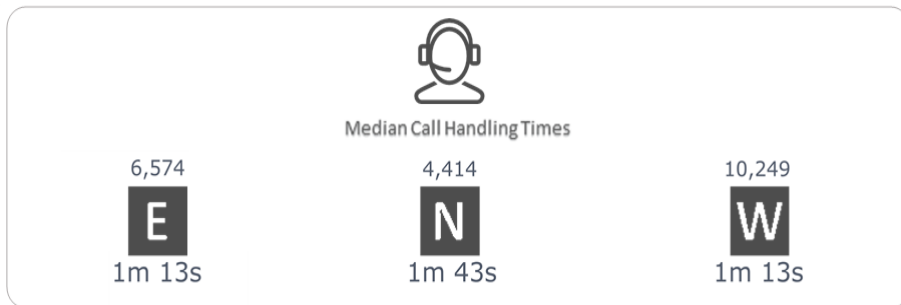
Objective 2.4 We will make our frontline service delivery more effective by enhancing our command, control and communication arrangements.

Performance Question: How will we demonstrate increased effectiveness of service delivery through improved 3C arrangements?

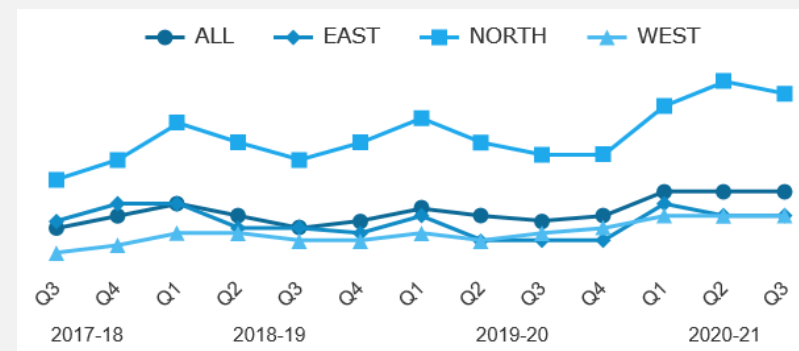
Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
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No associated actions identified this reporting period

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Command and Control Futures	★	●	●	★



Call handling time is the time it takes from an emergency call being logged on our systems to the first station being alerted. The median (or middle) values of the set of call handling times this quarter for each Service Delivery Area are shown, together with the total number of incident attendances counted. The totals shown exclude a small number of incidents resulting from errors and omissions in the recorded mobilising and attendance times. Call Handling Times have been similar over the three quarters this financial year.



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.

Objectives 3.1 We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.

Performance Question: How do we demonstrate our workforce is supported? How will we demonstrate strong leadership levels at all levels? How will we know we have built capacity at all levels? How much have we improved the diversity of our workforce?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
<input checked="" type="checkbox"/> Harmonise Instructor Terms and Conditions.	Training, Safety and Assurance	01/10/2019	31/12/2020	94%	▲
<input checked="" type="checkbox"/> Review, revise and implement Pay and Reward Frameworks.	People and Organisational Development	01/04/2020	31/03/2023	31%	●
<input checked="" type="checkbox"/> Strengthen and promote the SFRS Total Reward package.	People and Organisational Development	01/04/2020	31/03/2022	17%	★
<input checked="" type="checkbox"/> Support, promote and monitor the development of a positive transparent working culture.	People and Organisational Development	01/10/2019	31/03/2023	29%	●

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.

Objectives 3.2 We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.

Performance Question: How will we demonstrate we have inclusive learning and development arrangements? How will we demonstrate the quality of our learning and development arrangements? How will we know if our learning and development arrangements are efficient and have improved capability?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
<input checked="" type="checkbox"/> Deliver Flexi Duty Officers (FDO) Training for Operational Competence Framework (TfOC) - Year 2 of 3	Training, Safety and Assurance	01/10/2019	31/03/2021	92%	★
<input checked="" type="checkbox"/> Develop and implement revised health assessments in accordance with physical distancing measures.	People and Organisational Development	01/05/2020	31/03/2021	73%	★
<input checked="" type="checkbox"/> Develop, implement and review the SFRS approach to Talent Management and Development.	People and Organisational Development	01/10/2019	31/03/2022	47%	★
<input checked="" type="checkbox"/> Implement the recommendations from the TED Training Review Report.	Training, Safety and Assurance	01/10/2019	31/03/2021	43%	●

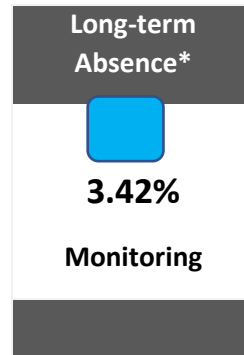
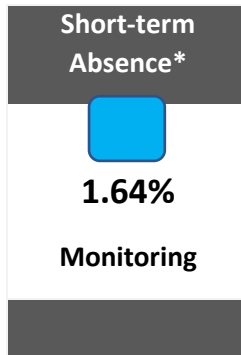
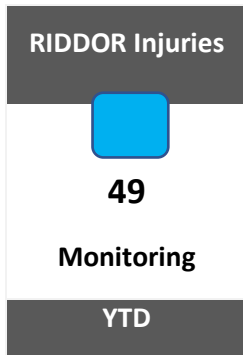
Strategic Outcome 3: People

We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

Objectives 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

Performance Question: How effective are our health, safety and wellbeing arrangements?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
<input checked="" type="checkbox"/> Deliver rolling programme of SFRS Health and Safety Improvement Plans across the organisation.	Training, Safety and Assurance	01/04/2020	31/03/2021	87%	★
<input checked="" type="checkbox"/> Implement improved procedures to reduce the risks from exposure to contaminants.	People and Organisational Development	01/04/2020	31/03/2021	32%	●
<input checked="" type="checkbox"/> Implement the Mental Health Strategy to promote and support the wellbeing of staff.	People and Organisational Development	01/04/2020	31/12/2021	28%	★
<input checked="" type="checkbox"/> Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Training, Safety and Assurance	01/04/2020	31/03/2021	41%	●
<input checked="" type="checkbox"/> Strengthen health, wellbeing and fitness arrangements.	People and Organisational Development	01/04/2020	31/03/2024	39%	●



*Work days lost versus work days available

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.

Objectives 3.4 We will engage with our people, and other stakeholders, in an open and honest way ensuring all have a voice in our Service.

Performance Question: How effective are we at engaging in an open and honest way? How will we demonstrate that all have a voice in our Service?

	Directorate	Start Date	Due Date	% Complete	RAG
<input checked="" type="checkbox"/> Implement recommendations from the internal communications review.	Strategic Planning, Performance and Communications	01/02/2020	31/12/2021	42%	●
<input checked="" type="checkbox"/> Implement the recommendations from the on-call media review.	Strategic Planning, Performance and Communications	01/03/2020	31/10/2020	100%	✔
<input checked="" type="checkbox"/> Review the Working Together Framework.	People and Organisational Development	01/04/2020	31/03/2021	30%	●

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.

Objectives 4.1 We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.

Performance Question: To what extent do we contribute to sustainable development? How effective are we at reducing our impact on the environment?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
<input checked="" type="checkbox"/> Implement arrangements for the mainstreaming of equality, diversity, inclusion and human rights.	People and Organisational Development	01/04/2020	31/03/2022	42%	★
<input checked="" type="checkbox"/> Implement SFRS response to SG Emergency Climate Change (ECC) Agenda 2045.	Finance and Contractual Services	01/04/2020	30/04/2023	100%	★

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.

Objectives 4.2 We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.

Performance Question: How effective are we at reducing organisational risk? How will we demonstrate levels of business compliance?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
<input checked="" type="checkbox"/> Maintain and develop robust Cyber Security meeting Scottish Government standards.	Service Development	01/10/2019	31/03/2021	89%	●
<input checked="" type="checkbox"/> Review and improve the SFRS Corporate Governance Framework.	Strategic Planning, Performance and Communications	01/04/2020	28/02/2021	50%	★

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
PVG Scheme	★	●	★	★

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.

Objectives 4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.

Performance Question: To what extent do we invest in our infrastructure to improve our services to the public?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
<input checked="" type="checkbox"/> Deliver and commence a ten-year investment and implementation plan for Standard Station Design (SSD)	Finance and Contractual Services	01/04/2020	31/01/2022	29%	★
<input checked="" type="checkbox"/> Deliver the Phase 1 of the Portlethan Refurbishment Programme.	Finance and Contractual Services	01/04/2020	31/12/2020	75%	▲
<input checked="" type="checkbox"/> Deliver the Structural Firefighters PPE rolling four-year Programme.	Finance and Contractual Services	01/04/2020	30/04/2021	100%	★
<input checked="" type="checkbox"/> Develop a programme of works to rectify issues arising from the presence of RAAC panelling.	Finance and Contractual Services	01/04/2020	31/12/2020	90%	▲
<input checked="" type="checkbox"/> Review and develop the SFRS Digital Strategy for 2021-2024.	Service Development	01/06/2020	31/12/2020	80%	★
<input checked="" type="checkbox"/> Review and implement the New Fleet Strategy.	Finance and Contractual Services	01/04/2020	31/03/2021	61%	★

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
People, Training, Finance and Asset System	★	★	★	●
McDonald Road Redevelopment and Museum of Fire	●	●	★	●
West Asset Resource Centre	★	★	★	★

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.

Objectives 4.4 We will strengthen performance and management and improvement arrangements to enable robust scrutiny, challenge and decision-making nationally and locally.

Performance Question: To what extent have we strengthened performance management and improvement arrangements? How will we demonstrate scrutiny, challenge and decision-making is robust?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
<input checked="" type="checkbox"/> Coordinate the statutory review of Local Fire and Rescue Plans.	Strategic Planning, Performance and Communications	01/10/2019	31/03/2021	84%	★
<input checked="" type="checkbox"/> Create a structure for Service Delivery that recognises the relationship between its Functions.	Service Delivery	01/04/2020	31/03/2022	46%	★
<input checked="" type="checkbox"/> Implement Portfolio, Programme and Project approach to managing change across the SFRS.	Service Development	01/02/2020	31/03/2021	61%	★
<input checked="" type="checkbox"/> Implement the new corporate Performance Management System (PMS).	Strategic Planning, Performance and Communications	01/04/2019	31/03/2021	96%	★
<input checked="" type="checkbox"/> Implement the recommendations of the Business Intelligence review.	Strategic Planning, Performance and Communications	01/04/2020	31/03/2022	30%	★
<input checked="" type="checkbox"/> Review and strengthen arrangements to capture, coordinate and report on national themes arising from	Strategic Planning, Performance and Communications	01/04/2020	31/03/2021	100%	★
<input checked="" type="checkbox"/> Review our approach to the recording and use of incident data.	Strategic Planning, Performance and Communications	01/06/2020	31/03/2021	15%	●

Section 3: Exception Reporting



Annual Operating Plan Actions

Objective	Annual Operating Plan Action	Directorate	Due Date	RAG	Commentary Update
1.2	Review SFRS Fire Safety Enforcement arrangements.	Service Delivery	31/03/2021	●	Options paper still being developed to consider standards laid out in National Fire Chief's Council (NFCC) Framework. This had been delayed due to competing priorities with Covid and reduced resources. Pilot continues to progress with no outcomes available to date. Support given to Local Senior Officer areas on redevelopment of Local Enforcement Delivery Plans pending conclusion of revised Fire Safety Enforcement Policy Framework.
1.3	Undertake a review of the structure of the Fire Investigation section to ensure the most effective and efficient model is in place.	Service Delivery	31/03/2021	●	Fire Investigation Management have engaged with Human Resource colleagues and work to resolve the North shift system has progressed well. Work will continue in Quarter 4 to consider all available shift system options to enable a viable restructure of Fire Investigation to be implemented.
2.2	Plan and deliver a number of national events taking place across Scotland during 2020/2021 and ensure that SFRS Operational Response remains resilient throughout these events.	Service Delivery	31/03/2022	●	Planning has fully recommenced and implementation is dependent on securing funding from COP Unit, however, no funding guarantees have been received from the Conference of the Parties (COP) Unit to date. A full budget submission was sent to the COP Unit followed by a resourcing business case. This is currently with Scottish Government and the Cabinet Office COP Unit for scrutiny prior to submission to a spends approval board.

Objective	Annual Operating Plan Action	Directorate	Due Date	RAG	Commentary Update
3.1	Review, revise and implement Pay and Reward Frameworks.	People and Organisational Development	31/03/2023	●	External assistance was progressed in Quarter 3 in relation to the standardisation of RDS terms and conditions via the NJC Resolution Advisory Panel (RAP). SFRS is currently considering the recommendations from the RAP chair to inform next steps during Quarter 4. A full and final offer in relation to Uniformed Instructors Terms and Conditions was rejected by the Fire Brigades Union in Quarter 3. Alternative options are currently being considered in relation to progressing this during Quarter 4.
3.1	Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	People and Organisational Development	31/03/2024	●	A revised Bullying, Harassment and Discrimination Policy, supporting employee and manager's guidance documents have been produced in preparation for consultation. A programme of women's online information events has taken place and will be reviewed in Quarter 4 to inform future events for other underrepresented groups. A positive action communications plan has now been developed to support this programme of initiatives. Progress against other areas of the Positive Action Strategy have not yet commenced due to capacity and People and Organisational Development resource being redeployed to support COVID critical work activity. An initial session with care experienced young people (CEYP) was developed in conjunction with WhoCares?Scotland and held in Quarter 3. This will be developed further in 2021. The Cultural Framework concept has been further developed into a structured programme and re-branded as the Building the Future Together (BFT) Programme. Engagement continues to support the development and implementation of the BFT Programme.
3.2	Implement the recommendations from the TED Training Review Report.	Training, Safety and Assurance	31/03/2021	●	The Project Manager for the Continuous Improvement Plan and Clinical Governance took up post on November 2020. Four Crew Commander posts have also been filled and are on the Emergency Response Driver Instructor pathway. The Strategic Leadership Team Paper on proposals for accommodation was presented and it was accepted that no accommodation was required at this time. A paper has still to be submitted with regard to the resources for implementation of the Continuous Improvement Plan: this has been delayed until the Project Manager has had the opportunity to undertake an assessment. The Strategic Leadership Team Paper on Non-Operations Role prior to Flexi Duty Officer Role still to be compiled.

Objective	Annual Operating Plan Action	Directorate	Due Date	RAG	Commentary Update
3.3	Implement improved procedures to reduce the risks from exposure to contaminants.	People and Organisational Development	31/03/2021	●	A Health Surveillance Policy has been produced which takes into account the effects of cancer related illnesses and consultation will commence with stakeholders in due course. Engagement is ongoing with cancer charities, Maggie's and McMillan, on how to support staff affected by cancer with a workshop with Maggie's being anticipated in Quarter 4. The phase 1 interim report has been produced by UCLan and will be considered by the Contaminants Group in Quarter 4.
3.3	Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Training, Safety and Assurance	31/03/2021	●	The Event Reporting and Investigation Module was implemented on 1 October 2020. A supporting performance reporting module encountered further technical issues and is due for completion in January 2021. Work continues on the development of the remaining four modules in Phase 1, one of which is scheduled for implementation during January 2021, with the remaining three on target for implementation by 31 March 2021.
3.3	Strengthen health, wellbeing and fitness arrangements to enable staff to safely and effectively undertake their roles.	People and Organisational Development	31/03/2024	●	Progression of themes within the Clinical Governance Action Plan is as follows: Year 1 of the plan: Total of 44 objectives now complete. Three objectives were completed in Quarter 3 and will be implemented formally within the planned new case management policy. Two objectives are in development. Year 2: Total of 36 objectives completed. Five objectives were completed in Quarter 3 and five are in development. Year 3: Total of 25 objectives completed with one objective completed in Quarter 3. The technical issues associated with the SMS text appointment reminder service have been addressed, with further testing taking place in Quarter 4 when it is hoped the service will be launched. An invitation to tender for the research project to develop a bespoke fireground assessment for SFRS has been issued with anticipated contract award in Quarter 4. An invitation to tender for the scanning of medical and fitness records has also been issued with anticipated contract award and completion in Quarter 4. Due to the ongoing impact of COVID-19 on resources and the pausing of the OHCA project, it has been agreed that the Vaccinations Project will not go ahead at this time.

Objective	Annual Operating Plan Action	Directorate	Due Date	RAG	Commentary Update
3.4	Review the Working Together Framework.	People and Organisational Development	31/03/2021	●	Engagement has continued with the Strategic Leadership Team regarding effective partnership working arrangements to meet current and future needs. Work will progress in Quarter 4 to review the Working Together Framework document and associated Consultation and Negotiation Procedures and consult with relevant stakeholders to ensure these remain fit for purpose.
3.4	Implement the recommendations from the internal communications review.	Strategic Planning, Performance and Communications	31/12/21	●	COVID communications continues to take precedence and continues to hamper progress on implementing the ICE Review Report actions, however, progress has been made: SLT have approved the station visit framework which outlines a programme of virtual visits; initial discussions have taken place with ICT colleagues on the redevelopment of iHub, as well as an initial review session to develop the brief which will consequently determine a PID and the basis for deciding/procuring a platform that will deliver on the brief; and the 'What's New' section of iHub has been significantly reduced in line with feedback and the transformation section removed. The appointment of three Communication Team Leaders within the Communications structure, anticipated to take up post in February 2021, will help to free up managerial capacity, increasing resource for strategic work, including gaining traction and momentum on implementing the ICE improvement actions.
3.1	Harmonise Instructor Terms and Conditions.	Training, Safety and Assurance	31/12/2020	▲	The consultation process was completed and a formal offer tabled on 21 September 2020. The offer was rejected by the FBU on 5 October 2020. An options appraisal for next steps was presented to the Strategic Leadership Team on 12 November 2020 and it was agreed that external dispute resolution would be sought via the National Joint Council (NJC).
4.2	Maintain and develop robust Cyber Security meeting Scottish Government standards.	Service Development	31/03/2021	●	Multi-Factor Authentication solution for Operations Control and station based crews now in testing. Network equipment delivered but implementation delayed by Covid restrictions.
4.3	Deliver Phase 1 of the Portlethen Refurbishment Programme.	Finance and Contractual Services	31/03/2020	▲	Works progressing well on site and continues in line with revised programme. Covid continues to be a risk to progress, however, no impacts from Brexit with regards availability of materials or equipment have yet materialised. This action has been allocated a red RAG status due to the slip in timescales against the original completion date.

4.3	Develop a Programme of works to rectify issues arising from the presence of RAAC Paneling in roof construction.	Finance and Contractual Services	31/03/2020		Temporary works to support identified areas of structural defect and crash decks to minimise risk of injury on roof failure are in place and options assessments for all affected sites now completed. Paper to be submitted at next available Asset Management Liaison Board. This action has been allocated a red RAG status due to the slip in timescales against the original completion date.
4.4	Review our approach to the recording and use of incident data, including our use of the Incident Recording System (IRS).	Strategic Planning, Performance and Communications	31/05/2021		Progress by ICT is continuing and nothing has been raised in this forum as a concern to suggest that original timeframes will be negatively affected. However, a disruption to the West MIS system occurred during the festive break. The break hadn't been picked up until the end of the first week in 2021 which complicated the process for Motorola to rectify. This has strengthened concerns that ICT colleagues have regards the condition of the Motorola system and impress upon the need to move to Systel and data transfer using Dell Boomi. It is recommended that this action is now managed via ICT as business as usual and closed off from Quarter 4 onwards.

Section 4: Residual AOP Action 2019/20 Reporting

Objective	Annual Operating Plan Action	Directorate	Due Date	RAG	Commentary Update
1.2	Design and implement revised Fire Investigation (FI) Delivery Model.	Service Delivery	31/03/2020	●	Fire Investigation Management have engaged with Human Resource colleagues and work to resolve the North shift system has progressed well. Work will continue in Quarter 4 to consider all available shift system options to enable a viable restructure of Fire Investigation to be implemented.
2.1	Review Flexible Duty Officer policies and procedures to ensure resilient command cover.	Service Delivery	31/03/2020	●	Flexi Duty Officer (FDO) policy work has been delayed due to COVID-19 response. Work carried out in Quarter 3 was to ensure that sufficient managerial capacity was available to safely respond to concurrent issues i.e. EU Exit, COVID-19 and severe weather.
2.3	Deliver an agreed, updated Chemical, Biological, Radiological and Nuclear (CBRN) response.	Service Delivery	31/12/2019	▲	Due to a change in personnel the CBRNe Concept of Operations has not been completed and will be carried forward into the Operations Function Strategy. It is proposed that this action is marked as completed and removed from Quarter 4 onwards.
2.3	Deliver updated documentation to ensure effective uniformed staffing management.	Service Delivery	31/03/2020	●	The updated 5 Watch Duty System (WDS) Policy and associated General Information Note (GIN) were developed in conjunction with Service Delivery and have been consulted on with the Represented Bodies, to be issued for familiarisation in January 2021. Training on the 5WDS processes has been delivered to the Local Senior Officer area. This was completed in September 2020 and feedback sought to inform FAQ document to support staff and increase awareness. An LCMS package was deployed in December 2020 in advance of the new 5WDS Policy and GIN. Enhancements were also made to the rostering system to address identified issues to allow equitable access to leave.

Objective	Annual Operating Plan Action	Directorate	Due Date	RAG	Commentary Update
2.4	Prepare for National Resilience Assurance Team (NRAT) Electronic Support System (ESS).	Service Delivery	31/03/2020	●	Further data entry completed, including all SFRS Prime Movers. All SFRS National Resilience assets are now on the system and mapping issues resolved. Awaiting advice from the National Resilience Assurance Team (NRAT) on SFRS callsigns. NRAT currently adding new sections for Assurance Process functionalities. Further training in this is underway. Account access and online training now delivered to Capabilities Team. Currently working on guidance documents and training plan for the remainder of SFRS staff. New Capabilities SharePoint site created to improve data management.
3.3	Facilitate the implementation of the SFRS Management of Risk at Operational Incidents Framework	Training, Safety and Assurance	31/03/2020	▲	Progress delayed due to impact of COVID-19. Report now scheduled for Quarter 4 2020-21.
3.4	Review and improve how SFRS captures and reports on compliments and complaints.	Strategic Planning, Performance and Communications	31/03/2020	●	A new complaints policy and procedure has been agreed following new guidance from Scottish Public Service Ombudsman and has now been issued for consultation. Further work is now required to develop the process for information capture.
4.2	Implement a Freedom of Information awareness and training programme.	Strategic Planning, Performance and Communications	31/03/2020	●	Following approval of the Freedom of Information Procedure in Quarter 2, meetings have been completed with all Head of Functions, with Single Points of Contact (SPOCs) being identified. Training for SPOCs will be delivered during Quarter 4.
4.3	Proactively manage our asset base and target investment where it delivers best value.	Finance and Contractual Services	31/03/2020	●	This is progressing well and several actions are now back on track, with the sale of Mounthooley due for completion by the end of Quarter 4.

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p align="center">Special Board – 27 May 2021</p>	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies For Absence • Consideration of/Decision on Private Items • Declaration of Interests • Date of Next Meeting 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Performance Management Framework Review (PMF: Approval of Revised Indicators) 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Draft Vision
<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 (incl MTA Approach until further notice) • DCO – Change Portfolio Update • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<ul style="list-style-type: none"> • Grenfell Fire Update • HS Policy and Policy Statement 	<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 • Committee’s of the Board Annual Value Added Statements • AFA Options (UFAS) 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Health & Safety Annual Report 2019/20

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
26 August 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 (incl MTA Approach until further notice) • DCO – Change Portfolio Update • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<ul style="list-style-type: none"> • Grenfell Fire Update • ARAC Committee Annual Report to Accountable Officer 	<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
28 October 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 (incl MTA Approach until further notice) • DCO – Change Portfolio Update • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<ul style="list-style-type: none"> • Grenfell Fire Update 	<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)

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p align="center">16 December 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 (incl MTA Approach until further notice) • DCO – Change Portfolio Update • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<ul style="list-style-type: none"> • Grenfell Fire Update 	<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
<p align="center">24 March 2022</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 (incl MTA Approach until further notice) • 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