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FIRE AND RESCUE SERVICE

Working together for a safer Scotland

17 June 2021

**TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE**

Dear Member

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

**Date:** Thursday 24 June 2021

**Time:** 1000 hours

**Venue:** Conference Facilities

The business for the meeting is detailed overleaf.

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

Yours sincerely

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

**KIRSTY DARWENT**  
Chair

Please note that this meeting will be recorded and published on the SFRS Website.  
The recording will be available for two consecutive meetings and then removed.



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**PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**  
**THURSDAY 24 JUNE 2021 @ 1000 HOURS**  
**CONFERENCE FACILITIES**

**AGENDA**

**1 CHAIR'S WELCOME**

**2 APOLOGIES FOR ABSENCE**

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

**4 DECLARATION OF INTERESTS**

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

**5 MINUTES OF PREVIOUS MEETING:**

*K Darwent*

*5.1 Thursday 29 April 2021 (attached)*

*5.2 Thursday 27 May 2021 – Special Board (attached)*

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

**6 ACTION LOG (attached)**

*A Cameron*

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

**7 DECISION LOG (attached)**

*A Cameron*

*The Board is asked to note the Decision Log.*

**8 CHAIR'S REPORT (attached)**

*K Darwent*

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

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- 9 **CHIEF OFFICER'S REPORT** (*attached*) M Blunden  
*The Board is asked to note the Chief Officer's Report.*
- 10 **DEPUTY CHIEF OFFICER – CHANGE PORTFOLIO UPDATE** (*verbal*) R Haggart  
*The Board is asked to note the verbal report.*
- 11 **COMMITTEE REPORTS:**  
*The Board is asked to note the following updates:*
- 11.1 **Audit & Risk Assurance Committee** B Baverstock
  - 11.2 **Change Committee**
    - *Draft Minute of Meeting: 6 May 2021 (attached)* F Thorburn
  - 11.3 **People Committee:**
    - *Draft Minutes of Meeting: 2 June 2021 (attached)* P Stark
  - 11.4 **Service Delivery Committee:**
    - *Draft Minutes of Meeting: 26 May 2021 (attached)* N Barr
    - [Grenfell Tower Fire Update Report](#) (*verbal*) S Stevens
- 12 **BOARD MEMBER APPOINTMENTS & REVIEW OF COMMITTEE STRUCTURE** (*attached*) M McAteer  
*The Board is asked to approve the report.*
- 13 **ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD** (*attached*) M McAteer  
*The Board is asked to approve the report.*
- 14 **UNWANTED FIRE ALARM SIGNALS (UFAS) CONSULTATION: PROPOSALS FOR RESPONDING TO AUTOMATIC FIRE ALARMS** (*attached*) S Stevens  
*The Board is asked to approve the report.*
- 15 **RESOURCE BUDGET MONITORING REPORT – MAY 2021** (*attached*) J Thomson  
*The Board is asked to scrutinise the report.*
- 16 **CAPITAL BUDGET MONITORING REPORT – MAY 2021** (*attached*) J Thomson  
*The Board is asked to scrutinise the report.*
- 17 **COMBINED RISK AND PERFORMANCE Q4 PROGRESS REPORT** (*attached*) M McAteer  
*The Board is asked to scrutinise the report.*

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- 18 CHIEF OFFICER'S REPORT TO THE BOARD 2020-21** *(attached)* *M Blunden*  
*This report is for information only.*
- 19 HEALTH AND SAFETY ANNUAL REPORT 2019/20** *(attached)* *J Dickie*  
*This report is for information only.*
- 20 HEALTH AND SAFETY POLICY AND POLICY STATEMENT** *(attached)* *J Dickie*  
*This report is for information only.*
- 21 RISK THEMES** *(verbal)* *K Darwent*  
*The Board is asked to reflect on any risk themes identified during this meeting.*
- 22 FORWARD PLAN** *(attached)* *A Cameron*  
*The Board is asked to note the update.*
- 23 DATE OF NEXT MEETING**  
Thursday 26 August 2021 at 1000 hrs

**PRIVATE SESSION**

- 24 MINUTES OF PREVIOUS PRIVATE MEETING:** *K Darwent*  
24.1 *Thursday 29 April 2021 (attached)*  
24.2 *Thursday 27 May 2021 – Special Board (attached)*  
*The Board is asked to approve the minutes of these meetings.*
- 25 DRAFT UFAS CONSULTATION DOCUMENT: PROPOSALS FOR RESPONDING TO AUTOMATIC FIRE ALARMS** *(attached)* *S Stevens*  
*The Board is asked to approve the report.*
- 26 DRAFT FIRE AND RESCUE FRAMEWORK FOR SCOTLAND 2021** *(attached)* *M McAteer*  
*This report is for information only.*



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**  
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**PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD**

**THURSDAY 29 APRIL 2021 @ 1000 HRS**

**BY CONFERENCE FACILITIES**

**PRESENT:**

Bill McQueen, Deputy Chair (Chair) (BMcQ)	Nick Barr (NB)
Brian Baverstock (BB)	Lesley Bloomer (LBI)
Marieke Dwarshuis (MD)	Malcolm Payton (MP)
Primrose Stark (PS)	Fiona Thorburn (FT)
Tim Wright (TW)	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
Iain Morris (IM)	Acting Director of Asset Management
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
John Thomson (JT)	Acting Director of Finance and Procurement
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

**OBSERVERS:**

None

**1 CHAIR'S WELCOME**

- 1.1 In the absence of K Darwent (who was conducting scheduled interviews of candidates for future Board membership), Deputy Chair B McQueen opened the meeting and welcomed those participating via MS Teams, in particular, John Thomson and Iain Morris following their recent appointments as Acting Directors of Finance and Procurement and Asset Management.
- 1.2 The Board were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.
- 1.3 This meeting would be recorded and published on the SFRS website.

**2 APOLOGIES**

- 2.1 Kirsty Darwent, Chair of SFRS Board  
Anne Buchanan, Board Member  
Paul Stewart, Assistant Chief Officer, Director of Service Development  
Alasdair Cameron, Group Commander Board Support

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

- 3.1 The Board agreed that the Preparation for Mass Casualty Events would be taken in private due to matters relating to national security and confidential labour relations, (Standing Order 9C and 9F).
- 3.2 No further private items were identified.

**4 DECLARATION OF INTERESTS**

- 4.1 None.

**5 MINUTES OF PREVIOUS MEETING:**

**5.1 Thursday 25 March 2021**

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

5.2 Matters Arising

- 5.2.1 None

- 5.3 **The minutes of the meeting held on 25 March 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.

Action 18.6 (Draft Annual Operating Plan 2021/22) - It was agreed that this open action would be revisited after the Annual Operating Plan 2021/22 was presented later in the meeting. It was subsequently agreed that this action would now be closed.

- 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 In the Chair's absence, the Deputy Chair presented the report for noting.

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

**9 CHIEF OFFICER'S REPORT**

- 9.1 The Chief Officer presented his report noting events which had occurred since the Board meeting held on 25 March 2021. MB further noted that he would provide a strategic overview on finance and assets throughout the period of Sarah O'Donnell's secondment to Scottish Government. The following key areas were highlighted:

- Positive meeting with the new HM Chief Inspector, Robert Scott. New inspection framework for 2021-22 would be published in the near future.
- Fire service representative at 999 Cenotaph meetings, seeking to erect a cenotaph dedicated to all emergency services in Westminster.
- Several meetings held with the new Chair of the National Fire Chiefs Council (NFCC), Mark Hardingham, recognising the challenging environment and the

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significant benefits to the sector from SFRS involvement and a UK wide FRS focus. Mr Hardingham has committed to continue with the spirit of the derogation currently in place and a review of the Operating Principles to be undertaken to take full account of the devolved administrations. MB has been appointed to the lead role for Health and Safety for the NFCC.

### 9.2 Strategic overview – Finance and Assets

- Year end 2020/21 progressing as planned with an anticipated underspend of £2.943 million (resource – overwhelmingly due to Covid impact) and work would continue to minimise this underspend.
- Following annual 2021/22 budget approval by the Board, some revisions have been made resulting in £4.5 million requiring to be reallocated. Strategic Leadership Team have approved several business cases, further details will be provided at a future strategy day. Further discussions were required to identify the appropriate scrutiny and governance routes by the Board.
- Grant funding of £500,000 from Scottish Enterprise to support the low carbon appliance project. This was in addition to the £2.719 million net zero transition grant for electric cars and infrastructure from Transport Scotland and Energy Savings Trust. Further discussions held with Transport Scotland seeking to secure additional funding for electric infrastructure within this financial year.
- Capital receipts received following the recent sale of Thornton site.
- Fleet: Work continues with medium sized appliances, ongoing trial of low carbon fuel cars for Flexi Duty Officers, in receipt of 2 new high reach appliances which will be deployed in due course.
- Equipment: Work continues with the unmanned aircraft system project, digital fireground radio replacement and new battery power rescue equipment to be deployed.
- Structural PPE In-life Evaluation: undergoing evaluation and analysing processes.
- Deployment of UHPL (Ultra High-Pressure Lance) into an urban environment (Glasgow & Edinburgh) as a result of issues highlighted through fire investigations.
- New Young Volunteer Scheme launched in Alloa, which was the first in the East Service Delivery Area.
- Completion of decommissioned 54 fuel sites across Scotland last year.

### 9.3 Key areas of risk:

- Health and wellbeing of staff.
- Recovery from COVID
- Marauding Terrorist Attacks
- COP 26

### 9.4 **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 25 March 2021, highlighting the following:

- New Head of Portfolio Office, Andy Main, took up his post on 26 April 2021.
- Senior Management Board (SMB) held their meeting on 22 April 2021.
- The next Transformation and Major Projects Committee (TMPC) meeting was scheduled on 6 May 2021 and key areas of business would include:
  - Protection of Vulnerable Groups (PVG) Change Request and Updated Dossier
  - Refurbishment of McDonald Road Change Request
  - Out of Hospital Cardiac Arrest (OCHA) Closing Report
  - Post Project Evaluation Combined action plan for Rapid Response Unit (RRU) and Rural Full Time Posts (RFTP)
  - New Watch Duty System (NWDS) Evaluation Scope

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- Spotlight on Resourcing
- Termination Report for the Terms and Conditions project
- Command and Control Future (CCF) Change Request and Updated Dossier

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 referred the Board to the attached draft minutes noting that a verbal update was provided at the previous Board meeting.

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

#### 11.2 **Service Delivery Committee (SDC)**

11.2.1 NB reported that the Committee held a public meeting on 11 March 2021 and referred the Board to the attached draft minutes noting that a verbal update was provided at the previous Board meeting.

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

#### 11.3 **Staff Governance Committee (SGC)**

11.3.1 PS reported that the Committee held a public meeting on 4 March 2021 and referred the Board to the attached draft minutes noting that a verbal update was provided at the previous Board meeting.

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

#### 11.4 **Transformation and Major Projects Committee (TMPC)**

11.4.1 FT reported that the Committee held a public meeting on 4 February 2021, noting that the draft minutes were presented at the previous meeting and the next meeting was scheduled to be held on 6 May 2021. She highlighted the following:

- Value and benefits of undertaking post project evaluations.
- Spotlight on Resourcing would afford the Committee a better understanding of the true cost of change within the organisation.
- Initial meeting arranged with Andy Main, new Head of Portfolio Office.

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

### 12 ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS

12.1 RW presented a report to the Board seeking approval of the reviewed and amended governance related items of the Board and its Committees, subject to any further final amendments, as well as the appointment of a new Deputy Chair of the Board. The following key points were highlighted:

- Summary of key amendments included within the report for ease of reference.
- Two standing Committees to be renamed.
- Additions made to matters reserved for the Board and delegation changes due to the restructure within the Strategic Leadership Team.
- No amendment to the Members Code of Conduct at this time. Upon publication of the Standards Commission's revised Model Code of Conduct, a review of our Members Code of Conduct would be undertaken.
- Late addendum to the proposed Committee Structure - Fiona Thorburn to remain on the Service Delivery Committee and would join the Remuneration, Appointments and Nominations Sub Committee.
- Revised Corporate Level Report Template.
- Late addendum to the list of changes made to the Terms of Reference for Change Committee to remove bulletpoint "4.1 also added value over £50k or reputational



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*risk or impact to people.”* No change was required to be made in the actual Terms of Reference document.

- Seeking approval to appoint Fiona Thorburn as Deputy Chair of the Board from 1 May 2021.

12.2 The Board supported and approved Fiona Thorburn’s appointment as Deputy Chair of the Board.

12.3 In regard to the *Financial and Performance Monitoring arrangements including virements* addition within Matters Reserved for the Board, RW clarified that this would only apply to virements of a certain level. RW to amend the Scheme of Delegation to reflect this and bring back to a future strategy day for information.

**ACTION: RW**

12.4 The Board requested clarification on where the key areas of focus identified for a potential Finance Committee would be scrutinised. The Board commented on the detailed discussions and consideration given to the formation of a Finance Committee, noting that it was decided not to convene this Committee at this time. It was noted that these key areas could be sufficiently scrutinised by the full Board or other appropriate Committee and this would continue to be monitored. It was noted that further consideration, as appropriate, would be given to the Committee structure to ensure sufficient scrutiny of all identified key areas at a future Integrated Governance Forum, Strategy Day or Board meeting. If deemed necessary, a report would be brought back to the Board to provide further clarification and assurance, particularly for new Board members.

12.5 RW confirmed that the Equality Impact Assessment applied to all staff, external parties and the general public.

12.6 **The Board approved the reviewed and amended governance related items of the Board and its Committees, subject to final amendments and the appointment of a new Deputy Chair.**

*(The meeting broke at 1100 hrs and recommenced at 1115 hrs)  
(M McAteer joined the meeting at 1115 hrs)*

### 13 INTERNAL AUDIT PLAN 2021/22

13.1 BB presented a report to the Board advising and seeking approval of the proposed Internal Audit Plan 2021/22. The following key points were highlighted:

- Presented to the Audit and Risk Assurance Committee on 24 March 2021. Committee were provided with evidence that the plan was risk based and the robust process in place for its development.
- Importance of recognising Internal Audit’s ability to provide independent assurance to the Service.
- Plan covers areas such as leadership training, control around change processes, effectiveness of environmental sustainability, adopting extended remote working practices and ICT and data security (follow up).
- The Committee and the Accountable Officer supported and recommended the Plan for approval.

13.2 Due to the impact of COVID, BB confirmed that the 4 outstanding audits from the 2020/21 Plan would be carried over into 2021/22 and completed in due course.

13.3 In regard to Audit C2 Risk Management Review, the Board asked how Internal Audit would be able to measure and ensure overall understanding of risk management. BB outlined the variety of ways this could be done, which included staff interviews, policy development, etc.

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13.4 In regard to Audit C4 Programme Office, BB noted that the capacity of the Programme Office would be a key area of this review and the Board commented on the importance of the capacity within the whole Service to deliver the projects. BB noted that no timescale had been identified for this audit and agreed to provide an update outwith the meeting.

**ACTION: BB**

13.5 Due to the level of interest in the Remote Working audit, BB informed the Board that the finalised terms of reference, once agreed by the Executive and Internal Audit, would be shared with the Audit and Risk Assurance Committee.

13.6 In regard to Audit B1 Learning and Development, the Board queried the purpose and desired outcomes from this audit. LBa noted the merits in auditing the progress made to date, particularly the Strategic Leadership Team development which was now well embedded. She noted the potential limited merits of auditing the recently launched middle management programme.

13.7 **The Board approved the Internal Audit Plan 2021/22.**

**14 ANNUAL OPERATING PLAN 2021/22**

14.1 MMcA presented a report to the Board seeking approval of the proposed Annual Operating Plan (AOP) 2021/22, and the following key points were highlighted:

- Following a request at the previous Board meeting, details on the scope of projects within the Portfolio Office has been included. Future reporting would be included within the quarterly performance and risk report.
- Consideration had been given to include an additional action relating to the Service's response to the Grenfell Tower Inquiry: Phase One Report. However, as the closing report was scheduled to be presented to the Board in June 2021, it was deemed unnecessary.

14.2 The Board noted the additional details relating to the Portfolio Office projects and the proposed approach to Grenfell.

14.3 MMcA reminded the Board that the impact of COVID on the previous AOP and noted that the Service had to be mindful of the potential, yet unknown, consequences, recovery and impact on the coming year. MMcA commented that, in a sense, the AOP would remain a live plan over the coming year and take cognisance of anything that arises. MMcA noted that any positive elements would be captured through the recovery and review process. This would be reported back through the Senior Management Board, Strategic Leadership Team and SFRS Board.

14.4 MMcA confirmed that the Equality Impact Assessment was still in development and would be shared with the Board in due course.

**ACTION: MMcA**

14.5 Any references to the Transformation and Major Projects or Staff Governance Committees within the AOP to be updated to reflect the revision in names to the Change or People Committees, respectively.

**ACTION: MMcA**

14.6 In relation to Grenfell, the Board were reminded that the Service Delivery Committee continued to review and scrutinise the Service's response at their quarterly meetings. SS reminded the Board that the HMFSI would be undertaking an audit on the Service's Response to Grenfell and Firefighting in High Rise Premises.

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- 14.7 MMcA confirmed that a report outlining the impact of COVID and recovery process would be presented at a future Board meeting.
- 14.8 The Board agreed that the outstanding action, as discussed under Agenda Item 6, should now be marked as complete and closed off.
- 14.9 **The Board approved the Annual Operating Plan 2021/22.**
- 15 PROCUREMENT STRATEGY 2021-2024**
- 15.1 JT presented a report to the Board seeking approval of the proposed Procurement Strategy 2021-24, previously scrutinised by the Audit and Risk Assurance Committee, the following key points were highlighted:
- Legislative requirement under the Procurement Reform (Scotland) Act 2014.
  - Since the previous strategy, there has been significant changes within the operating environment, renewed focus on climate change and potential future political changes.
  - Third iteration of the strategy which reflects the growing maturity of the procurement process with an increased outward looking focus, collaboration and incorporates the voice of the customer and supplier.
  - Five key themes: Sustainability; Value for Money; Enhancing Capability; Transparency; Governance and Risk.
  - Sustainability would represent at least 25% of the evaluation criteria in any regulated procurement, as well as supporting other SFRS and Scottish Government's outcomes.
  - To increase transparency and improve accountability on public spending, procurement activities including work plans, contracts information, etc would be published.
  - Strategy was supported by an action plan and performance indicators, including a specific KPI relating to the reduction of CO2 emissions. These were reported to the Board in the Annual Procurement Report.
- 15.2 The Board commented on the low target for the number of supported business contracts awarded. JT reminded the Board of the Service's existing contracts with supported businesses and commented on the difficulties in engagement with supported businesses due the specific requirements of the Service. In his role as champion of supported business, JT assured the Board that he continues to challenge and seek opportunities for these businesses. JT considered the target was fair and every effort would be made to exceed this, if possible.
- 15.3 The Board commented on the wording within the Strategic Outcome for People relating to the procurement of a new People, Training, Finance and Assets solution system and noting the importance of producing an accurate specification of requirements. JT accepted the comments and noted the development of the specification was included in the overall procurement process.
- 15.4 The Board commented on the Service's continuing positive work with Small and Medium-Sized Enterprises (SME's), social enterprises and being a living wage employer.
- 15.5 In relation to community benefits, JT informed the Board that Cenefits was a tool which would enable benefits to be tracked, highlighted and reported. He was unaware of NHS Scotland's Community benefit portal.
- 15.6 In relation to the EU Exit, JT noted that it was too early to identify any long term impact on procurement, only superficial procedural changes to date, however, beyond the May election there would potentially be changes to procurement legislation.

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15.7 The Board requested that a future Strategy Day session on corporate social responsibility aspects of procurement ie social enterprise, supported business, community wealth building, etc be developed. JT agreed to facilitate this request.

15.8 **The Board approved the Procurement Strategy 2021-2024.**

**16 COMBINED RISK AND PERFORMANCE QUARTER 3 PROGRESS REPORT**

16.1 MMcA presented a report advising the Board of the quarterly progress made against the strategic outcomes and objectives, and the following key points were highlighted:

- Progress update on period up to the end of December 2020, noting the reason for the delay in presentation.
- Three risks were reporting Very High (Red) and 6 risks reporting High (Amber).
- New reporting processes and scorecards were being developed. Live demonstration of the system would be provided in due course.
- Of the 42 AOP actions: 26 actions were reporting Green, 13 actions were Amber and 3 actions Red.
- Of the 17 Corporate Performance Indicators: 6 measures were on target, one was slightly off target, one was behind target and the remaining 9 measures had no targets attached.
- Comparisons provided on the previous year/quarter figures for number of overall incidents, road traffic collisions, unwanted fire alarm systems, casualties, fire fatalities, home fire safety visits etc.
- Future Strategy Day session on response times was scheduled for July 2021.

16.2 The Board requested clarification on how target dates and RAG status were identified. MMcA noted that smart criteria had been used in the development of the AOP actions and milestones would capture any progress. He noted that there was no definitive method applied and work would continue to refine processes going forward.

16.3 The Board commented on the potential for the Service Delivery Committee to look at areas where lessons/benefits from COVID have been learned.

16.4 In relation to the reduction in UFAS incidents in hospitals, SS commented on the continuing good partnership arrangements with NHS, their involvement in the UFAS stakeholder engagement and noted that further work was still required.

16.5 In relation to the impact on reduced HFSV's to low/medium risk premises, SS noted the difficulties in quantifying the impact. Further analysis was required on the reset and renew package and the potential future changes in delivery. The Board were reminded on the recent Make The Call campaign and the future analysis required to identify the impact/reach.

16.6 The Board were reminded that the Service Delivery Committee had previously and would continue to scrutinise the reset and renew process. It was noted that the Committee has also made a request for statistical information which highlighted and isolated the impact from COVID.

16.7 MMcA reiterated the reason for the delay in presenting the data and outlined the processes for data collection, quality assurance and governance. He intimated that discussions have commenced to identify a new automated system.

16.8 The Board welcomed the report but observed on the lack of integration on the risk elements within it. MMcA confirmed that, due to the development in the risk reporting, there was still work required in this area for future reports. Further discussions on how this could be progressed to be held outwith the meeting.

**ACTION: MMcA/BB**

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- 16.9 In relation to Objective 3.3 (Facilitate the implement of SFRS Management of Risk at Operational Incidents Framework), the Board requested clarification of any implications due to the progress being delayed as a result of COVID JD informed the Board that this was being progressed and included the identification of seven principles of risk management on incident grounds and links to operational discretion. JD reminded the Board of the recent Operational Assurance workshop facilitated for the Board. JD indicated that this was part of a larger programme of work and due to competing priorities throughout the previous challenging year, progress had been limited. To provide the Board with assurance, JD highlighted a wide range of additional sources including the health and safety performance report, reduction in accidents and injuries stats on incident grounds, refreshed training packages and the continuous delivery of incident command training. He reminded the Board that the Framework would supplement all the processes currently in place within the Service. The Board noted the triangulation of assurance and the ongoing scrutiny by the Service Delivery Committee.
- 16.10 **The Board scrutinised the Combined Risk and Performance Quarter 3 Progress Report.**
- 17 RISK THEMES**
- 17.1 There were no new or emerging issues identified during this meeting.
- 18 FORWARD PLAN**
- 18.1 The Forward Plan was noted and would be kept under review.
- 18.2 The following Strategy Day items were noted:
- Annual Governance Review of Board and Committee Related Items (May 2021)
  - Corporate Social Responsibility aspects of procurement, ie social enterprise, community wealth building, etc, including challenges and benefits (July 2021)
- 19 DATE OF NEXT MEETING**
- 19.1 A special meeting of the Board is scheduled to take place on Thursday 27 May 2021 at 1000 hrs.
- 19.2 The next formal meeting of the Board is scheduled to take place on Thursday 24 June 2021 at 1000 hrs.
- 19.3 There being no further matters to discuss in public, the meeting closed at 1240 hours.

## **PRIVATE SESSION**

- 20 PREPARATION FOR MASS CASUALTY EVENTS**
- 20.1 SS presented a report to the Board providing an update on the progress to implement a Scottish Fire and Rescue Service (SFRS) specialist response capability for mass casualty events and terrorist activity, commonly known as Marauding Terrorist Attack (MTA) response.
- 20.2 **The Board scrutinised the report and noted the update.**



**PUBLIC SPECIAL MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD**

**THURSDAY 27 MAY 2021 @ 1000 HRS**

**BY CONFERENCE FACILITIES**

**PRESENT:**

Kirsty Darwent, Chair (KD) (Chair)  
Nick Barr (NB)  
Lesley Bloomer (LBI)  
Bill McQueen (BMcQ)  
Primrose Stark (PS)  
Mhairi Wylie (MW)

Fiona Thorburn, Deputy Chair (FT)  
Brian Baverstock (BB)  
Marieke Dwarshuis (MD)  
Malcolm Payton (MP)  
Tim Wright (TW)

**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
John Thomson (JT)	Acting Director of Finance and Procurement
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
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
Debbie Haddow (DH)	Board Support/Minutes

**OBSERVERS:**

Marion Lang, Corporate Business and Administration Manager

**1 CHAIR'S WELCOME**

- 1.1 The Chair opened the meeting and welcomed those present and participating via MS Teams.
- 1.2 The Board were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.
- 1.3 This meeting would be recorded and published on the public website.

**2 APOLOGIES**

- 2.1 Anne Buchanan, Board Member  
Iain Morris, Acting Director of Asset Management

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- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 3.1 The Board agreed the SFRS Long Term Strategic Vision Update would be taken in private due to confidential matters subject to consultation (Standing Order 9F).
- 3.2 No further private items were identified.
- 4 DECLARATION OF INTERESTS**
- 4.1 None.
- 5 PERFORMANCE MANAGEMENT FRAMEWORK REVIEW**
- 5.1 MMcA presented the Board with a report seeking approval of the revised Scottish Fire and Rescue Service (SFRS) Performance Management Framework (PMF) 2021. The following key points were highlighted:
- Subject to annual review, a series of meetings/workshops held to inform the revision of the Framework.
  - Narrative streamlined to improve readability.
  - Clarity on approach to target setting within the narrative and what is meant by “monitoring” a performance indicator.
  - Attempts to balance the indicators across the 4 outcomes within the Strategic Plan to provide clarity to the contributions made towards these outcomes.
  - Specific changes noted were:
    - Amended targets relating to Accidental Dwelling Fires Fatalities
    - Fire Safety Audits (completed) had been realigned to Enforcement Delivery Plan
    - Accident Dwelling Fires Severity Categories realigned to Outcome 1
    - Removal of several People and Organisation Directorate (POD) Indicators which would continue to be monitored reported by exception to the People Committee.
    - Addition of new indicators for Training, Safety and Assurance to improve capturing of information relating to national training centre and programmes of training, COVID transmission and completion of Health and Safety Improvement Plans.
    - Streamlined the Evidence Map within the framework.
  - PMF would be subject to continuing review and future substantial review to align with the updated Fire and Rescue Framework and the next Strategic Plan.
- 5.2 The Board asked for clarification on the KPIs relating to Change. MMcA informed the Board that discussions were ongoing to identify the most appropriate indicators and these would be included in the next iteration.
- 5.3 The Board commented on the importance of conveying “wicked problems” within the framework. MMcA noted that the Service were already aware of these problems and work was ongoing on impact analysis, eg building understanding and evidence.
- 5.4 It was suggested that consideration be given to include a map of Local Senior Officer areas for informative purposes.
- 5.5 In relation to performance indicators relating to finance, MMcA noted that work was ongoing to further develop corporate performance indicators which would include finance. These would be included within the next iteration.
- 5.6 In relation to learning and development performance indicators, the Board noted some examples of indicators used by other organisations. LBa reminded the Board that some processes, eg appraisals, were still prominently paper based and, therefore, prohibitive due to the resources required. As part of the appraisal review, LBa noted that performance and quality assurance processes were being considered. This would help enable the benefits realised ahead of the People, Training, Finance and Assets system, where an automated process would be developed.

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- 5.7 In relation to Accidental Dwelling Fire Fatalities (Ref 1.6), MMcA explained that this was a specific target of zero casualties, as the Service was confident that the prevention work has a positive impact on the incidents.
- 5.8 In relation to Number of audit actions arising from Operational Assurance processes (Ref 2.12), the Board queried whether the number of completed actions would be more appropriate. MMcA to consider and alter if deemed appropriate.
- 5.9 In relation to Number of staff who suffered work-related COVID-19 transmission (Ref 3.17), JD outlined the process developed in-house which the Health and Safety Executive were satisfied with. Although there was no definitive way to identify workplace transmission, a reasonable balance of evidence is used to support the likelihood of workplace transmission.
- 5.10 In relation to Completion of Health and Safety Improvement Plans (ref 3.21), JD stated no target had been set as this was a rolling process and plans continually revised. JD assured the Board that these plans were continuously reviewed and were regularly monitored (monthly).
- 5.11 In relation to Number of near miss events (ref 3.19) and the target to reduce, JD explained that there was a direct correlation between near misses and accidents at incidents. He stated that reporting of near misses would continue to be encouraged across the Service.
- 5.12 The Board supported the development of the framework, noted the ongoing iterative process and welcomed the improvements made.
- 5.13 **The Board reviewed and approve the draft Performance Management Framework, noting its ongoing evolution, and approved release for publication.**
- 6 **DATE OF NEXT MEETING**
- 6.1 The next meeting of the Board is scheduled to take place on Thursday 24 June 2021 at 1000 hrs.
- 6.2 There being no further matters to discuss in public, the meeting closed at 1025 hours.

## PRIVATE SESSION

- 7 **SFRS LONG TERM STRATEGIC VISION UPDATE**
- 7.1 MMcA presented the Board with a report seeking approval of the Scottish Fire and Rescue Service (SFRS) Board of the draft Long Term Strategic Vision and to progress to the stakeholder engagement plan in order to progress with the finalisation of the Vision document.
- 7.2 **The Board approved the final Draft Long Term Vision “SFRS Our Future: Your Service” subject to the comments made and with the expectation that these would be reflected in the document prior to wider consultation.**



**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 one of these actions have been completed.

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

Board Meeting: 29 April 2021						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
Item 12.3	<b>Annual Governance Review of Board and Committee Related Items:</b> In regard to the <i>Financial and Performance Monitoring arrangements including virements</i> addition within Matters Reserved for the Board, RW clarified that this would only apply to virements of a certain level. RW to amend the Scheme of Delegation to reflect this and bring back to a future strategy day for information.	RW	June 2021			<b>Update (24/06/2021):</b> This is now scheduled for the next Board Development/Information Day (29 July 2021), and will be supported by the Acting Director for Finance and Procurement.
Item 13.4	<b>Internal Audit Plan 2021/22:</b> In regard to Audit C4 Programme Office, no timescale had been identified for this audit and BB agreed to provide an update outwith the meeting.	BB	June 2021			<b>Update (24/06/2021):</b> Internal Audit will provide agreed timescales to the Audit & Risk Assurance Committee (8 July 2021).
Item 14.4	<b>Annual Operating Plan 2021/22:</b> Equality Impact Assessment was still in development and would be shared with the Board in due course.	MMcA	June 2021			<b>Update (24/06/2021):</b> EIA is in final stages of development and being reviewed by the with E&D following which this will be circulated to the Board.
Item 14.4	<b>Annual Operating Plan 2021/22:</b> Any references to the Transformation and Major Projects or Staff Governance Committees within the AOP to be updated to reflect the revision in names to the Change or People Committees, respectively.	MMcA	June 2021		June 2021	<b>Completed (24/06/2021):</b> AOP has been fully checked to ensure accurate reflection of Committee name changes.

Item 16.4	<b>Combined Risk and Performance Quarter 3 Progress Report:</b> The Board observed the lack of integration on the risk elements within the report. MMcA confirmed that, due to the development in the risk reporting, there was still work required in this area for future reports. Further discussions on how this could be progressed to be held outwith the meeting.	MMcA/ BB	June 2021		<b>Update (24/06/2021):</b> MW and RW have met with BB to discuss improved risk information within the Combined Report. Work is on-going.
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## 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. Further to this and detailed under each decision is a section that will be completed 12 months following the initial decision by the Board to formally reflect the impact each Board decision has had for the organisation.

In summary, 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, together with the impact assessment, and helps to maintain high standards of corporate governance

### RECOMMENDATION

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

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 25 June 2020</b>				
ITEM 12	<b>ENVIRONMENTAL POLICY UPDATE</b>	The Director of Finance and Contractual Services presented a report seeking approval of the updated Environmental Policy 2020.	<b>The Board approved the revised Environmental Policy 2020.</b>	<b>December 2020</b>
ITEM 13	<b>ENERGY AND CARBON STRATEGY 2020-2030</b>	The Director of Finance and Contractual Services presented a report seeking approval of the Energy and Carbon Strategy 2020-30.	<b>The Board approved the Energy and Carbon Strategy 2020-2030.</b>	<b>December 2020</b>
ITEM 14	<b>ARRANGEMENTS AND OUTCOMES OF ANNUAL REVIEW – EFFECTIVENESS OF BOARD</b>	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.	<b>The Board approved the arrangements for reviewing the effectiveness of the Board.</b>	<b>December 2020</b>

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 30 July 2020 (Special Meeting)</b>				
ITEM 5	<b>WEST ASSET RESOURCE CENTRE (ARC)</b>	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.	<b>The Board approved the West Asset Resource Centre project to be developed within the SFRS HQ/ National Training Centre site at Cambuslang.</b>	<b>January 2021</b>

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 27 August 2020</b>				
ITEM 12	<b>REVIEW OF SUSPENSION OF PUBLIC ACCESS TO SFRS BOARD PUBLIC MEETINGS</b>	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.	<b>Following consideration of the proposed options, the Board requested that further longer terms options be investigated and brought back for decision.</b>	<b>N/A</b>

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Item 13	<b>INTERNAL AUDIT PLAN 2020/21.</b>	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.	<b>The Board approved the Internal Audit Plan and Charter.</b>	<b>February 2021</b>
Item 14	<b>STANDARD STATION DESIGN PRINCIPLES</b>	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.	<b>The Board approved the principles of the standard station design.</b>	<b>February 2021</b>
Item 15	<b>DEBT WRITE OFF</b>	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.	<b>The Board approved the request to seek Scottish Government's approval to write off this debt.</b>	<b>February 2021</b>
Item 16	<b>ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1 APRIL 2019 – 31 MARCH 2020</b>	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.	<b>The Board approved the Annual Procurement Report for the period 1 April 2019-31 March 2020.</b>	<b>February 2021</b>

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Item 27	<b>ANNUAL PERFORMANCE REVIEW REPORT 2019/20</b>	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.	<b>The Board approved the Annual Performance Review report, subject to the above amendments.</b>	<b>February 2021</b>
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Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 27 October 2020</b>				
ITEM 12	<b>BOARD FORWARD PLAN SCHEDULE 202-22</b>	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.	<b>The Board approved the proposed 2021/22 Forward Plan Schedule.</b>	<b>April 2021</b>



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<p><b>ITEM 13</b></p>	<p><b>BOARD REMUNERATION REVIEW</b></p>	<p>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.</p>	<p><b>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.</b></p>	<p><b>April 2021</b></p>
<p><b>ITEM 24</b></p>	<p><b>DRAFT ANNUAL REPORT AND ACCOUNTS 2019/20 (PRIVATE)</b></p>	<p>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.</p>	<p><b>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.</b></p>	<p><b>April 2021</b></p>

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<b>ITEM 25</b>	<b>EMPLOYERS LIABILITY CLAIM AGAINST THE SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)</b>	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.	<b>The Board approved the recommendation to instruct Clyde &amp; Co, acting on behalf of Zurich Municipal Insurance, to settle the claim.</b>	<b>April 2021</b>
<b>ITEM 26</b>	<b>STRATEGIC REVIEW DEVELOPMENT OPTIONS (PRIVATE)</b>	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.	<b>The Board approved the Strategic Leadership Team's recommendation to progress Option 5 (Blended Approach).</b>	<b>April 2021</b>

<b>Minute Ref</b>	<b>Paper</b>	<b>Issue</b>	<b>Decision</b>	<b>Earliest Review Date</b>
<b>Meeting Date: 17 December 2020</b>				
<b>ITEM 12</b>	<b>COMMODITY STRATEGY – HARD FACILITIES MANAGEMENT</b>	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.	<b>The Board approved the Commodity Strategy for Hard Facilities Management.</b>	<b>June 2021</b>
<b>ITEM 13</b>	<b>CARBON MANAGEMENT PLAN 2020-2025</b>	The Director of Finance and Contractual Services presented a report seeking approval for the Carbon Management Plan 2020-2025.	<b>The Board approved the Carbon Management Plan 2020-2025.</b>	<b>June 2021</b>

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 25 February 2021 (Special)</b>				
ITEM 5	<b>BUDGET STRATEGY 2021-22</b>	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.	<b>The Board approved the Budget Strategy 2021-22.</b>	<b>October 2021</b>
ITEM 7	<b>LIABILITY CLAIMS AGAINST THE SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)</b>	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.	<b>The Board approved the recommendation to instruct Clyde &amp; Co, acting on behalf of Zurich Municipal Insurance, to settle both claims.</b>	<b>October 2021</b>

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

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

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 29 April 2021</b>				
<b>ITEM 12</b>	<b>ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS</b>	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.	<b>The Board approved 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.</b>	<b>October 2021</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2022):</b>				
<b>ITEM 13</b>	<b>INTERNAL AUDIT PLAN 2021/22</b>	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.	<b>The Board approved the Internal Audit Plan 2021/22.</b>	<b>October 2021</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2022):</b>				

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<b>ITEM 14</b>	<b>ANNUAL OPERATING PLAN 2021/22</b>	The Director of Strategic Planning, Performance and Communications presented the Annual Operating Plan 2021/22 to the Board for approval.	<b>The Board approved the Annual Operating Plan 2021/22.</b>	<b>October 2021</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2022):</b>				
<b>ITEM 15</b>	<b>PROCUREMENT STRATEGY 2021-2024</b>	The Acting Director of Finance and Procurement presented the draft Procurement Strategy 2021–2024 to the Board for approval.	<b>The Board approved the Procurement Strategy 2021-2024.</b>	<b>October 2021</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2022):</b>				

<b>Minute Ref</b>	<b>Paper</b>	<b>Issue</b>	<b>Decision</b>	<b>Earliest Review Date</b>
<b>Meeting Date: 27 May 2021 (Special Board)</b>				
<b>ITEM 5</b>	<b>PERFORMANCE MANAGEMENT FRAMEWORK REVIEW</b>	The Director of Strategic Planning, Performance and Communications presented the revised Performance Management Framework 2021 to the Board for approval.	<b>The Board reviewed and approve the draft Performance Management Framework, noting its ongoing evolution, and approved release for publication.</b>	<b>November 2021</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2022):</b>				
<b>ITEM 7</b>	<b>SCOTTISH FIRE AND RESCUE SERVICE LONG TERM STRATEGIC VISION UPDATE (PRIVATE)</b>	The Director of Strategic Planning, Performance and Communications presented to the SFRS Board a final draft of the Long Term Vision for the Service for approval.	<b>The Board approved the final Draft Long Term Vision “SFRS Our Future: Your Service” subject to the comments made and with the expectation that these would be reflected in the document prior to wider consultation.</b>	<b>November 2021</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2022):</b>				

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE  
THURSDAY 24 JUNE 2021**

**CHAIR'S UPDATE – MAY-JUNE 2021**

**Tuesday 4 May 2021**

Introductory meeting with Robert Scott, HMFSI

**Thursday 6 May 2021**

Public Appointments: Scottish Fire & Rescue Service - Interviews

**Monday 10 May 2021**

MTA meeting with CO Blunden, DCO Haggart, ACO Stevens and M McAteer.

**Tuesday 11 May 2021**

Public Appointments: Scottish Fire & Rescue Service - Interviews

**Thursday 13 May 2021**

Meeting with AC Cameron re April Board meeting.

**Wednesday 19 May 2021**

Introductory meeting with Gillian Russell, Director of Health Workforce and Victoria Bowman, Deputy Director Health Workforce Pay, Practice and Partnership.  
Regular Chair/Board Support Team meeting

**Thursday 20 May 2021**

NJC pay Consultation Session including pre-meet and briefing.

**Monday 24 May 2021**

Preparation for meeting with Chief Officer  
Review Appraisal information  
End of Year Review with Joe Griffin, Director for Safer Communities

**Tuesday 25 May 2021**

Regular catch up meeting with CO Blunden.

**Wednesday 26 May 2021**

Service Delivery Committee

**Thursday 27 May 2021**

SFRS Special Board meeting  
SFRS Board Strategy Day

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**Tuesday 1 June 2021**

Inclusive Leadership interview meeting with Robert Cole, Forth Perspectives

**Wednesday 2 June 2021**

Remuneration, Appointments and Nominations Sub Committee  
People Committee

**Thursday 3 June 2021**

Employer Protocol meeting  
National Organisation of Employer – Brigade Managers meeting  
National Joint Council Meeting

**Friday 4 June 2021**

1:1 with Marieke Dwarshuis  
Chief Officer's Broadcast

**Tuesday 8 June 2021**

Meeting with AC James McNeil  
Regular catch up meeting with CO Blunden.

**Friday 11 June 2021**

FRSA/National Employer Consultation meeting

**Monday 14 June 2021**

SFRS Board Pre- Agenda Meeting

**Tuesday 15 June 2021**

Regular Chair/Board Support Team meeting

**Wednesday 23 June 2021**

Regular meeting with Ash Denham, Minister of Community Safety and CO Blunden

**Thursday 24 June 2021**

SFRS Board meeting  
Remuneration, Appointment and Nomination Sub Committee

**Friday 25 June 2021**

Exit Interview – Primrose Stark  
Exit Interview – Anne Buchanan

**Monday 28 June 2021**

Integrated Governance Forum Pre-agenda meeting

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



**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE  
THURSDAY 24 JUNE 2021**

**CHIEF OFFICER'S UPDATE – May/June 2021**

**Monday 3 May 2021**

Public Holiday

**Tuesday 4 May 2021**

CO Annual Report Writing

**Wednesday 5 May 2021**

McDonald Road Station Visit

SFRS-Justice Committee Clerks meeting

Mental Health Awareness Video Recording

SFRS/Anthony Nolan Partnership Video Recording

**Thursday 6 May 2021**

Introductory meeting with Sharon Cleland, Legal Services Manager

NJC Advisory Forum

Regular Director 1:1

**Friday 7 May 2021**

Meeting with CFO WYFRS

Weekly NFCC CFO dial-in

**Monday 10 May 2021**

MTA Discussions with SLT/Chair

Regular Director 1:1

Interviews for Executive Board Member of the NFPA - Fire Service Section Board

**Tuesday 11 May 2021**

Regular 1:1 with Director of POD

Interviews for Executive Board Member of the NFPA - Fire Service Section Board

NFCC H&S Lead handover meeting

**Wednesday 12 May 2021**

SLT Meeting

Regular Director 1:1

**Thursday 13 May 2021**

Interviews for Executive Board Member of the NFPA - Fire Service Section Board

RCG Meeting

Regular Director 1:1

**Friday 14 – 21 May 2021**

Annual Leave

**Tuesday 25 May 2021**

Chair & Chief Regular Catch up

Monthly HMFSI Meeting

NFCC Council Pre-Meet

**Wednesday 26 May 2021**

NFCC Council Meeting

**Thursday 27 May 2021**

Vision Public Consultation Video Recording  
SFRS Special Board Meeting  
SFRS Board Strategy Day  
Meeting with LFB Commissioner to discuss Highrise Policy

**Friday 28 May 2021**

Regular Director 1:1  
Meeting with Accenture  
NFCC weekly CFO Dial-in meeting

**Monday 31 May 2021**

Technical Reading

**Tuesday 1 June 2021**

Regular Director 1:1  
Introductory meeting with Director from BrandWidth  
CO Broadcast

**Wednesday 2 June 2021**

NFCC H&S Discussions with HSE  
RANSC  
NFCC H&S Lead Handover meeting

**Thursday 3 June 2021**

NJC Employers Meeting

**Friday 4 June 2021**

Annual Leave

**Monday 7 June 2021**

Regular Director 1:1  
Meeting with UK HSE Lead  
Monthly CPD

**Tue 8 June 2021**

Regular Business Support Team Meeting  
Regular Director 1:1  
Strategic Contest Board for Scotland

**Wednesday 9 June 2021**

Informal SLT  
Visit to Cowcaddens FS

**Thursday 10 June 2021**

Visit to Dundee with the Minister for Community Safety  
Visit to Porthlethen with Iain Morris

**Friday 11 June 2021**

Regular Director 1:1  
Weekly NFCC CFO Dial-In Meetings

**Monday 14 June 2021**

SFRS Board Pre-Agenda Meeting  
Regular Director 1:1  
Discussion re Deloitte Report

**Tue 15 June 2021**

Monthly catch up with Sponsor Unit  
NFCC H&S Committee handover meeting  
Regular Director 1:1  
Technical Reading

**Wed 16 June 2021**

Trainee Firefighter Introductory address and welcome  
Regular meeting with LFB Commissioner  
Regular Director 1:1 x 2

**Thursday 17 June 2021**

Citizen FF Event, Glasgow  
Discussion re LFB Highrise Policy with NFCC, Home Office, FBU & HSE

**Friday 18 June 2021**

Preparation for Board Meeting (24<sup>th</sup>)  
Weekly NFCC CFO Dial-In Meetings

**Monday 21 June 2021**

Office based work

**Tuesday 22 June 2021**

SFRS site visits

**Wednesday 23 June 2021**

Formal SLT

**Thursday 24 June 2021**

SFRS Board meeting  
RANSC closed session  
Regular 1:1 Brian Baverstock

**Friday 25 June 2021**

Meeting with Vodaphone  
Weekly NFCC CFO Dial-In Meetings

**Monday 28 June 2021**

IGF pre-agenda meeting  
Regular Director 1:1  
Mental Health work catch-up

**Tuesday 29 June 2021**

Visit to Invergordon Training Centre

**Wednesday 30 June 2021**

Technical reading



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING - CHANGE COMMITTEE**

**THURSDAY 6 MAY 2021 @ 1000 HRS**

**BY CONFERENCE FACILITIES**

**PRESENT:**

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

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

**IN ATTENDANCE:**

Ross Haggart (RH)	Deputy Chief Officer
Paul Stewart (PSt)	Assistant Chief Officer, Director of Service Development
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Andy Main (AM)	Head of Portfolio Office
Gillian Buchanan (GB)	Deputy Portfolio Manager
Richie Hall (RH)	Area Commander, Training (Item 8.1)
Paul McGovern (PMcG)	PTFA Programme Manager Item 10.3)
Alasdair Cameron (AC)	Group Commander Board Support
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

**OBSERVERS**

Leanne Watson	Portfolio Office
Joan Nilsen	Portfolio Office
Siobhan Hynes	Portfolio Office
Bridget Spence	Collaboration Officer

**1 WELCOME**

- 1.1 The Chair opened the meeting and welcomed those participating via MS Team, in particular, Andy Main following his recent appointment as Head of Portfolio Office. Following this introduction, AM gave a brief background of his experience and looked forward to working with the Committee.
- 1.2 On behalf of the Committee, the Chair acknowledged Marieke Dwarshuis attendance at her last Committee meeting before standing down from the Board in July 2021. The Committee thanked Marieke for her enormous contribution throughout her 8+ year tenure and wished her the very best for the future. On behalf of the Executive, RH thanked Marieke for her contribution and support since the inception of the Service.

1.3 Following a decision at the recent Board meeting (29 April 2021), the Committee would be renamed to the Change Committee: Strategic Change and Major Projects.

1.4 The Committee were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.

1.5 This meeting would be recorded and published on the public website.

## 2 APOLOGIES

None

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

3.1 The Committee agreed that the Periodic Update: Command and Controls Futures (CCF) Project (Agenda item 17) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E). The Committee also agreed that the Terms and Conditions Termination report would be heard in private session due to information relating to consultation/negotiations (Standing Order 9F).

3.2 No private items were identified.

## 4 DECLARATION OF INTERESTS

4.1 None

## 5 MINUTES OF PREVIOUS PUBLIC MEETING: 4 FEBRUARY 2021

5.1 Minor typographical errors were noted and agreed:

5.1.1 **Subject to the above amendment being made, the minutes of the meetings held on 4 February 2021 were approved as a true record of the meeting.**

## 5.2 Matters Arising

5.2.1 None

## 6 ACTION LOG

6.1 The Change Committee Rolling Action Log was considered and actions were agreed and removed.

**Item 8.5.6 Retained and Volunteer Duty System – Change Request and Updated Dossier (05/11/20):** Due date to be further amended to August 2021.

**Item 8 Service Transformation Programme Dashboard (04/02/21):** The Committee agreed to defer the decision to close this action until further discussion had taken place under Item 8.1. It was subsequently, agreed that this action would be re-opened due to further work being required to fully address the action (milestones).

6.2 To ensure good governance, it was agreed to routinely revisit the action log at the end of the meeting to ensure that the Committee were content with position statement/closure of actions.

## 7 SENIOR MANAGEMENT BOARD (SMB) ACTION LOG

7.1 It was noted that the SMB Action Log was included for information purposes only.

7.2 In relation to the Polmont FireSkills Employability Award evaluation report, RH noted that consideration was being given on sharing with partners and anticipated that this would be presented to a future Strategy Day. Copy of HM Young Offenders Institution

Polmont FireSkills Employability Award Evaluation Report to be shared with the Committee for information.

**ACTION: RH**

## **8 SERVICE TRANSFORMATION PROJECTS**

### **8.1 Service Transformation Programme Dashboard**

8.1.1 GB presented the Service Transformation Programme Dashboard to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver. Change Requests were presented for MacDonald Road and Protection of Vulnerable Groups projects and the closing report was presented for the Out of Hospital Cardiac Arrest project.

8.1.2 With reference to Action 8 regarding milestone information, GB reminded the Committee that the collation of this information was still a manual process and it would not be practical to add all the milestone information into the current dashboard. In an attempt to provide some update on milestones, the current and next significant milestone information had been included. It is the intention moving forward to identify and introduce a software management system which could be interrogated. GB apologised for the lack of milestone information included on the dashboard at this time.

8.1.3 The Committee asked for consideration to be given to what and how information was presented, ie for scrutiny purposes, within the dashboard. It would be helpful to include timescales or dates as a reminder and to provide context. The Committee also commented that the narrative within the covering report would benefit from being expanded further to help explain the issues with interdependencies, etc. This would enable the Committee to remain informed of the interdependencies, priorities, etc as well as maintaining an awareness of the bigger picture across all areas of the Service.

8.1.4 In relation to the Community Risk Index Model (CRIM) project, the Committee requested an update on the validation process carried out by Edinburgh University and an explanation why a further academic peer review was required. PSt confirmed that Edinburgh University's valuation process was nearing completion with only a few elements outstanding. PSt informed the Committee that the second validation would be undertaken to provide assurance and validation of the initial validation process. PSt further noted that the Service were seeking to secure the intellectual property rights to the CRIM and noted that the Service were unaware of the commercial viability/benefits at this time.

8.1.5 In relation to the sustainability of the CRIM, PSt stated that there was no end point for this project. The CRIM was a continuous rolling programme which would continue to evolve and be updated and help inform future decisions within the Service.

8.1.6 In relation to key consultation and engagement, RH stated that this was not fully within the domain of this Committee. Therefore, it was suggested to provide periodic updates on this timeline for SDMP, Future Vision and UFAS to the Board.

8.1.7 In relation to the People, Training, Finance and Assets System, it was agreed that further detail around engagement with Police Scotland would be circulated to Committee.

**ACTION: RH**

8.1.8 Protection of Vulnerable Group (PVG) Scheme – Change Request and Updated Dossier  
RH presented the Change Request and updated Dossier noting the increased scope of the project to include Group Commanders (up to Heads of Functions) and adjustment of projects costs across financial years.

8.1.9 The Committee noted the change request and updated dossier.

81.10 McDonald Road – Change Request

RH presented the Change Request advising the change in Executive Lead to Iain Morris and the extension of timeline, due to the impact of COVID, to October 2021 (estimated). It was noted that estimated completion date was based on current restrictions and may be subject to change. RH confirmed that there was no existing contract in place for the fit out of the museum.

8.1.11 The Committee requested clarification on the re-tendering exercise for the museum works. RH informed the Committee that the costs associated with the fitting out of the museum were considered excessive, therefore, it was decided a re-tendering exercise should be undertaken.

8.1.12 In regard to the increased costs associated with COVID, RH noted the ongoing negotiations with the Contractor. RH would request Iain Morris to circulate further details on the Fire Museum re-tendering exercise and COVID costs negotiations to the Committee.

**ACTION: RH**

8.1.13 The Committee noted the change request.

8.1.14 Out of Hospital Cardiac Arrest – Closing Report

RHa presented the Out of Hospital Cardiac Arrest (OHCA) Closing Report to the Committee and highlighted the following key points:

- Majority of project milestones were delivered. Number of milestones are dependent on a go live date being determined to be fully delivered. Milestone for the OHCA Memorandum of Understanding has been superseded, due to its inclusion within the Clinical Governance arrangements.
- Due to the project not reaching implementation stage, and through regular communication with Finance, the monies for this project were re-allocated.
- Estimated societal cashable benefits and non-cashable benefits.
- Although the project did not reach implementation stage, a Response Capability Strategy and training package was developed.
- Positive outcomes related to the Service's response to COVID including PPE stocks, clinical waste arrangements, advice and guidance from the clinical effectiveness lead.
- Due to the project not reaching the implementation stage, cashable disbenefits included the procurement of defibrillators, PPE and project salary costs.
- Project interdependencies were Protection of Vulnerable Group (PVG) membership, clinical waste, immunisation programme and post incident support.
- Lessons learned included project isolation (not aligned to a Directorate), storage of project documentation (no standardised approach) and business case (inclusion of financial costs).
- Outstanding project risks including failure to retain/attract Retained Duty System (RDS) personnel and unable to provide OCHA response (reputational).
- Future projects includes immunisation and clinical governance as well as remaining committed to future delivery of a OHCA response capability.
- Performance measures including data being captured post incident and during the incident via defibrillators.

8.1.15 The Committee acknowledged the good work of the project, the positive relationships built with Scottish Ambulance Service and the honest reflection on the lessons identified.

8.1.16 The Committee were reminded that the Service were unable to continue with the trial due to the withdrawal of support from the Fire Brigade Union (FBU). The Committee noted their disappointment that this valuable project was unable to be progressed and it was agreed to recirculate the OCHA evaluation report to the Committee.

**ACTION: PO.**

8.1.17 **The Committee noted the report.**

## 8.2 **Rapid Response Unit and Rural Full Time Posts Project Evaluation – Combined Action Plan**

8.2.1 PSt presented the combined action plan developed following the recent post project evaluations carried out for the Rapid Response Units (RRU) and Rural Full Time Post (RFTP) projects for scrutiny. The following key points were noted:

- Combined action plan created due to the similarities identified within the findings for each project.
- Findings have been categories in 3 themes: Process, Planning and Review.
- Supporting Lead allocated for each lesson identified.

8.2.2 The Committee welcomed the combined action plan and commented on the overall quality and transparency within the evaluation reports and action plan.

8.2.3 The Committee sought clarification on the scrutiny arrangements for the action plan and outcomes.

8.2.4 PSt noted that a large percentage of the actions had been allocated to the Portfolio Office and these would be used, along with the Accenture report, to help shape the Portfolio Office going forward. He commented on the importance of identifying lessons and the subsequent learning/improvements being made and evidenced. He noted his intention to fully review the process to allow a wider longer-term audit trail ie show what has been identified, what is required to be learnt and changes put in place. As the Portfolio Office develops, these systems, processes and the principles of these processes would be brought back to the Committee for their awareness.

8.2.5 RH advised that a regular progress report would be presented to the Senior Management Board and thereafter this Committee. Consideration was still being given to the frequency of reporting.

8.2.6 **The Committee scrutinised and noted the action plans and revised reports.**

## 8.3 **New Watch Duty System – Post Project Evaluation Scope**

8.3.1 RH presented the Committee with the Post Implementation Project Review proposal for the New Watch Duty System Phase One and Two project. He noted the intention to develop an action plan and incorporate any new recommendations into the combined RRU and RFTP action plan, if appropriate. The evaluation report and action plan would be presented to the Senior Management Board and therefore this Committee.

8.3.2 The Committee commented on the challenges encountered during the implementation phase of the project and queried whether these would be taken into consideration when carrying out the evaluation. LS confirmed that an evidence lead approach would be taken for this evaluation ie what the project reported at the time. She noted on the changes in benefits methodology since this project and the potential need to review benefits identified at the time.



8.3.3 The Committee commended the effort and transparency involved within production the project evaluations which indicated the maturing culture of the Service.

8.3.4 **The Committee scrutinised and noted the project projection evaluation scope for the New Watch Duty System project.**

*(Break at 1129 hrs reconvened at 1136 hrs)*

## **9 GENERAL REPORTS**

### **9.1 Benefits Management Tracker**

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

9.1.2 AM commented on his previous experience of benefits management/tracking and noted the importance of integration into the business case process. He noted that the next steps would be to undertake an assessment of the current position and identify any challenges in this area.

9.1.4 The Committee requested a spotlight/progress update on benefit management, including integration into business case processes, to be provided at the next meeting (Forward Plan).

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

### **9.2 Gateway Review Action Plan**

9.2.1 The Committee noted the Gateway Review Action Plan update report.

9.2.2 **The Committee noted the report.**

### **9.3 Spotlight on Project Resources**

9.3.1 PSt presented the Committee with a spotlight report detailing the known level of resource provision, and budget allocation, across the Service for major projects. It was noted that central resources, ie HR, finance business manager, etc were not included in the costs due to the ad hoc nature of involvement.

9.3.2 PSt indicated that this would be integrated into the work of the Portfolio Office to link into 'Set Up to Deliver' elements and as processes mature, more robust reporting methodology would be put in place going forward. He commented on the existing processes and positive work of the Portfolio Office, however, through continuous improvement, these processes, etc would be further enhanced.

9.3.3 The Committee noted the good work and improvements over previous years within the Portfolio Office and recognised they are on a journey of continuous improvement. The Committee welcomed the spotlight report which helped to begin to understand the true cost of delivering change within the portfolio.

9.3.4 The Committee commented on the lack of budget costs against several of projects. PSt noted that this spotlight was a light touch approach only. He further noted that some projects, ie People, Training, Finance and Assets, did not yet have this level of detail, however, the financial implications associated with these projects were recognised. The Committee suggested that a table of indicative costs would be helpful at this stage. PSt noted this comment.

9.3.5 The Committee commented on the importance for all new business cases explicitly articulating internal resources/costs for all future projects. PSt supported this commented and noted that this had already been identified.

9.3.6 The next iteration of this report would be brought back to the August meeting (Forward Plan).

9.3.7 **The Committee noted the spotlight report.**

## **10 RISK**

### **10.1 Portfolio Office Risk Log**

10.1.1 GB presented the Committee with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office and the following key areas were highlighted:

- Change highlighted in yellow within the covering report for ease of reference.
- Fourteen new risks added – One Command and Control Future (CCF), 8 Emergency Services Network Implementation (ESN), 5 Safe and Well (S&W).

10.1.2 In relation to risk SW9, the Committee requested consideration to be given to re-word this risk as the current wording "*inability to gain necessary investment and support from the government*" was not entirely accurate. It was acknowledged that the S&W concept was tied into the broadening of the role and this could be articulated more clearly. Portfolio Office to contact Programme Manager to obtain a more accurate reflection.

**ACTION: PO**

10.1.3 The Committee observed that some of the commentary was out of date. The Committee requested that the Portfolio Office review and consider the information contained within future reports, and provide a health warning, in an attempt to ensure it is as up-to-date as possible.

**ACTION: AM**

10.1.4 In relation to the Directorate Risks for the Emergency Services Mobile Communication Programme, the Committee commented on the current and target risk rating, potential mitigations, factors being outwith the control of the Service and the potential for an overarching risk.

10.1.5 RH noted that the Senior Management Board currently discussed risk separately from the project update and in order to manage this holistically, these discussions needed to be brought together. PSt explained that the reasons for the risk ratings remaining high where due to a number of external factors and yet unknown elements which were outwith the Service's control. He assured the Committee that resources continued to be allocated in order to mitigate as much of the risks by being as prepared as possible, however due to the lack of information risk could not be lowered at this time. PSt noted that consideration could be given on an overarching risk for the wider programme methodology and the provision of information flowing from the programme.

10.1.6 The Committee made a request for more focused information regarding the journey to the target risk score to be incorporated within the register.

**ACTION: PSt**

10.1.7 **The Committee noted the report.**

10.2 **Strategic Risk Register**

10.2.1 The Committee noted the Aligned Change Committee Directorate Risks.

10.2.2 **The Committee noted the report.**

10.3 **Spotlight – Portfolio Office Resourcing**

10.3.1 PMcG presented a report to the Committee providing an update on the People, Training, Finance & Assets Replacement Programme. The following key areas were highlighted:

- Establishing programme objectives including positioning the programme in terms of implementing different ways of working.
- Not taken full advantage of technological improvements since the inception of the Service.
- Greater recognition on the benefits of integration of systems.
- Recognition that current processes and procedures were not particularly efficient and acknowledgement of the challenges associated with changing working practices /culture.
- Risks associated with identifying the key programme team and the subsequent backfilling/associated costs to continue to deliver business as usual.
- Risk associated with existing contracts nearing end date.
- Risk associated with losing momentum and enthusiasm due to time taken to deliver to programme.
- Recognition that the right people need to be involved in creating the specification of requirements to ensure any new system would enable fundamental changes/ improvements to be realised.
- Recognition the importance of ensuring people are invested and supportive of the changes.
- Focus on identifying industry standard processes that could be adopted in order to reduce the need for bespoke systems.
- Existing and potential future resources within the core programme team.
- Initial engagement with suppliers highlighted the need for releasing key individual to resource the programme. Business case has been developed but there was still an element of ambiguity at this stage.
- High level of interest from the supplier market.
- Awareness of other major projects and potential conflicting demands on key resources.

10.3.2 The Committee were reassured that the risk was fully understood and there was recognition of the importance of people within the entire process.

10.3.3 PMcG confirmed that the full business case would be developed over the next 6-8 weeks.

10.3.4 **The Committee noted and welcomed the risk spotlight update.**

11 **COMMITTEE ROLLING FORWARD PLAN**

11.1 **Committee Forward Plan**

11.1.1 The following was noted:

- Spotlight/progress update on benefit management, including integration into business case processes
- Further iteration Spotlight on Project Resources
- 5 WDS Evaluation Report
- People, Training, Finance and Assets Systems to be added as standing item

- 11.1.2 The following amendments were requested:
- ESN Closing Report and Dossier to be amended to Change Request and Dossier.
  - SDMP Closing Report and Dossier to be amended to Change Request and Dossier.

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

- 11.2.1 The following were noted:
- Polmont FireSkills Employability Award Evaluation Report to identify formal governance route.

**12 REVIEW OF ACTIONS**

12.1 The Committee requested Item 8 Service Transformation Programme Dashboard (04/02/21) regarding milestones would be re-opened and the due date amended to August 2021.

12.2 AC confirmed that seven formal actions were recorded during the meeting.

**13 DATE OF NEXT MEETING**

13.1 The next meeting is scheduled to take place on Thursday 5 August 2021 at 1000hrs.

13.2. The Committee were informed that Brian Baverstock would take up the role of Deputy Chair of the Change Committee.

13.3 At her last formal Committee meeting, MD noted her pleasure and privilege at being involved with this Committee and Service since the beginning. She commented on the progress and maturity within the Service and the Portfolio Office. MD wished everyone good luck of the future and looked forward to seeing the changes in the future.

13.4 There being no further matters to discuss, the public meeting closed at 1230 hrs.

**PRIVATE SESSION**

**14 MINUTES OF PREVIOUS PRIVATE MEETING: 4 FEBRUARY 2021**

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

**15 PRIVATE ACTION LOG**

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

**16 TERMS AND CONDITIONS PROJECT TERMINATION REPORT**

16.1 RH presented the Terms and Conditions Project termination report to the Committee noting the purpose of the project and the reasons for the proposed termination.

**17 COMMAND AND CONTROL FUTURES (CCF) PROJECT – IMPLEMENTATION OF A NEW COMMAND AND CONTROL MOBILISING SYSTEM (CCMS); UPDATED PROJECT DOSSIER AND PROJECT CHANGE REQUEST**

17.1 GMack presented a report to the Committee to provide an overview of the updated CCF Project dossier and project change request.



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**  
Working together for a safer Scotland

**PUBLIC MEETING – PEOPLE COMMITTEE**

**WEDNESDAY 2 JUNE 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)  
John Dickie (JD)

Director of People and Organisational Development  
Assistant Chief Officer, Director of Training, Safety and Assurance

Stuart Stevens (SSt)  
Scott Semple (SSe)  
Paul King (PK)

Assistant Chief Officer, Director of Service Delivery  
Head of People and Organisational Development  
Head of Training and Employee Development

Julie Harkins (JH)  
Fiona Munro (FM)  
Rachel Scott (RS)

Acting Head of Safety and Assurance  
Deputy Head of People and Organisational Development  
Deputy Head of People and Organisational Development

Mary Corry (MC)  
Nicole Mulvey (NM)

Safety and Wellbeing Business Manager  
Corporate Skills Development Advisor

Kirsty Darwent (KD)  
Alasdair Cameron (AC)

Chair of SFRS Board  
Group Commander, Board Support

Heather Greig (HG)  
Debbie Haddow (DH)

Executive Officer Board Support  
Board Support /Minutes

**OBSERVERS:**

None

**1 WELCOME**

1.1 The Chair opened the meeting and welcomed those present.

1.2 The Committee were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.

1.3 This meeting would be recorded and published on the public website.

**2 APOLOGIES**

2.1 Karen Lockhart, Head of Safety and Assurance

### **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: 4 MARCH 2021**

5.1 The following amendments were noted and agreed:

Paragraph 7.1.9 to be amended to read "*In regard to the PVG project, the Committee commented on the resilience and reliance on one counter-signatory ...*" instead of "*In regard to the PVG project, the Committee commented on the resilience on one counter-signatory ...*".

Paragraph 8.14 to be amended to read "*He informed the Committee of the upcoming process for Area Commander, commencing on 22 March 2021*" instead of "*He informed the Committee of the upcoming process for Area Commander, commencing on 22 March 2021*".

Paragraph 8.15 to be amended to read "*In addition, leadership mentoring processes were in place to support newly promoted post holders*" instead of "*In addition, leadership invention and mentoring processes were in place to support newly promoted post holders*".

5.2 **Subject to the above amendments, the minutes of the meeting held on 4 March 2021 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 **The Committee noted the updated action log and approved the removal of the completed actions.**

### **7. PERFORMANCE AND RISK REPORT QUARTER 4 2020/21**

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

7.1.1 SSe presented the Committee with the POD Progress and Performance Report Quarter 4 2020/21. The following key areas were highlighted:

- Report updated to align with the Annual Operating Plan (AOP)/Directorate Plan and refined presentation of statistical data.
- Due to the ongoing impact of COVID, some timescales within the AOP/Directorate Plan have been revised.
- Pay and Rewards Frameworks – Revised offer on the standardisation of Retained Duty System (RDS) Terms and Conditions was issued to the Fire Brigade Union (FBU) and the Fire and Rescue Services Association (FRSA). FRSA accepted this offer and the FBU were balloting members and recommending acceptance.
- Pay and Rewards Framework – Collective agreement reached with the FBU on standardisation of Instructors Terms and Conditions which would be implemented from 1 July 2021.

- 2021 Equal Pay and Gender Pay Gap report demonstrates that the Gender Pay Gap currently sits at 1.01% (mean) and 2.5% (median). Favourable comparison against the UK national average and the inherited antecedent position.
- Promotion of diverse workforce including inclusion activities undertaken.
- Positive position regarding Modern apprenticeships.
- Progress within the Bullying, Harassment and Discrimination Project including the development of the Dignity and Respect Toolkit and training packages.
- Strengthen approach to talent management and development including Leadership Development Centres.
- Health and Wellbeing – Contract awarded for scanning and indexing health and wellbeing files. This will improve access to the files, remove geographical barriers and enable redistribution of workloads across the full Health and Wellbeing team.
- Health and Wellbeing – Text reminder process has resulted in an 85% reduction in cancelled appointments compared to the previous Q4 figures.
- Fitness assessments – Work undertaken to plan and identify resource required to address the significant backlog and business cases have been approved.
- Covid 19 Wellbeing Group continue to support staff with regular themed updates and resources. Employee Wellbeing Survey was launched in Q4 and results would be shared with staff and would inform the mental health and wellbeing action plan. Some key themes were concerns around returning to the workplace, work life balance and agile/flexible working options.
- Health and wellbeing – Looking to develop local Wellbeing Champions.
- Implementation of Mental Health Strategy noting the important work of the Suicide Prevention Sub Group.
- Mental Health awareness campaign “Time to Talk” and a pilot programme of wellbeing support for Operational Control took place this quarter.
- Lifelines Scotland delivered a series of mental wellbeing sessions into LDC programmes and the Rivers Centre have appointed a part time mental health trainer.
- People, Training, Finance and Assets Systems programme continue to build momentum with the appointment of the programme manager. Contract negotiations with MidlandHR, the current HR system provider, resulted in a new contract for a period of 30 months and ensure stability as the programme progresses.
- Resourcing challenges and associated business cases for additional resource to increase the capacity of resourcing team.
- High level of people related activity within the Directorate throughout the year and work undertaken by individuals to produce these reports.

7.1.2 The Committee acknowledged the level of detail and work involved in producing these reports. The Committee commented on the benefit of presenting the metric, narrative and risks together to assist the flow of the report.

7.1.3 In relation to the Career Ready Programme, the Committee highlighted and praised the Service for offering laptops to participants to remove potential barriers.

7.1.4 The Committee noted the work in relation to contaminants and SSe to consider how this could be shared with the Committee.

7.1.5 The Committee commented on the consistently low percentage of exit interviews carried out and SSe confirmed that this area was being reviewed.

7.1.6 As a result of Covid, SSe confirmed that processes and technology introduced to deliver health and wellbeing services throughout the pandemic would continue to be utilised due to the significant improvement.

- 7.1.7 In relation to job evaluation (support staff), SSe noted that due to the review being in the early stages, the de-escalation has not been problematic. RS confirmed that trade union colleagues have been reassured of the timeline and the current approach would be reviewed to make them more effective and streamlined.
- 7.1.8 The Committee commented on the volume of work identified for the coming months and queried whether there were requirements for further additional resource to be identified. SSe reminded the Committee of the temporary resource provided at the start of the pandemic. The 2 business cases approved by the Strategic Leadership Team (SLT) for additional resourcing within the Resourcing and Health and Wellbeing Teams. Also, further business cases for additional resourcing which has been supported by the SLT.
- 7.1.9 In relation to the Employee Wellbeing Survey, SSe confirmed that there was an overall good level of engagement from staff.
- 7.1.10 In relation to the new contract with MidlandsHR, the Committee noted the importance of ensuring a smooth transition onto the new system, once identified. SSE noted the significant amount of work to be undertaken regarding procuring a new system and to continue to improve current practices and processes in the meantime.
- 7.1.11 **The Committee scrutinised the report.**

## 7.2 Training, Safety and Assurance

- 7.2.1 PK and JH jointly presented Training, Safety and Assurance Progress and Performance Quarter 4 Report 2020/21. PK highlighted the following key areas within the Training Function:
- Continues to support recruitment of Volunteer/Retained and Wholetime trainees.
  - Discussions with Scottish Government to achieve legislative changes to allow delegated driver testing for emergency services (Cat C) to maintain operational delivery.
  - Successfully delivered 16 specialist training courses targeted specifically to support frontline operational delivery.
  - Two main risks monitored during this period. These were capacity of resources to deliver training and capacity of facilities due to social distancing. No risk movement over the period. State of nation gap analysis undertaken to identify the gap between the ask on the training function and what could be delivered.
  - Training for Operational Competence for Flexi Duty Officers (FDO) had been added to the spotlight report.. Maintenance programme introduced over a 3-year cycle with 6 reoccurring subject areas and capacity of other seasonal/themed subjects. Current compliance level is 73%, noting the challenges in presenting this statistic due to how new FDO' s records were captured.
  - Operational Core Competence – Overall figures remain static but noted the decrease within Volunteer Duty System (VDS). Issues surrounding VDS training were subject to review by the RVDS Leadership Forum.
  - Incident Command Competencies – Overall remains stable but noted the decrease for FDO. To maintain a focus, this was now standing agenda item at the Service Delivery and Training Liaison meeting.
  - Ability to deliver Incident Command Competencies courses remotely. Only ICL1 requires a practical assessment and interaction.
  - Options delivered and approved to allow incident command competency assessments to be undertaken on the fireground.
  - Specialist rescue – different delivery method now in place to allow scheduling of training immediately before 18-day rota leave which enables individuals from different watches to attend.
  - Maintenance Phase Development Planner for Standard and Advanced Modules – remains static.



- 7.2.2 The Committee noted with interest how the use of innovation had enabled delivery of training to continue during this challenging year.
- 7.2.3 In relation to Covid cases being transmission through behaviour, the Committee asked whether anything further could be done to educate staff. PK noted the high compliance levels within the training environment which was evidenced by the low number of cases. JH informed the Committee that the Health and Safety function undertook a Support Review (audit) to refine and identify behaviour themes and root causes. A report had been prepared for the Senior Management Board which identifies some refinements to existing control measures. Also, an awareness campaign would be launched and further engagement would be undertaken with property services.
- 7.2.4 JH highlighted the following key areas within the Safety and Assurance Function:
- Risk - No movement in risk levels.
  - Health and Safety Improvement Plan contains 87 actions, with 26 actions deferred due to Covid. Overall 59% of actions complete. Positive progress was being made on the remaining 25 actions.
  - All Key Performance Indicators, except for RIDDOR Reportable Injury, were reporting a positive downward trend. Going forward Covid related RIDDOR incidents would be reported separately as most incidents during this quarter were attributable to Covid.
  - Reduction in near miss reporting, however this was also reflected in the number of accident/ injuries. Accident/Injuries improved over the last 3-year period with significant decreases in the last quarter.
  - Accident/Injuries by activity – Non- Operational activities continue to be the most common environment for these types of incidents. Engaging with Service Delivery colleagues to develop a suite of safe systems of work for activities performed around the station.
  - Operational Accidents/Injuries – Increase in specialist services incidents relating to water rescue (37%) on the previous Q4 figures. Engaged with Service Delivery and convened a Water Rescue sub group to review the outcomes of a full analysis and the outcome report from the Mid Wales fatality.
  - Non- Operational Accidents/Injuries activities were primarily Covid related.
  - Training Accidents/Injuries – Significant reduction.
  - Service Delivery Areas Accidents/Injuries – Reduction in the North and West but increased in the East.
  - Working Days Lost report an increase in longer term absence (Covid related).
  - Most Common Accidents/Injuries by causation – Covid related transmission being the main cause.
  - Acts of Violence – Continue to increase across all service delivery areas with no identifiable themes in their nature.
  - Vehicle Accidents – Main causation remains slow speed manoeuvres at operational incidents. Small working group convened to review and identify how to reduce these types of incidents.
- 7.2.5 In regard to Health and Safety Improvement Plans, the Committee commented on the positive improvement and wider engagement undertaken within Directorates.
- 7.2.6 In regard to reducing slow speed manoeuvres, SS informed the Committee that this was a key focus for all Service Delivery Deputy Assistant Chief Officers. It was noted that all vehicle accidents were reported, investigated and any further action would be taken, if deemed appropriate.
- 7.2.7 **The Committee scrutinised the report.**

## **8 LEARNING AND DEVELOPMENT**

### **8.1 Learning Needs Analysis 2021-22**

8.1.1 NM presented a report to the Committee to provide an update on the Service-wide Learning Needs Analysis (LNA) process for 2021-22. The following key points were noted:

- Amendments made to streamline the process.
- Impact of Covid anticipated and realised on the requirement for both internal and external leadership development and external provision.
- Recognition that internal provision had superseded normal capacity, therefore, the digital first approach would be utilised.
- Excess of requests for external provided budgeted learning provision, therefore, appropriate forums would be accessed to assess the Service's needs on a quarterly basis to assist recovery and renew.
- Budget to be maintained to support any future changes to the Service.
- Continue to develop the business planning model and business processes to ensure LNA continue fit the needs of the Service.

8.1.2 NM confirmed that the proposed 15% budget being held would be reviewed on an ongoing basis to ensure that it is fully realised.

8.1.3 With regard to specific point of contact (SPOC) representative, NM informed the Committee that SPOCs would be identified from each function/Service Delivery Area to authorise and make decision on the budget allocation.

8.1.4 In regard to coaching and mentoring, the Committee queried the capacity within the organisation. NM noted that coaching and mentoring is part of the Services' ethos, but the Service were now looking to develop a more formal and standardised approach to ensure due governance.

8.1.5 **The Committee noted the report.**

## **9 INDEPENDENT AUDIT/INSPECTION ACTION PLAN UPDATE**

9.1 PK provided an update on the action plan to the Committee 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 were highlighted:

- Action plan contains 31 actions: 16 in progress, 5 deferred and 14 completed. Overall 77% completion
- Six action due dates have been revised.
- Actions 7.1 and 7.2, which were previously deferred, have been brought back on line with a revised due date.

9.2 In relation to the creation of action plans, the Committee asked whether and at what stage, does the Service consider the capacity required to address any identified actions. PSt noted that the current challenge was mainly a managerial capacity rather than instructional capacity. He commented on the impact and ongoing uncertainty due to Covid, therefore the main managerial focus had been on recovery, reset and renew. A capacity analysis had been carried out to identify skills training required to maintain operational response for the coming year and recovery plans have been developed. This analysis supports business cases for additional instructional and managerial capacity.

9.3 Within the Action Plan, PSt confirmed that the revised due date for Action 7.1 was March 2022 and noted that this timescale was realistic due to the alignment with the Operational Strategy.

9.4 The Committee queried whether there was any increased risk due to actions being deferred. PSt commented on the actions relating to driver training which refers to Regulation 19 of the Road Safety Act 2006, which had not been enacted to date. A brief explanation was provided on the potential impact on training for individuals based on Islands and the ongoing engagement with the Sponsor Unit and Department of Transport to seek derogation.

9.5 The Committee noted that a summary, to provide continuity and assurance, would be helpful in future report.

9.6 **The Committee scrutinised report and welcomed the progress being made.**

## **10 HEALTH AND SAFETY POLICY AND POLICY STATEMENT**

10.1 JH presented a report to the Committee to provide an overview of SFRS Health and Safety Policy and Health and Safety Policy Statement as part of the SFRS Health and Safety Management System (HSMS). The following key points were highlighted:

- Subject to periodic review and updated to reflect the organisational restructure and formation of the Training, Safety and Assurance Directorate.
- Formation of National Safety and Assurance Board.
- Additional changes since submission of report – Amended job titles from Middle/Supervisor Managers to Strategic Managers.

10.2 In relation to the joint Chair and Chief Officer's Policy Statement, the Committee commented on whether it would be appropriate to amplify the responsibility on staff for their own safety. JH to consider and amend, if appropriate.

10.3 JD provided clarification on the role and remit of the National Safety and Assurance Board.

10.4 The Committee noted the favourable benchmarking of accident and injury incidents against other fire and rescue services and queried how comparability of the benchmarking exercise. JD informed the Committee that Chief Officer Blunden had recently been appointed to the role of Health & Safety Lead for the National Fire Chief Council (NFCC). Discussions have already taken place regarding identifying standardised performance indicators for the whole of the UK which could help make benchmarking easier and more worthwhile.

10.5 **The Committee scrutinised and supported the report.**

## **11 HEALTH AND SAFETY ANNUAL REPORT 2019/20**

11.1 JH presented the Committee with the Health and Safety Annual Report 2019-20 and highlighted the following key areas:

- Progress against Health and Safety department function plan and slight slippage due to the impact of Covid.
- Progress against health and safety improvement plans during 2019-20 and the 25% increase compared to the previous year.
- Dashboard summary of events over 2-year average noting the increased vehicle accidents.
- Breakdown by event category – Accident and injuries excluding RIDDOR improvement in East Service Delivery Area. Reduction in RIDDOR reportable events.
- Causation of accidents/injuries remain consistent with previous years.
- Improvement in ratio of near misses in relation to RIDDOR reportable events.
- Reduction in acts of violence across most areas.
- Increase (100%) in provision of special services.
- Vehicle accidents show a continuing upward trend.
- Health and safety performance in 2019/20, with the exception of vehicle accidents, continues to improve.

11.2 The Committee commented on the number of vehicle accidents occurring at the closing stage of operational incidents. JH confirmed that the working group were considering all stages of operational incidents as well as other factors such as reduced adrenaline/risk perception. JD provided further assurance that these types of incidents were investigated.

11.3 The Committee were provided with clarification on how the completion percentage of health and safety improvement plan was being reported.

11.4 **The Committee scrutinised the report and thanked all those involved.**

## **12 UPDATE: WORKING TOGETHER FRAMEWORK**

### **12.1 Update from Employee Partnership Forum (EPF)**

12.1.1 LB advised that no further EPF meeting had taken place.

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

### **12.2 Update from Partnership Advisory Forum (PAG)**

12.2.1 LD advised that no further PAG meeting had taken place.

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

## **13 STRATEGIC RISK REGISTER**

13.1 LBA presented the risk register to the Committee noting discussion earlier during the meeting and the potential additional risk relating to resources being considered.

13.3 **The Committee noted the report.**

## **14 ANNUAL VALUE ADDED STATEMENT**

14.1 PS presented the People Committee (PC) and Remunerations, Appointments and Nominations Sub-Committee (RANSC) Annual Value Added Statement 2020/21 to the Committee. The report outlined the evidence, and work undertaken during the year, on how Committees supports the effective functioning of the Board.

14.2 **The Committee scrutinised and were content with the report.**

## **15 UK FIRE STANDARDS 2021**

15.1 JD presented a report to the Committee outlining the Service's current position in relation to the recently published Approved UK Fire Standards for Emergency response driving, Operational preparedness, Operational competence and Operational Learning. Although the UK Fire Standards only applied to English Fire and Rescue Services, the Service have taken the opportunity to review and benchmark against these standards. A team of Operations and Training, Safety and Assurance staff undertook these reviews, and in their opinion the SFRS met the standards and evidence could be provided to support that assessment.

15.2 The Committee queried the potential to participate in peer to peer reviews. JD noted that there was currently no process in place to facilitate peer reviews or alternative quality assurance processes.

15.3 **The Committee noted the report.**

## **16 BRITISH STANDARDS INSTITUTE ASSESSMENTS – NEWBRIDGE**

16.1 JD presented a report to the Committee outlining the positive report received from the British Standards Institute (BSI) following a Continuing Assessment Visit (undertaken remotely) at Newbridge Training Centre in February 2021. No issues were raised during the inspection and the Training Centre maintained the BSI accreditation.

16.2 The Committee noted the positive outcome and acknowledged the efforts of all those involved which evidenced the continued improvement within the Service.

16.3 **The Committee noted the report.**

## 17 FORWARD PLANNING

### 17.1 POD Policy Review Schedule Update

17.1.1 The POD Policy Review Schedule Update report was presented to the Committee and the key policies review scheduled for the next quarter were highlighted.

- Revised Flexible Working Policy, Agile Working Framework, Homeworking Policy will be published simultaneously. Training materials to be developed to support the policy.
- Policies recently issued for consultation and/or published include Business Travel/Reimbursement of Expenses, Management of Health Condition and Health Surveillance.
- Progressing new/revised policies such as Whistleblowing, Drivers Health Assessment, Pre-Placement.
- New policy for Wholetime Uniformed Instructor Employees Working Hours and Leave Policy has been published and will help progress in implementation of standard terms and conditions for Wholetime Uniformed Instructors.
- Task and Finish group convened to develop the Secondary Employment Policy.
- Details of policies to be issued for first consultation during quarter 1.
- Outline of the governance processes in place, noting the consultation and engagement arrangements with relevant stakeholders and the potential to convene task and finish groups if deemed necessary.

17.1.2 The Committee requested an update on the Substance Misuse Policy. As a result of Covid, MC confirmed that this had been deferred to 2022, however, initial work had commenced and a draft policy had been developed. RS reminded the Committee of the support available and guidance information developed by the Wellbeing Group which was available on the iHub.

17.1.3 **The Committee noted the report.**

*(A Buchanan left the meeting at 1530 hrs)*

### 17.2 H&S Policy

17.2.1 JH presented a report to the Committee providing an update on ongoing work in relation to the development and review of SFRS's Health and Safety Policy and associated management arrangements. The following key points were highlighted:

- Forward planning schedule covered the period 2019-2024.
- Three new management arrangements have been developed: Management Self Audit, Storage and Pressures Systems.
- Two management arrangements were currently out for consultation: Organised Events (charity) and New and Expectant Mothers.

17.2.2 **The Committee noted the report.**

### 17.3 Committee Forward Plan Review

17.3.1 The Committee noted the Forward Plan.

### 17.4 Items for Consideration at Future IGF, Board and Strategy Meetings

17.4.1 There were no items identified.

## 18 REVIEW OF ACTIONS

18.1 HG confirmed there were no formal actions raised during the meeting.

**19 DATE OF NEXT MEETING**

- 19.1 The next meeting is scheduled to take place on Thursday 9 September 2021 at 1300 hrs.
- 19.2 On behalf of the Committee, KD thanked Bill McQueen, Anne Buchanan and Primrose Stark for their contributions, particularly noting Primrose's influence through her role of Chair, during their time on the Committee. PS thanked her fellow Board members and Directorate colleagues for their contributions and improvements within the Committee.
- 19.3 There being no further matters to discuss, the public meeting closed at 1540 hrs.

**PRIVATE SESSION**

**20 MINUTES OF PREVIOUS PRIVATE MEETING: 4 MARCH 2021**

- 20.1 The minutes of the private meeting held on 4 March 2021 were approved as a true record of the meeting.

**21 REMUNERATIONS, APPOINTMENTS AND NOMINATIONS SUB COMMITTEE (RANSc) UPDATE**

- 21.1 The draft minutes of the RANSc meeting on 4 March 2021 had been circulated to the Committee. The Committee noted the key issues discussed at the meeting of RANSc that was held earlier today (2 June 2021).

**22 KEY CASE UPDATE 2020/21 – QUARTER 4**

- 22.1 FM presented a report providing an overview of the Discipline, Grievance, Bullying and Harassment Statistics for Quarter 4 2020/21.



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**  
Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**WEDNESDAY 26 MAY 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)  
Gregor Welsh (GW)  
Roy Dunsire (RD)  
David Farries (DF)  
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  
Data Team Leader (Items 8.1 and 10.2 only)  
Group Commander, Prevention and Protection (Item 8.3 only)  
Head of Operations (Item 13 only)  
Chair of SFRS Board  
Head of Governance, Strategy and Performance  
Group Commander, Board Support Manager  
Board Support Team/Minutes

**OBSERVERS**

None

**1 WELCOME**

- 1.1 The Chair opened the meeting and welcomed those present.
- 1.2 The Committee were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.
- 1.3 This meeting would be recorded and published on the public website.

**2 APOLOGIES**

2.1 None

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

- 3.1 The Committee agreed that the draft minutes of the previous private meeting would also be taken in private due to the confidential nature of business discussed.
- 3.2 No further items were identified.

**4 DECLARATION OF INTERESTS**

4.1 None

**5 MINUTES OF PREVIOUS MEETING: 11 MARCH 2021**

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

5.2 **The minutes of the meeting held on 11 March 2021 were approved as a true record of the meeting.**

**6 ACTION LOG**

6.1 The Rolling Action Log was considered and actions were agreed and removed

**7 SERVICE DELIVERY UPDATE**

7.1 RH presented the update report detailing relevant matters from a SFRS service delivery perspective for the period 22 February 2021 to 10 May 2021, albeit some actions may precede and extend beyond these dates. The following key points were highlights:

- New Youth Volunteer Scheme (YVS) launched at Alloa, first in the East Service Delivery Area (SDA), in April 2021.
- New smoke detection standards legislation to come into force in 2022. SFRS have completed the rollout of training to support the new standards.
- Due to ongoing legal challenges in respect of the tragic incident at Cameron House, no update could be provided.
- Covid-19 response – arrangements have been scaled back due to the reduction in cases, including the COVID Advisory Unit being disbanded.
- COP 26 planning arrangements were ongoing, confirmation had been received from the Home Office regarding budget provision and the COP team would now be fully resourced with 26 members of staff.
- Operational Strategy to be presented at the next Committee meeting. Update on restructure within the Operational function to be tabled later on the agenda (Item 12).
- Operational Activity - No incidents of note across all SDAs during this period.
- Service Delivery Manager Workshops delivered by ACO Stevens and Head of Function. The focus of the workshops included continuous improvement, culture, etc.
- Command and Control Futures (CCF) – Two software releases were received by the Service within this period, project timeline had been reviewed and updated following due governance processes.
- Operational Assurance – significant event debrief held for Stonehaven Rail Crash and associated action plan developed.
- Operational Assurance were undertaking a service-wide thematic audit on the Analytical Risk Assessment (ARA) processes.
- Operational Assurance continue to publish Frontline Update with the focus on Firefighting Safety following the incidents at Hairmyers Hospital and Greater Manchester.
- Operational Training - Continuous Improvement Programme was progressing including a review of casualty care training programme and equipment on appliances.

7.2 The Committee requested further information on how the YVS were being delivered within the current restrictions. SS commented on the challenges involved in delivering the YVS during the past year and credited all staff involved in continuing to deliver sessions online. When restrictions allow, sessions would revert to physical meeting. SS noted that further schemes would commence in the East SDA later in the year and provided a brief outline for the resources/facilities required to deliver each scheme.

7.3 The Committee sought clarification on Section 19 of the Road Safety Act and the implications for the Service should this be enacted. JD explained that Section 19 relates to the exemption for emergency services to exceed speed limits and the associated training requirements. This would have implications on the training function due to the increase in driving hours necessary to maintain competence. The Service is currently engaging with the DVLA and the Ministry of Transport on potential adjustments for Scotland, particularly for the Islands.



- 7.4 In relation to the Service Delivery Manager Workshop, SS informed the Committee that the key themes were culture, continuous improvement, sharing of information/best practice, raising awareness of vision for the Directorate ie development of frontlines, operational strategy, etc. The workshop also provided an opportunity to cascade the Strategic Leadership Team's (SLT) priorities regarding health and wellbeing, recovery from Covid, engaging and developing middle managers, etc. These types of workshops would continue to be delivered to ensure continuous improvement, strategic vision, etc.
- 7.5 In relation to CCF, the Committee requested that an update on existing legacy systems and their status included in future Service Delivery Update Report.

**ACTION: RH**

- 7.6 In relation to the publication of Urgent Instruction, Generic Information Notes, etc, JD informed the Committee that there was a function within the PDRPro system which required individuals to confirm that they have read specified documentation. However, due to the overall volume, this was not applied to all documents. JD reminded the Committee that it was the responsibility of both individuals and management to ensure that these documents were read. Publication of these types of documents were also advertised on the iHub to raise awareness.

- 7.7 **The Committee scrutinised the report.**

## **8 SERVICE DELIVERY PERFORMANCE REPORTING**

### **8.1 Quarterly Performance Report for Q4 2020-21**

- 8.1.1 SS introduced GW to the Committee, who presented the performance report for quarter 4, highlighted with following key areas:

- Additional charts included to show impact of Covid on some key performance indicators.
- Reduction in number of All Incidents (7.1%) unwanted fire alarm signals (UFAS) (19%) and road traffic collisions (RTC) (33%) on 2019/20 figures
- Accident Dwelling Fire incident continue to reduce, noting the seasonal variation in Spring and Autumn.
- Accidental Dwelling Fire Casualties show a reduction of 30% reduction on 2019/20.
- Accidental Dwelling Fire Fatalities show an increase on 2019/20 figures; however, it was noted that the previous year was significantly lower than average and could be a result of national restrictions. Three month rolling average figures were relatively stable. Comparison had also been made with Fire and Rescue Services in England.
- Reduction in Home Fire Safety Visits (HFSV). Of those carried out, over 50% were to high risk group and 38% of HFSV results in smoke alarms being fitted.
- Number of Fire Safety Audits, including follow up work, undertaken.
- Wholetime and retained availability.
- Response time - Additional chart included to show the response times by different service delivery area and how this differs from call handling and turnout time. Detailed analysis required to identify the reason for the difference.

- 8.1.2 The Committee commented on the high standard of data presented within the report.

- 8.1.3 The Committee were given clarification on how the data for smoke detectors fitted/replaced were calculated and recorded.

- 8.1.4 The Committee were reminded that a specific session on Response Times would be presented at next Strategy Day (July 2021).

- 8.1.5 **The Committee scrutinised the report and welcomed the continuing improvement in how the information and stats were being presented.**

## 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:

- Fire Safety and Enforcement – Red RAG status (slippage in timescale), one further action complete, 3 actions not progressed and new dates proposed, 2 actions deferred pending further review. Overall 95% complete.
- Local Area Inspections National Recommendation Action Plan – Green RAG status, 2 further actions completed. Overall 90% complete.
- Management of Fleet and Equipment – Green RAG status, 2 further actions have been completed, one proposed amended action requires pending completion. Overall 97% complete.
- Provision of Operational Risk Information – Red RAG status, 4 actions proposed revised due dates due to UK-wide Emergency Services Mobile Communication Programme. Overall 92% complete.

8.2.2 The Committee were asked to scrutinise the actions of the Senior Management Board as contained within the report.

8.2.3 The Committee noted that some actions remained open, despite the initial recommendation being addressed, due to additional work being undertaken to find the perfect solution. The Committee discussed the importance of action being clear and targeted specifically for the initial recommendation. RH provided reassurance to the Committee of the processes in place for creating action plans, as well as the robust challenge and scrutiny of progress by the Senior Management Team.

8.2.4 Fire Safety Enforcement Action Plan – It was noted that some actions were unable to be completed due to ongoing revisions, etc. SS stated that some previous HMFSI recommendations were not clear or specific and going forward these recommendations would be closed as soon as practice. The Committee scrutinised this action plan and were content with the revised due dates.

8.2.5 Local Area Inspection Action Plan – With reference to Action DG1, the Committee noted that the succession plan had been created, however, there was additional work outstanding. The Committee reiterated the earlier comments relating addressing the original recommendation. The Committee scrutinised this action plan and were content with the revised due dates.

8.2.6 Management of Fleet and Equipment Action Plan – The Committee noted the progress made and challenged whether Action 26.1 could be closed due to the creation of 4 new driver posts. The Committee scrutinised this action plan and were content with the proposals.

8.2.7 Provision of Operational Risk Information Action Plan – The Committee noted that the revised due dates which, due to the postponement of the UK-wide Emergency Services Mobile Communication Programme, were outwith the Service's control. The Committee commented on the need to set realistic timescales, particularly when third parties were involved. RW noted the comment and confirmed that this was an issue the Service were conscious of. He informed the Committee that progress was beginning to be made. The Committee scrutinised this action plan and were content with the proposals.

8.2.8 **The Committee scrutinised 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:

- Completion of all actions against the 13 No. recommendations for improvement.
- Assessing viable options for responding to Automatic Fire Alarms (AFAs) including outcomes of stakeholder engagement workshops.
- Update to be provided at the next Board Strategy Day (27 May)
- Mandate for public consultation and draft consultation document to be presented at the next Board meeting (24 June 2021).

8.3.2 RD confirmed that the Operations Control personnel had been fully involved in the process from the start, were represented on the Project Board and working groups and were supportive of the options. However, during the stakeholder engagement workshops, it was highlighted that further engagement with OC personnel was required on call challenging process.

8.3.3 RD provided context on potential local arrangements in terms of the proposed options. He noted that these arrangements relate to the different evacuation procedures in place for specific types of premises ie hospitals, etc.

8.3.4 RD noted that the potential financial impact on Retained Duty System (RDS) personnel due to the reduction in UFAS has been identified as a risk and captured on the equality impact assessment. This will be assessed further through engagement with RDS personnel during the consultation and analysis of UFAS incidents. The outcomes of this would be included in the final business case which will be presented the Board (December 2021) for decision. It was confirmed that Representative Bodies attended engagement workshop and were aware of this risk.

8.3.5 The Committee noted the average mobilising time for RDS and were reminded that the onus for fire safety management was the responsibility of property owners.

8.3.6 RD reminded the Committee that part of the recommendation for change within the Stocktake Review report, was to develop a partnership working strategy to improve alarm systems in Phase 3 stage.

8.3.7 RD explained that a 15% optimism bias had been factored into all options going forward for public consultation.

8.3.8 The Committee queried whether a minimum response level had been identified. RD agreed to raise this at the Consultation Sub Group meeting (27 May) and an update would be provided at the Strategy Day session (27 May).

8.3.9 In relation to cashable and non-cashable savings, RD noted that the non-cashable savings were based on the existing scale of charges and cashable savings were fuel, RDS payments, etc. These details would be provided in the final business case.

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

*(Meeting broke at 1120 hrs and reconvened at 1130 hrs.)*

## **9 OPERATIONAL LEARNING**

### **9.1 SFRS Clinical Governance Arrangements Updates**

9.1.1 JD informed the Committee that work was continuing with Scottish Ambulance Service (SAS) undertaking a review of casualty care training and equipment as well as consulting with ICAT trainers and frontline crews. An update on the outcomes of the SAS review would be brought to the next meeting (September 2021).

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

### **9.2 Grenfell Tower Fire – Update Report**

9.2.1 SS presented a report to the Committee to provide an update on the progress against the recommendations contained with the Grenfell Tower action plan. The following key points were highlighted:

- Change of personnel - Ali Perry, Head of Prevention and Protection would now Chair the working group.
- Full stocktake review on the progress of the action plan had been undertaken and clear route identified for completing all outstanding actions.
- Both the London Fire Brigade (LFB) and the Grenfell Tower Inquiry report recommendations would be presented at all future Committee meetings.
- Detailed specific updates on all recommendations including RAG status and any actions required for completion.
- Recommendation to close seven recommendations.
- Recommendation for timescale review of 13 recommendations from July to September 2021.
- Fire Survival Guidance exercise took place on 14 May 2021 focusing on communication between the fire ground and Operational Control. The outcomes of this exercise would be consolidated and rolled out to all control sites.
- Recommendation to transfer one recommendation to the Command and Control Mobilising System project (CCMS) due to limitations of the current systems.
- Notification of HMFSI's intention to undertake a review of the Service's arrangements for firefighting in high rise buildings including response to Grenfell recommendations.

9.2.2 SS assured the Committee that there were no specific concerns regarding the recommendations. However, due to the specific nature of some of the recommendations relating to the LFB, they were not practicable for the Service to meet.

9.2.3 The Committee sought clarification on whether Grenfell would not be included within the Annual Operating Plan, due to the revised timescale. The Committee were reminded that regular reports were provided for scrutiny to this Committee and the full Board therefore it was not deemed necessary to add this to the Annual Operating Plan.

9.2.4 **The Committee scrutinised the report and supported the 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. The following key points were highlighted:

- New format of report containing overview of strategic risk register, Committee aligned directorate risk summary and Committee aligned directorate risk actions.
- Risk SD008 (Unintentional harm to communities) relates to the impact of COVID on carrying out Home Fire Safety Visits. Action taken include detailed recovery plan developed, successful business to recruit Fire Safety Advocates and restructure of Prevention and Protection function to facilitate work.

- Risk SD010 (Fire Scotland Act) to be covered under Agenda Item 10.3.
- Risk SD011 (Marauding Terrorist Attack response) increased due to response to COP26 and outcomes of the Manchester Arena Enquiry.

10.1.2 In relation to Risk SD001 (Existing legacy Services), SS provided an update to the Committee on the extend of the faults recorded within each Command and Control Centre. Although there were no major issues, the Contingency Group has been reconvened to support the CCF project and manage any faults going forward.

10.1.3 The Committee commended the revised format of the risk register and noted the intention for greater scrutiny of risk at future meetings.

10.1.4 **The Committee noted the report.**

## 10.2 **IN PHASE RISK REGISTER MONITORING AND REPORTING (LIVE DEMO)**

10.2.1 RW introduced GW who gave a presentation to the Committee to demonstration the InPhase Risk Register Monitoring and Reporting module. The following key points were highlighted:

- Previous process was resource intensive.
- New risk toolkit has been created for Directorate use. Significant engagement undertaken to identify the needs and requirements of the Directorates.
- Potential to roll out to Service Delivery Areas.
- Future intention to automate the process.
- Demonstration and run through to the risk information captured within the Excel spreadsheet including the addition of new risk, closure of risk and end of year targets. Data would be accessible and able to be interrogated.
- Able to be deployed following approval by Audit and Risk Assurance Committee.

10.2.2 The Committee asked when this could be deployed and accessible. GW stated that a decision was required on whether the focus should be on improving accessibility of the data for Directorates or rolling out the data collection process in locations areas/functions. Both options involved time consuming development and no timescale had been identified yet.

10.2.3 **The Committee welcomed the presentation and demonstration.**

## 10.3 **Risk Spotlight – SD10 Fire Safety Enforcement - Impact of COVID and Change of Delivery Model**

10.3.1 SS presented the risk spotlight briefing note noting that this remained unchanged from the version deferred from the previous meeting and highlighted the following:

- Fire safety enforcement (FSE) is managed through a published Fire Safety Enforcement Framework which details audit actions and focus (risk based).
- FSE audits undertaken on premises with high prevalence of UFAS incidents or premises where a fire has occurred.
- All Local Senior Officers (LSO) produce a Local Enforcement Delivery Plan, which are updated quarterly and published on the SFRS website, to identify relevant framework premises for audit purposes as well the potential to undertake localised thematic reviews.
- FSE and Community Safety Engagement are delivered at a local level and managed by individual LSOs.
- FSE was delivered by 83.5 (full time equivalent) uniformed and non-uniformed staff.
- Challenges with sustainability particularly with uniformed staff.
- Local delivery supported by a small Prevention and Protection HQ function.
- Centralised small team for Fire Engineers.
- Background performance information including number of live alteration, prohibition and enforcement notices.

- Approach to audit and enforcement, SFRS engage and work with duty holders which has been beneficial for both parties.
- Actions undertaken to reduce the risk including development of LSO recovery plans, additional future recruitment of Fire Safety Advocates, Fire Safety Auditing Officers (non-uniformed) and Specialist Fire Engineering Manager, strategic review of FSE (local/national structures, sustainability), review of effectiveness of auditing processes and current ongoing tendering process for the provision of FSE training modules.

10.3.2 SS noted that discussions had taken place regarding joint working between P&P and Data Team to review and analysis data and identifying trends.

10.3.3 SS noted that the new performance management framework contained performance measures for the number of completed framework premises audits and number carried out. These would be reported to the Board.

10.3.4 SS reminded the Committee that all relevant premises are subject to a post fire audit, the Service would automatically revisit and identify whether there were any shortcomings from previous audits and undertake a review of the risk rating for the premise.

10.3.5 Outwith the meeting, SS and NB would discuss the potential for further insight on FSE, including links with other key aspects work within the Service, for the Committee.

10.3.6 **The Committee noted the risk spotlight briefing note and verbal update.**

## 11 COMMITTEE VALUE ADDED STATEMENT 2020/21

11.1 NB presented a report to the Committee, which outlined evidence of how the Committee supports the effective functioning of the Board.

11.2 The Committee requested that the statement should refer to the Committee minutes being presented at Board meetings and that the all references to the Transformation and Major Projects Committee be amended to Change Committee.

**ACTION: BST**

11.3 **The Committee scrutinised the report and noted the proposed changes.**

## 12 RESPONSE & RESILIENCE REVIEW AND INTERNAL RESTRUCTURE

12.1 DF presented a report to the Committee, in relation to the recent review of the Response and Resilience (R&R) Function and the resultant structural changes and naming conventions that were implemented on 4 January 2021. The following key points were highlighted:

- Purpose of review: Review structure, work, working practices, culture of function and make recommendations to enable transition and full integration into the Service Delivery Directorate.
- Identify options to ensure organisational/personal development, succession planning and talent management holistically within the Service.
- Research and rebranding of Response & Resilience to enhance the understanding of the function.
- Engagement undertaken within both the function and wider Service.
- Key recommendations included rebranding to Operations Function, development of a communications and engagement strategy with the wider Directorate, realignment of individual department to support both strategy development and SDA support and review naming convention of all department to clearly define their purpose.
- Workstream and Role recommendations included review and clarify role definitions, review work package and deliverability, instigate a gateway style approach for allocating work and identifying interdependencies and clearer alignment of workstreams with other Directorates.

- Working Practices recommendations included instigate approved document suite review programme, promote wider involvement to reduce potential for single point of failure, continue to operate a project based approach across all areas, support procurement by developing clear guidance for User Intelligence Groups and review accident investigation protocols within Training, Safety and Assurance Directorate.
- Cultural recommendations included review of communication and engagement plan to raise awareness of the Operation Functions role, engage and develop partnership workstreams, improve engagement with SDA/LSO areas, developing training/engagement with Flexi Duty Officer and Operations Control, create opportunities for joint training exercises and identify secondment opportunities within/outwith the Function.
- Four initial priorities were identified: refine structure and role, develop C&E strategy, create delivery plan to resource and launch document suite, and create framework to deliver the Operational Strategy.

12.2 The Committee were updated on the resourcing of the dedicated COP 26 team.

12.3 Following the restructure and review of the Function, DF stated that a formal internal evaluation of the structural would be carried out and regular performance and progress monitoring would be undertaken through the Directorate Management Team meetings.

12.4 **The Committee thanked D Farries for his informative presentation.**

### **13 FORWARD PLANNING**

#### **13.1 Committee Forward Plan**

13.1.1 The Committee noted the forward plan.

13.1.2 The following items were noted:

- Operations Strategy – D Farries (September 2021)
- Potential Fire Safety Enforcement Update – S Stevens (TBC)
- Outcomes of SAS Review – J Dickie (September 2021 TBC)
- Update Report on Impact of UFAS Option – S Stevens (February 2022)

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

13.2.1 There were no items for consideration.

13.2.2 It was noted that an informal Committee Chairs meeting was held on 14 April to discuss oversight and reporting of risk. NB confirmed that the Committee Chairs were satisfied with the handling of risk and felt able to tailor their discussions in a manner that was suitable for their Committees.

### **14 REVIEW OF ACTIONS**

14.1 AC confirmed that there were two formal actions recorded during the meeting.

### **15 DATE OF NEXT MEETING**

15.1 The next meeting is scheduled to take place on Thursday 1 September 2021.

15.2 There being no further matters to discuss, the public meeting closed at 1250 hours.

## **PRIVATE SESSION**

### **16 MINUTES OF PREVIOUS PRIVATE MEETING: 11 MARCH 2021**

16.1 The minutes were approved as an accurate record.

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



Report No: B/SPPC/14-21

Agenda Item: 12

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>							
<b>Meeting Date:</b>	<b>24 JUNE 2021</b>							
<b>Report Title:</b>	<b>BOARD MEMBER APPOINTMENTS AND REVIEW OF COMMITTEE STRUCTURE</b>							
<b>Report Classification:</b>	<b>For Decision</b>	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
<b>1</b>	<b>Purpose</b>							
1.1	Following the successful appointment of four new Board Members this paper is presented to inform the Scottish Fire and Rescue Service (SFRS) Board. This also captures the most recent key outcomes following a review of the Committee Structure and for this to be approved.							
<b>2</b>	<b>Background</b>							
2.1	The previous review of the Committee Structure took place and was tabled at the Board meeting in April 2021. This gave assurances to the Board by ensuring the continued alignment with the Scottish Government Framework document and SFRS Strategic Plan 2019-22, while further strengthening the links with the governance structures of the Strategic Leadership Team (SLT).							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	Following a successful public appointments process the SFRS Board now have four new Board Members who officially start on 24 July 2021. Currently we are still awaiting the Minister for Community Safety to formally appoint the successful candidates therefore the names at this stage cannot be disclosed.							
3.2	As a result of these new appointments and forthcoming Board Member retirements, a review of the Committee Structure was necessary to ensure the continued effectiveness of the Board and to align the skills and experience the new Members will bring to further expand the diversity within the Board and its Committees.							
3.3	Therefore, as a result of Board Members Primrose Stark and Anne Buchanan retiring from the Board on 30 June 2021, with William McQueen and Marieke Dwarshuis following suit on 23 July 2021 a review of the Committee Chairs and Members was concluded and the following proposed changes are detailed in Appendix A. It shows the membership make-up of all Committees and timings are clearly detailed with changes highlighted in yellow for ease of reference. Therefore, unless indicated and once approved, this will formally take effect from both 1 July 201 and 24 July 2021, respectively.							
3.4	Note, upon confirmation of the new Board Member Appointments, the names of who will be sitting on each Committee will be circulated to the Board/Strategic Leadership Team and this detail will also be published on our SFRS Website.							



<b>4</b>	<b>Recommendation</b>
4.1	It is recommended that the Board approve these proposals, subject to any amendments, in order to assist towards ensuring the continued effectiveness of the governance arrangements of the SFRS Board and its Committees.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	The implementation of the proposed arrangements in this report are intended to maintain our effective governance arrangements.
5.2	<b>Financial</b>
5.2.1	There are no key strategic financial implications arising from the recommendations set out in this paper as this Committee Structure continues to demonstrate best value.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no key strategic environmental and sustainability implications arising from the recommendations set out in this paper.
5.4	<b>Workforce</b>
5.4.1	There are no key strategic workforce implications arising from the recommendations set out in this paper.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no key strategic health and safety implications arising from the recommendations set out in this paper.
5.6	<b>Training</b>
5.6.1	New Board members will have a comprehensive Induction into their new role, followed with a development plan.
5.7	<b>Timing</b>
5.7.1	To coincide with the retirement of four Board members through June/July 2021.
5.8	<b>Performance</b>
5.8.1	This review ensures effectiveness of all Committees of the Board and its ability to hold the Executive to account.
5.9	<b>Communications &amp; Engagement</b>
5.9.1	The Committee structure has been reviewed in consultation with the Chair of the Board together with feedback from Board Members. The proposals are therefore presented within this report for approval, subject to any amendments.
5.10	<b>Legal</b>
5.10.1	The recommendations contained within this report are intended to assist the Committees and ultimately the Board in its ability to perform its scrutiny role and therefore deliver its statutory duties effectively.
5.11	<b>Information Governance</b>
5.11.1	<i>DPIA completed No. If not applicable state reasons. Not required.</i>
5.12	<b>Equalities</b>
5.12.1	<i>EIA completed Yes. If not applicable state reasons.</i> The existing Equality Impact Assessment – Board Operating Arrangements, has been reviewed and there are no issues arising from the matters raised within this report.

5.13	<b>Service Delivery</b>	
5.13.1	There are no key strategic service delivery implications arising from the recommendations set out in this paper.	
<b>6</b>	<b>Core Brief</b>	
6.1	Following the successful appointment of four new SFRS Boards Members the proposals outlined in the revised Committee Structure are 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 2016-19 together with the expectations of Scotland's communities. This review will also ensure the continued effectiveness of the Board by aligning the skills and experience the new Members bring to further expand the diversity within the Board and its Committees.	
<b>7</b>	<b>Appendices/Further Reading</b>	
7.1	Appendix A – Revised Committee Structure Matrix (revisions marked in yellow)	
<b>Prepared by:</b>	Alasdair Cameron, Group Commander, Board Support Team	
<b>Sponsored by:</b>	Dr Kirsty Darwent, Chair of the SFRS Board	
<b>Presented by:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications	
<b>Links to Strategy and Corporate Values</b>		
Strategic Plan 2019-22 Outcome 4 We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>SFRS Board</i>	<i>24 June 2021</i>	<i>For Decision</i>



## COMMITTEE STRUCTURE MATRIX

(Effective 1/07/21 to 31/3/22)

Audit and Risk Assurance Committee	People Committee	Remuneration & Appointments Sub Committee	Change Committee	Service Delivery Committee	Integrated Governance Forum
Brian Baverstock (Chair)	Mhairi Wylie (From 1 July 2021) (Chair)	Fiona Thorburn (From 1 July 2021) (Chair)	Fiona Thorburn (Chair)	Nick Barr (Chair)	Kirsty Darwent (Chair)
Lesley Bloomer (Deputy Chair)	Bill McQueen (Until 23 July 2021) New Board Member (1) (From 24 July 2021) (Deputy Chair & EPF)	Bill McQueen (Until 23 July 2021) New Board Member (1) (From 24 July 2021) (Deputy Chair)	Brian Baverstock (From 1 July 2021) (Deputy Chair)	Tim Wright (Deputy Chair)	Fiona Thorburn (Deputy Chair)
Tim Wright	Malcolm Payton	Kirsty Darwent	Nick Barr	Malcolm Payton	Nick Barr
Mhairi Wylie	New Board Member (2) (From 24 July 2021)	Mhairi Wylie	New Board Member (2) (From 24 July 2021)	Lesley Bloomer	Brian Baverstock
Bill McQueen (Until 23 July 2021) New Board Member (4) (From 24 July 2021)	New Board Member (4) (From 24 July 2021)	Marieke Dwarshuis (Until 23 July 2021) New Board Member (3) (From 24 July 2021)	New Board Member (3) (From 24 July 2021)	Fiona Thorburn	Mhairi Wylie (From 1 July 2021)
	Kirsty Darwent (Ex officio)		Kirsty Darwent (Ex officio)	Kirsty Darwent (Ex officio)	
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	

V7.0



Report No: B/SPPC/11-21

Agenda Item: 13

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>24 JUNE 2021</b>						
<b>Report Title:</b>	<b>ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD</b>						
<b>Report Classification:</b>	<b>For Decision</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u><a href="#">A</a></u>	<u><a href="#">B</a></u>	<u><a href="#">C</a></u>	<u><a href="#">D</a></u>	<u><a href="#">E</a></u>	<u><a href="#">F</a></u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to highlight how the Scottish Fire and Rescue Service (SFRS) Board Member arrangements have been reviewed to ensure their continued effectiveness. Incorporated in this paper is a summary review and provision of future arrangements for decision, Appendix A.						
<b>2</b>	<b>Background</b>						
2.1	The Board approved its first action plan back in November 2014, which outlined improvement actions and timescales for delivering the outcomes of the review of the effectiveness of the Board. Activities and actions continue to be undertaken in order to support Board Members and ensure ongoing review of the effectiveness of the Board.						
2.2	In May 2015 Audit Scotland published their Best Value report of the SFRS where improvement actions were undertaken. In May 2018, Audit Scotland published their most recent Best Value report of the SFRS (Further Reading - 7.1 within Appendix 1 of the Best Value Report), where it details the progress made. It states that we have well-structured corporate template for reporting to the SFRS Board and its Committees that is now being used. This corporate report template continues however to be reviewed and amended annually and was last approved by the Board at its meeting in <a href="#">April 2021</a> .						
2.3	The SFRS Code of Corporate Governance – ‘The Code’ (Further Reading - 7.2) was developed and approved by the Board at its meeting on 15 December 2016 and revised in September 2018. The Code is intended to be a living document to evolve in line with best practice and through our processes for continuously reviewing and improving the effectiveness of our governance arrangements significant progress over this period was made against the six principles which were last reported to the Integrated Governance Committee in March <a href="#">2020</a> . At this meeting it was highlighted as part of our continuous improvement we have now set an objective within our Annual Operating Plan to develop a Corporate Governance Framework which will encapsulate and build on our existing code.						

<b>3</b>	<b>Main Report/Detail</b>
3.1	To ensure continuous improvement, future arrangements to review the effectiveness of the Board will evolve to allow the SFRS Board to continue developing and improving in its role to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland and the expectations of Scotland's communities.
3.2	As a result, on that basis it is proposed that the monitoring of the effectiveness and future development of SFRS Board continues to be progressed as detailed within Appendix A.
3.3	It is important to highlight that as a result of the COVID-19 pandemic, further arrangements were put in place and reported to the Board on <a href="#">26 March 2020</a> . The Service is following national guidelines in its approach ensuring it is safe, sensible and measured, acting on their duty of care to minimise unnecessary contact at this time between Board Members, Strategic Leadership Team, wider staff, stakeholders and members of the public, while also ensuring the effectiveness of the Board is maintained.
3.4	In summary and despite the challenges COVID-19 has had on us all, this paper highlights some of the key areas that have contributed to developing the effectiveness of the SFRS Board collectively and individually throughout 2020/21.
<b>4</b>	<b>Recommendation</b>
4.1	The SFRS Board are invited to approve the arrangements for reviewing the effectiveness of the SFRS Board as set out in section 3 and Appendix A, subject to any amendments.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	The proposed arrangements require to be developed to enable the Board to perform its scrutiny role and deliver its statutory duties effectively.
5.2	<b>Financial</b>
5.2.1	There are no financial implications arising from this report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no environmental or sustainability implications arising from this report.
5.4	<b>Workforce</b>
5.4.1	Board Member Sid Patten retired in October 2020 with Board Members Bill McQueen and Marieke Dwarshuis retiring in July 2021. Board Members Primrose Stark and Anne Buchanan will resign from the Board at the end of June 2021.
5.4.2	An appointments process has taken place between February 2021 and May 2021 to appoint 4 new Board Members who will commence in July 2021.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no health and safety implications arising from this report.
5.6	<b>Training</b>
5.6.1	Board Members will be given the opportunity to access the SFRS Learning Content and Management System and also to attend training days, workshops and effectiveness/development/information days together with anything else which supports them to develop in their role in order to perform as effectively as possible.
5.7	<b>Timing</b>
5.7.1	This report has been produced to reflect fully on the effectiveness of the Board for the previous financial year period.

5.8	<b>Performance</b>
5.8.1	The information obtained will be outlined accordingly within the Annual Governance Statement provided by the Accountable Officer to the Audit and Risk Assurance Committee. Any assurance gaps identified from these reviews will form improvement actions that will be allocated to Directorates to be addressed as part of business as usual arrangements or alternatively through the Annual Internal Audit Plan, as deemed necessary.
5.9	<b>Communications &amp; Engagement</b>
5.9.1	Engagement has taken place with the Integrated Governance Forum regarding arrangements for monitoring and scrutiny of SFRS Governance moving forward. The detail within this report has been developed by the Board Support Team in consultation with the Director of Strategic Planning, Performance and Communications and Head of Governance, Strategy and performance and presented within this report to the Board for their consideration and approval, subject to any amendments.
5.10	<b>Legal</b>
5.10.1	The recommendations contained within this report are intended to assist the Board in its ability to perform its scrutiny role and therefore deliver its statutory duties effectively.
5.10.2	The Fire (Scotland) Act 2005, Schedule 1A, paragraph 11 entitled Public Access requires the Scottish Fire and Rescue Service ensure the following: SFRS must ensure that its proceedings and those of its committees and subcommittees are held in public.
5.10.3	Throughout this period SFRS engaged with Scottish Government and proposals for a temporary suspension of public access to the public meetings of the SFRS Board and its Committees were put forward to the SFRS Board in March 2020 and approved, ensuring a duty of care for all concerned as a result of Covid-19. Access to minutes and papers continue to be made available during this time and developments have been made to give access to recorded meetings of the Board and Committees within our website, endeavouring to ensure complete transparency.
5.11	<b>Information Governance</b>
5.11.1	<i>DPIA completed Yes/No. If not applicable state reasons.</i>
5.11.2	DPIA not applicable as no personal information is contained within this report.
5.12	<b>Equalities</b>
5.12.1	<i>EIA completed Yes/No. If not applicable state reasons.</i>
5.12.2	The existing Equality Impact Assessment – Board Operating Arrangements, has been reviewed and there are no issues arising from the matters raised within this report.
5.13	<b>Service Delivery</b>
5.13.1	There are no Service Delivery implications arising from this report.
<b>6</b>	<b>Core Brief</b>
6.1	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 2020/21. 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 2019-22 and the expectations of Scotland's communities.

<b>7</b>	<b>Appendices/Further Reading</b>	
7.1	Appendix A - Arrangements for Reviewing the Effectiveness of the Board	
7.2	<a href="#">Annual Governance Review of Board and Committee Related Items</a>	
7.3	<a href="#">Audit Scotland Report – Scottish Fire and Rescue Service, Published May 2018</a>	
7.4	<a href="#">SFRS Code of Corporate Governance, Published September 2018</a>	
7.5	<a href="#">Scottish Governance Guidance on the Appraisal of Non Departmental Public Body (NDPB) Board members and Chairs, Published February 2017</a>	
7.6	<a href="#">Changing the Chemistry, a peer-to-peer support network designed to improve the effectiveness of Boards, Website Home Page</a>	
7.7	<a href="#">Scottish Government Governance Hub Website</a>	
7.8	<a href="#">Internal Audit Corporate Governance – Assurance January 2021</a>	
<b>Prepared by:</b>	Alasdair Cameron, Group Commander, Board Support Manager / Heather Greig, Board Support Executive Officer	
<b>Sponsored by:</b>	Richard Whetton, Head of Governance, Strategy and Performance	
<b>Presented by:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications	
<b>Links to Strategy and Corporate Values</b>		
SFRS Strategic Plan 2019-22		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>SFRS Board</i>	<i>24 June 2021</i>	<i>For Decision</i>



**2020/21**

## **ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD**

The global Covid-19 pandemic provided a challenging operating environment within which the SFRS successfully maintained its delivery of services throughout. Despite these challenges a significant level of activity and outcomes were achieved which continued to be scrutinised by the Board.

In order to demonstrate the effectiveness of the SFRS Board, monitoring of the effectiveness and future development is captured and progressed through the implementation of the following:

- The 'Annual Governance Review of Board and Committee Related Items' presented to the Board in [April 2021](#), as part of our continuous improvement and effectiveness of the Board and its Committees, in compliance with statutory requirements.
- As Covid-19 commanded significant changes to normal business practice, the governance arrangements were reviewed in preparation of any decision being required. This included interim additional delegation given to the Chief Officer should any circumstances have arisen where an immediate emergency decision required to be made. This process was agreed by the Board to be put in place should it be required. Standing Orders and Scheme of Delegation were reviewed to ensure they were effective to align with all continuing and additional arrangements that were in place during Covid-19. A protocol was also developed around attendance during meetings held by conference facilities. All Board and Committee meetings continued to be undertaken using conference facilities. The Board agreed to the restricting of public access to meetings in line with government guidance however all papers for public meetings continued to be published on the SFRS website. This decision was reviewed in August 2020 with longer term options being considered and explored when appropriate. With MS Teams conference facilities now being fully introduced to the organisation these are being utilised, as from March '21 all public [Board and Committee meetings](#) are now being recorded and published on the SFRS website.
- Following the Internal Audit conducted in 2020 in relation to Corporate Governance, resulted in an overall satisfactory level of assurance and detailed the good practice in place around the reporting frameworks and governance arrangements. Despite this positive outcome, there were two recommendations relating to a review of the Committee Structures and ensuring the review of effectiveness in relation to Board decisions, these have now been fully actioned and accepted as such, thereby further strengthening our corporate governance arrangements as they stand.
- Throughout 2020/21, the continued approach of using a series of Committee workshops (albeit virtually) provided an opportunity for Members to focus on any key areas of work and support each other while also providing an opportunity to fully review each Committee's Terms of Reference, ensuring they remain fit for purpose and relevant.



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- Board Strategy / Information / Development Days continue to evolve with a clear guidance and format for these events now well established, the key objectives being:
  - To continue to support the effective and positive working relationships with the Board and Senior Leaders of the Service.
  - To inform the Board of key strategic projects, work streams and organisational workloads.
  - To give the Board time to ask questions and gain clearer understanding of these workloads.
  - To ensure better scrutiny and assurance at Board level.
  - To provide the Board with development and information to improve their overall effectiveness.
- During this period and following a specific development request of the Board, further information was provided at Board Strategy and Development information days in respect of the SFRS Working Together Framework ('the Framework') and the purpose of the Employee Partnership Forum and the Partnership Advisory Group to develop a greater understanding of industrial relations and the arrangements for partnership working between the Service and its recognised Trade Unions.
- A revised format and strategic risk register has been further developed by the SFRS and continues to evolve. It received extremely positive feedback, with a general feeling that the readability had improved significantly with the link between the risk and operational planning being much clearer. The corporate report guidance is clear and template has also been revised to provide more focus on risk within papers which will highlight this desired focus of the Board from the Executive and further assist Board Members in their scrutiny moving forward.
- Board Member Access to the SFRS Learning Content Management System (LCMS) continues to enable training to be carried out, over this period specific focus/access was provided to the following:
  - Information Governance (GDPR)
  - Think Act Stay Safe (Terrorism)
  - Cyber Security
- Access was also provided to Office 365 training, specifically Microsoft Teams development sessions on our SFRS iHub in order to further support the move to virtual meetings.
- All SFRS Board Members continue to receive access to the Scottish Government Governance Hub which gives access to modules together with an online forum intended to support the induction of new Board Members to Public Body Boards. It was determined that this would be useful as a maintenance of skills tool for existing Board Members and access will continue to be used moving forward.
- Continued development of the dedicated Board Member SharePoint platform within O365 providing access to a purpose-built area for Board Members used to hold general information, and for example public body updates, together with quick and easy access to Board and Committee papers/reports in preparation for forthcoming meetings.
- A Board 'Effectiveness Survey' was conducted for Board Members in preparation for the Board Effectiveness Away Days scheduled for March 2020, however this event was postponed as a result of Covid-19. This has been rescheduled however the information of the survey continues to help inform areas of focus for the Board. A refreshed survey will be undertaken ahead of the rescheduled Board Effectiveness Away Day, planned for August 2021.

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- The Board Members appraisal process is working well having become integrated and aligned to the SFRS policy timeframe which includes a mid-year review. For example, during 2020/21 a common theme highlighting the need for a stronger focus on risk was identified. Development sessions were organised for Board members, which focused on:
  - The risk registers providing assurance to the Board of an effective risk framework, communicating the right risks.
  - The level of assurance provided to Committee's that allows effective scrutiny.
  - Additional information required to enhance the scrutiny function undertaken by the Board in relation to risk.
  - The use of risk appetite to inform decision making and scrutiny.
- The template for Board Member appraisals continues to incorporate the most recent guidance issued by Scottish Government (Further Reading - 7.5). To support this process, self-assessment of Board Members skills are captured on individual returns to populate our Board Competency Matrix which follows a guidance template from Changing the Chemistry, a peer-to-peer support network designed to improve the effectiveness of Boards (Further Reading – 7.6). Therefore, the annual appraisals and personal development plans for Board Members continue to be undertaken, with the common themes identified and summarised in order action can be taken to address any areas appropriately. Most recently the Chair facilitated these during March and April of 2021.
- The outcomes of Board Members appraisals and production of a skills matrix will also continue to be used to consider the Board's strengths and weaknesses and therefore help to inform its medium to long term succession planning arrangements, something that will be used for future Public Appointments which is currently well underway with new Board Members set to formally join the Board in July 2021. These arrangements include continuing to support the Scottish Government's strategy of having a 50:50 gender representation on the Boards of public bodies by 2020, which the SFRS Board already represent and where possible strive to continue.
- To highlight the commitment of the SFRS Board to meet the Gender Representation Objective that 50% of the Board's non-executive members are women, the [Equal Pay and Gender Pay Gap Report 2021](#) reported our achievement in meeting this objective. The Board approved this report at its meeting on 25 March 2021 which was published on our website in line with reporting criteria.
- Board Member engagement at a more local level through their attendance at, for example the Deputy Assistant Chief Officer, Service Delivery Area meetings with their Local Senior Officers, was suspended due to Covid-19, however dedicated virtual workshops/sessions have ensured some useful insight into service delivery challenges, and that from direct feedback, are assisting Board Members when considering higher level matters.
- As part of the annual review of the Performance Management Framework, workshops were held during January and February 2021 to allow Board members the opportunity to consider and provide feedback on the Framework as well as the performance measures contained within. The revised document was approved by the Board at its meeting on 27 May 2021.

In summary, collectively and through detailing a variety of examples within this summary report, it clearly demonstrates that progress continues to be made in order to improve the overall effectiveness of the Board, despite the unprecedented challenges throughout this period.

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE												
Meeting Date:	24 JUNE 2021												
Report Title:	UNWANTED FIRE ALARM SIGNALS (UFAS) CONSULTATION: PROPOSALS FOR RESPONDING TO AUTOMATIC FIRE ALARMS												
Report Classification:	For Decision	<p style="color: red; text-align: center;"><b>Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <u><a href="#">Board Standing Order 9</a></u></p>											
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>					
<b>1</b>	<b>Purpose</b>												
1.1	<p>To provide an initial business case for consulting on options for responding to automatic fire alarms (AFAs), covering:</p> <ul style="list-style-type: none"> <li>Recap of the options appraisal process;</li> <li>A full review of the outcomes of a staff and stakeholder workshop, including conclusions and proposals for consulting on three options, and</li> <li>Plans for public consultation, including a draft Mandate for Consultation.</li> </ul>												
<b>2</b>	<b>Background</b>												
2.1	The Scottish Fire and Rescue Service (SFRS) is going through an options appraisal of models for responding to AFAs. The options appraisal process will provide the basis for public consultation, then a final business case that will enable a decision to be made on a preferred option during December 2021.												
2.2	Work was overseen by the UFAS Review Project Board, to define the options appraisal objectives (Stage One) and arrive at a shortlist of five feasible options for responding to AFAs (Stage Two). The shortlist was developed by following a five-step process that involved identifying a long list of options and assessing them against desirability, viability and feasibility criteria to arrive at the shortlist. The shortlist for further assessment and evaluation was approved by the Strategic Leadership Team (SLT) at its meeting on 27 November 2020. This shortlist is summarised in <b>Table One</b> below, with a more detailed description of each option covered at <b>Appendix A</b> .												
2.3	<p><b>Table One</b></p> <table border="1"> <tr> <td>Option 1</td> <td>Maintaining a Status Quo (baseline comparator)</td> </tr> <tr> <td>Option 2</td> <td>COVID-19 Interim Response – immediate blanket one pump response. Exemptions apply to high risk premises</td> </tr> <tr> <td>Option 3</td> <td>Call challenge all AFAs from non-domestic premises. No response is mobilised, if questioning confirms there is no fire, or signs of fire. Sleeping risk premises are exempt from call challenging and will receive the following immediate response: <ul style="list-style-type: none"> <li>Residential Care Homes receive 2 fire appliances regardless time of day.</li> <li>All other sleeping risks receive one fire appliance between 0700-1800hrs and two fire appliances out-with these hours.</li> </ul> </td> </tr> </table>							Option 1	Maintaining a Status Quo (baseline comparator)	Option 2	COVID-19 Interim Response – immediate blanket one pump response. Exemptions apply to high risk premises	Option 3	Call challenge all AFAs from non-domestic premises. No response is mobilised, if questioning confirms there is no fire, or signs of fire. Sleeping risk premises are exempt from call challenging and will receive the following immediate response: <ul style="list-style-type: none"> <li>Residential Care Homes receive 2 fire appliances regardless time of day.</li> <li>All other sleeping risks receive one fire appliance between 0700-1800hrs and two fire appliances out-with these hours.</li> </ul>
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	Option 4	Call challenge all AFAs from non-domestic premises. No response is mobilised, if questioning confirms there is no fire, or signs of fire. No exemptions to call challenging apply (i.e. all AFA calls received are call challenged, regardless of premises type and caller).																								
	Option 5	<p>Non-attendance to all AFAs from non-domestic premises, unless back-up 999 call confirming fire, or signs of fire is received. Sleeping risk premises are exempt from non-attendance and will receive the following immediate response:</p> <ul style="list-style-type: none"> <li>• Residential Care Homes receive 2 fire appliances regardless time of day.</li> <li>• All other sleeping risks receive one fire appliance between 0700-1800hrs and two fire appliances out-with these hours.</li> </ul>																								
2.4	<p>Engaging with staff and stakeholders during the options appraisal is essential in helping to develop the options being considered and ensure a successful outcome. To facilitate this, a workshop exploring the benefits and risks of each shortlisted option was held on 24 February 2021. This workshop provided the basis for assessing and analysing the shortlisted options (Stage Three) and then agreeing an overall ranking of the options (Stage Four), for consideration as part of a public consultation exercise (Stage Five).</p>																									
2.5	<p>Before entering the public consultation stage, there is an opportunity to review the outcomes of the previous stages, to verify the continued efficacy of work undertaken and where necessary make refinements to the options before they are consulted upon. The following sections, therefore report on the outcomes of Stages Three &amp; Four of the options appraisal, and through a review of these outcomes, they set out proposals that will form the basis of a public consultation.</p>																									
<b>3</b>	<b>Main Report/Detail</b>																									
3.1	<p><b>February 2021: Staff &amp; Stakeholder Workshop</b>          On 24 February, groups of staff and stakeholders classified as high influence/influence interest (<b>Table Two</b>), participated in a Zoom online workshop. The purpose of the workshop was to evaluate the benefits and risks of each of the options for responding to AFAs. To achieve this, the options were evaluated against set assessment criteria, then scored and ranked by the participants.</p>																									
3.2	<p><b>Table Two</b></p> <table border="1" data-bbox="233 1352 1436 1644"> <thead> <tr> <th>Staff</th> <th>Numbers</th> <th>Stakeholders</th> <th>Numbers</th> </tr> </thead> <tbody> <tr> <td>SFRS UFAS Champions</td> <td>3</td> <td>Duty Holders</td> <td>15</td> </tr> <tr> <td>Retained and Voluntary Duty System (RVDS)</td> <td>4</td> <td>Fire Industry / Insurance Industry</td> <td>5</td> </tr> <tr> <td>Operations Control (OC)</td> <td>3</td> <td>FBU</td> <td>1</td> </tr> <tr> <td>Wholetime Watch Based</td> <td>3</td> <td>National Associations</td> <td>5</td> </tr> <tr> <td>Prevention &amp; Protection (P&amp;P) Local Managers</td> <td>3</td> <td></td> <td></td> </tr> </tbody> </table>		Staff	Numbers	Stakeholders	Numbers	SFRS UFAS Champions	3	Duty Holders	15	Retained and Voluntary Duty System (RVDS)	4	Fire Industry / Insurance Industry	5	Operations Control (OC)	3	FBU	1	Wholetime Watch Based	3	National Associations	5	Prevention & Protection (P&P) Local Managers	3		
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3.3	<p>Prior to the workshop, stakeholders were provided with an information booklet and a detailed information pack, providing context to the options identified by way of high level benefits and risk descriptors and guidance to help them prepare and fully participate in the process of evaluating each option. To get insights from the participants, they were also invited to complete a pre-workshop questionnaire.</p>																									
3.4	<p>The workshop was hosted by Animate Consulting, an independent organisation that specialises in facilitating groups to reach consensus on matters of importance where all participants have a stake in the outcome. Using a third party to facilitate the event ensured constructive dialogue and a degree of impartiality when participants were evaluating each option. Animate Consulting organised the participants into five diverse panels to assess and score the benefits and risks of each option.</p>																									

3.5	An independent report, covering the results of the workshop was produced by Animate Consulting. A SFRS Workshop Outcome Report, covering the workshop key outcomes and next steps, was produced by the working group. Both reports were shared with participants, inviting their comments and views.
3.6	<p><b>Outcomes of Staff &amp; Stakeholder Workshop</b></p> <p>The following summary has been drawn from the pre-workshop questionnaire, the full independent report produced by Animate Consulting and the report produced by the Services working group.</p>
3.7	<p><u>Pre-workshop Questionnaire</u></p> <ul style="list-style-type: none"> <li>• Just under half of the participants (19) responded to the pre-workshop questionnaire – 9 internal and 10 external.</li> <li>• Over three quarters (79%) agreed that the level of UFAS demand is a problem that needs addressed. Nobody disagreed.</li> <li>• Of the five options, participants considered Option 3 to be the most rational proposal, closely followed by Option 5, then Option 2, 4 &amp; 1 in that order.</li> <li>• The majority of participants felt that the options appraisal approach would ensure fair and transparent decision making and that the workshop exercises were appropriate for assessing and scoring the options.</li> </ul>
3.8	<p><u>Workshop Assessment of Benefits</u></p> <ul style="list-style-type: none"> <li>• Option 4 offers the largest increase in benefits, with Option 1 (status quo) at the other end of the scale, assessed as offering no benefits. This reaffirms that there is a need for change; status quo is not an option and will only be used as the comparator for assessing options against.</li> <li>• Option 2, 3 &amp; 5 also all offer an increase in benefits, with the benefits rising in that sequence.</li> </ul>
3.9	<p><u>Workshop Assessment of Risks</u></p> <ul style="list-style-type: none"> <li>• Option 5 bears the highest overall risk when seeking to reduce UFAS. This result is not unexpected given that the non-attendance option is the greatest shift from the status quo.</li> <li>• Option 1 (status quo) bears the lowest overall risk. Again, this result is not unexpected given the average weight of response of 2 pumps for every AFA actuation received by the Service. However, there are a number of inherent risks by maintaining a status quo (e.g. resultant road risk from blue light journeys).</li> <li>• Option 2 (COVID-19 Interim Response to AFA's) bears an overall low risk. This risk level is realistic and can be validated through the outcomes of a recent review of this interim response<sup>1</sup>.</li> <li>• Option 4 bears the second highest overall risk. This result is also not unexpected given that this option call challenges all AFA's, with no exemptions applying.</li> <li>• Option 3 overall risk profile represents the middle ground relative to the other 4 options. The blend of call challenging all AFA's and exemptions applying to sleeping risk premises in this option, infers this overall risk profile is a reasonable representation.</li> </ul>
3.10	<p><u>Key Discussion Points and SFRS Response</u></p> <p>The independent report produced by Animate Consulting, identifies key points arising from the five panel discussions. These were reviewed by the working group, with <b>Table Three</b> outlining the SFRS's response to each discussion point, for feedback to the workshop participants. Where relevant, the SFRS responses are linked to actions, for developing the options further and informing the public consultation stage.</p>

3.11

**Table Three**

	<b>Key discussion points</b>	<b>SFRS response</b>
1	More detail required around the call challenge process being applied to Options 3 & 4.	The consultation document will include more details about the call challenge process. This information will also be covered in more detail during any engagement with OC staff and other key stakeholders, as part of our plans for public consultation.
2	The relative differences afforded by location of services – balancing a desire for reduced demand on Central Belt reserves by remote/rural areas with the fact that fewer call outs may risk stations closing.	The desire to reduce the impact of UFAS demand should not be perceived as an opportunity for closing any fire stations in Scotland, especially those located in more remote/rural locations, that are predominantly served by RVDS staff. Often covering large geographical areas attending a diverse range of emergencies, RVDS stations are of critical importance to the safety and wellbeing of Scotland. Many of these stations also act as a focal point for the community, where they double up as social spaces and community resilience hubs. Reducing UFAS demand in communities served by RVDS stations, will help build capacity for responding to new and growing risks such as wildfires and spate flooding events.
3	The desire for ongoing involvement of organisations to measure the impact of the changes and to consider local arrangements	The SFRS is committed to involving staff and stakeholders throughout the decision-making process, and during the implementation and ongoing monitoring and review of any changes that take place. How we will do this, will be covered in our consultation document and any engagement planned during the public consultation.
4	That Options 3, 4 & 5 would increase the pressure on OC staff to manage ‘moral dilemmas’.	We appreciate and recognise these concerns. Options 3, 4 & 5 will involve changes to the way that OC staff handle calls from AFA’s. During the public consultation, we plan to hold discussions with our OC staff, to enable us to fully assess the impact of each option. This will enable us to reach a final decision on the best option, and how we implement it going forward. Training OC staff will be a key aspect of any plan, for implementing the preferred option.
5	Fewer call outs would lead to ‘improved availability of resources for attending emergencies’ and increased time available for training, prevention and diversionary activities’ but this would not be evenly spread across the SFRS.	We recognise that the benefits of reduced UFAS calls when broken down, will be felt more by the stations that respond most frequently to these call-outs. However, we felt it was more appropriate to start from a position of what the benefits would be for the SFRS, rather than each individual station. These results would then be used as the basis for more detailed assessment. There is still some background work and analysis to be carried out as we progress through the next stages and towards developing a full business case. This will include building a more detailed picture of how the options will impact UFAS demand and what the benefits will look like at a more localised/station level.

6	There are sector/organisational specific variations – one size doesn't fit all (e.g. the NHS does not evacuate immediately in some instances).	We would like to get a better understanding of these variations and associated fire safety management practices to help shape the scope and purpose of our public consultation. We are therefore assessing the need for some pre-consultation engagement with the respective stakeholders.
7	Allocating scores when thinking about large complex sites was challenging. For example, the age and type of buildings could lead to very different risk scores for the same option. Or, whether the alarm is in a staffed or unstaffed area.	We appreciate and recognise assessing and scoring the options was a challenge, but it should be recognised that at this stage of the process, the information provided to support the workshop assessment and scoring was high level and, to an extent, relied on the perspectives of participants when allocating scores against benefits and risks criteria. We are very grateful to the five panels for giving their full consideration to assessing the options and for each of them coming to a consensus on the results of each option.
8	If speed of response is key, does a call challenge process automatically slow down a response?	As per discussion point one, the consultation document will include details about the call challenge process. This information will also be covered in detail during any engagement planned with Operations Control (OC), staff and other key stakeholders, as part of our plans for public consultation. It should also be noted that activations from an alarm system designed to pose a risk to life should always be accompanied with a back-up call by occupants confirming a fire. Where this is the case, all calls received by persons are treated as a priority and should not result in a notable delay in mobilisation.
9	How to weigh up the impact of the options on the different motivational factors for RVDS firefighters, if call outs were reduced.	We appreciate and recognise the different motivational factors identified during the panel discussions. During the public consultation, we plan to hold discussions with our RVDS staff, so we fully understand these factors and can make a more informed assessment of the impact of the options on these members of staff.

3.12

**Outcomes of Ranking the Options**

The independent report produced by Animate Consulting, details the five sets of scores and rankings that were produced by each workshop panel, along with the key discussion points and other panel observations. This information has been extremely useful, allowing the working group to compare and understand any variations arising in the rankings across the five panels and, as per **Table Three**, the information will influence the options and decision-making process going forward.

3.13

The results from the panels were added together to create overall scores and rankings for each option. As a result, progressing to public consultation, the Service has an overall benefits ranking of the options to consider and an overall risk ranking of the options to assess and compare against. The overall rankings and scores are in the **Tables Four & Five**. Workshop participants were given the opportunity to feedback their views on the overall rankings and methodology applied for arriving at these, by responding to the SFRS Workshop Outcomes Report produced by the working group.

3.14

**Table Four**

	<b>Overall Benefits Ranking</b>	<b>Overall Benefits Score</b>
Option 4	1	1346
Option 5	2	1328
Option 3	3	1042
Option 2	4	804
Option 1	5	300

**Table Five**

	<b>Overall Risk Ranking</b>	<b>Overall Risk Score</b>
Option 5	1	178
Option 4	2	170
Option 3	3	134
Option 2	4	114
Option 1	5	60

3.15

**Conclusions**

There is consensus from key stakeholders, that the level of UFAS demand needs to be addressed now and the SFRS’s decision making process for identifying a suitable model for responding to AFA actuations is the right approach. Option 4 has been ranked highest in terms of overall benefits, but this does not infer that this is the best option and therefore automatically rules out the other options, rather it has been assessed as the strongest fit with the benefits criteria. At this stage, this result needs to be considered within the context of the following points and the decision to publicly consult on options:

- Options 4 & 5 offer the greatest benefits, but bear the highest risks.
- Options 4 & 5 overall scores were relatively close together.
- Option 3 overall results, provide a balance between benefits and risks. Pre-workshop, participants rated this as the most rational change option.
- Options 3, 4 & 5 overall results confirm a step change in benefits when compared to Option 1 (Status Quo).
- Option 2 overall results offer improved benefits when compared to Option 1, but considered smaller when compared to the other options.

3.16

**Considerations**

Prior to the Staff & Stakeholder Workshop and this review of the workshop outcomes, all shortlisted options (includes the status quo as the baseline comparator) were considered as feasible options. The purpose of the Staff & Workshop was to explore these options through the process of assessment, then score and rank them using set criteria. In doing so, further detail against the shortlisted options has enabled this review to draw conclusions and offer some considerations before entering the public consultation stage. With this in mind, it’s recommended that the Service do not progress with Option 2 to public consultation on the following basis:

- Scoring from the workshop and overall ranking of the options, show Option 2 offering relatively small benefits when compared to Options 3, 4 & 5.
- The outcomes of a recent review of this interim response concluded actual blue journey reductions of 21% since its introduction, compared to estimated maximum reductions of 32% using IRS data. The maximum reduction of 32% did not consider discretionary mobilising by Operations Control Staff and therefore explains the optimism bias level of 11%.
- The SFRS has ambitions for achieving significant UFAS reductions. There is evidence that staff and stakeholders support a step change in the way SFRS responds to AFA actuations, to reduce UFAS incidents.
- Based on the above, as a permanent model for responding to AFA actuations, Option 2 will not meet the SFRS’s ambitions for achieving significant UFAS reductions, rather it will continue to deliver moderate reductions in blue-light journeys.

3.17

Should Option 2 be discounted as an option for progressing to public consultation, it will remain as the COVID-19 interim response to AFA actuations until at least the end of December 2021, at which point a preferred option will have been decided for implementation and a plan for making the transition to the new model for responding to AFA’s will then be implemented.



3.18	To confirm, Option 1 (Status Quo) is not an option for maintaining. From the start of the options appraisal process, it has been used as the comparator. It will therefore be going forward to public consultation as the baseline comparator and to highlight the impact of doing nothing.
3.19	<p><b>Consultation and Communications Plan</b></p> <p>Following public consultation good practice guidelines, the consultation on options for responding to AFA actuations is planned to run for 12-weeks from 19 July 2021. To reiterate, the SFRS will not be entering this consultation with a preferred option and may consider any additional feasible options or variations of the existing options which arise during the consultation.</p>
3.20	To ensure a wide awareness of the exercise, the Communications and Engagement Team (CET) have developed a Consultation and Communications Plan ( <b>Appendix B</b> ), targeted at both external and internal stakeholders to raise awareness of the options and maximise responses. An Equality Impact Assessment is appended to the plan and both will be continually reviewed during the consultation exercise.
3.21	<p><b>Consultation Mandate</b></p> <p>The Consultation Mandate provides clarity about the purpose of the consultation. It is critical that the Mandate is concise and easy to read and understood. It will be used to inform others such as the media, regarding the purpose of the consultation and its parameters. This is important in managing expectations.</p>
3.22	A draft Consultation Mandate and associated Equality Impact Assessment (EIA) is attached at <b>Appendix C</b> , with a recommendation that the SFRS Board approve the Mandate, to enable the Service to proceed with the public consultation.
3.23	<p><b>Consultation Document</b></p> <p>A formal public consultation document has been prepared for consideration by the SFRS Board in private session on 24 June. Following approval, it will be published on 19 July with the launch of the public consultation on options for responding to AFAs.</p>
<b>4</b>	<b>Recommendation</b>
4.1	<p>It is recommended that the SFRS Board:</p> <ul style="list-style-type: none"> <li>• Note the outcomes of the review of the Staff &amp; Stakeholder Workshop;</li> <li>• Approve the plans for consulting on options 3, 4 &amp; 5 commencing 19 July, and in doing so</li> <li>• Approve the Mandate for Consultation.</li> </ul>
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	This piece of work supports the management of Strategic Risk Three and is recognised and managed through the Service Delivery Directorate and P&P Function Risk Registers. The UFAS Review Project Board will manage the risks associated with conducting the options appraisal and implementation of a preferred option.
5.1.2	The workshop risk scoring exercise assessed the options against a number of key risks. The outcomes of this risk scoring exercise will help to develop a more detailed risk assessment of each option, which will be taken forward within the final business case planned for the end of the calendar year.

<p>5.2 5.2.1</p>	<p><b>Financial</b></p> <p>The detailed information pack, given to participants of the staff &amp; stakeholder workshop, provided information on potential reduced response costs, when comparing each option against the status quo. The estimates were calculated using SFRS current scale of charges<sup>2</sup>, and for Options 3, 4 &amp; 5 are as follows:</p> <table border="1" data-bbox="233 353 1465 589"> <thead> <tr> <th>Status quo</th> <th></th> <th>Option 3 (61%)</th> <th>Option 4 (85%)</th> <th>Option 5 (71%)</th> </tr> </thead> <tbody> <tr> <td>Estimated £6,713,462 response costs per year</td> <td>Estimated reductions in response costs (£)</td> <td>4,095,212</td> <td>5,706,443</td> <td>4,766,558</td> </tr> </tbody> </table> <p>5.2.2</p> <p>Financial estimates (cashable and non-cashable savings), will be further developed and updated in time for the final business case planned for December 2021.</p>	Status quo		Option 3 (61%)	Option 4 (85%)	Option 5 (71%)	Estimated £6,713,462 response costs per year	Estimated reductions in response costs (£)	4,095,212	5,706,443	4,766,558
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<p>5.3 5.3.1</p>	<p><b>Environmental &amp; Sustainability</b></p> <p>The detailed information pack, given to participants of the staff &amp; stakeholder workshop, provided estimates of reduced fleet carbon emissions<sup>3</sup>, when comparing each option against the status quo. The estimated environmental impacts for Options 3, 4 &amp; 5 are as follows:</p> <table border="1" data-bbox="233 891 1465 1135"> <thead> <tr> <th>Status quo</th> <th></th> <th>Option 3 (61%)</th> <th>Option 4 (85%)</th> <th>Option 5 (71%)</th> </tr> </thead> <tbody> <tr> <td>Estimated 575 tonnes of CO2e per year</td> <td>Estimated reductions in CO2e (tonnes per year)</td> <td>351</td> <td>489</td> <td>408</td> </tr> </tbody> </table> <p>5.3.2</p> <p>The options therefore have the potential for supporting the SFRS's challenging carbon emission reduction targets.</p>	Status quo		Option 3 (61%)	Option 4 (85%)	Option 5 (71%)	Estimated 575 tonnes of CO2e per year	Estimated reductions in CO2e (tonnes per year)	351	489	408
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<p>5.4 5.4.1</p>	<p><b>Workforce</b></p> <p>The detailed information pack, given to participants of the staff &amp; stakeholder workshop, provided estimates of released capacity for staff to perform other duties. When comparing each option against the status quo, the estimates are as follows:</p> <table border="1" data-bbox="233 1440 1465 1675"> <thead> <tr> <th>Status quo</th> <th></th> <th>Option 3 (61%)</th> <th>Option 4 (85%)</th> <th>Option 5 (71%)</th> </tr> </thead> <tbody> <tr> <td>Average of 14,235 hrs of work capacity lost to UFAS incidents every year</td> <td>Estimated increases in capacity (hrs)</td> <td>8683</td> <td>12,099</td> <td>10,107</td> </tr> </tbody> </table> <p>5.4.2</p> <p>As per the SFRS response to the workforce issues highlighted in the staff &amp; stakeholder workshop key discussion points table (Section 3.12), these will be explored further during the public consultation stage and fully detailed within the final business case planned for the end of the calendar year.</p>	Status quo		Option 3 (61%)	Option 4 (85%)	Option 5 (71%)	Average of 14,235 hrs of work capacity lost to UFAS incidents every year	Estimated increases in capacity (hrs)	8683	12,099	10,107
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Average of 14,235 hrs of work capacity lost to UFAS incidents every year	Estimated increases in capacity (hrs)	8683	12,099	10,107							

<sup>2</sup> Costings taken from 2020/21 SFRS Scale of Charges and based on an average of 2 pumps mobilised to each UFAS, with a crewing model of 5 and 4 crew members.

<sup>3</sup> Estimates of carbon emissions were calculated by SFRS Sustainability Manager, using UK Government current Conversion Figures for UK Greenhouse Gas and converted for normal bio diesel.

5.5 5.5.1	<p><b>Health &amp; Safety</b></p> <p>Any reduction in response to UFAS activity would result in lessening road risk and improving community and firefighter safety. The detailed information pack, given to participants of the staff &amp; stakeholder workshop, provided estimates of this as follows.</p>																			
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Average of 7 personal accidents/injuries per year	Estimated reductions	4	6	5																
5.5.2	<p>The above table shows the potential for significant reductions in risk to both members of the public and firefighters through the reduced frequency of fire engines responding on blue lights.</p>																			
5.5.3	<p>The workshop risk scoring exercise, highlighted increased risk to firefighter safety within the context of the options leading to crews mobilising to AFA actuations, that then turn out to be a developed fire and having to deal with this on arrival, with a reduced response. Risk mitigations are highlighted within the Draft Consultation Document and will be covered within the final business case planned for the end of the calendar year.</p>																			
5.6 5.6.1	<p><b>Training</b></p> <p>Each option will have training implications associated with its implementation. Staff engagement during the consultation stage, will provide greater understanding of the impact of implementing each option and subsequent training requirements.</p>																			
5.7 5.7.1	<p><b>Timing</b></p> <p>Public consultation is planned to commence 19 July for a period of 12-weeks. The final business case with a decision on a preferred option is planned for the end of the calendar year.</p>																			
5.8 5.8.1	<p><b>Performance</b></p> <p>As reported in previous reports, the options appraisal objectives agreed at the start of the project, will form the basis for monitoring success.</p>																			
5.9 5.9.1	<p><b>Communications &amp; Engagement</b></p> <p>As per <b>Appendix B</b>, a Consultation and Communications Plan has been developed. Following implementation, the plan will be monitored and reviewed by the working group, with oversight from the UFAS Review Project Board.</p>																			
5.10 5.10.1	<p><b>Legal</b></p> <p>The Consultation and Communications Plan as noted in 5.9.1 above should be followed in order to mitigate the risk of legal challenges, including judicial review.</p>																			
5.11 5.11.1	<p><b>Information Governance</b></p> <p><i>DPIA completed Yes/No. If not applicable state reasons.</i></p> <p>A Data Protection Impact Assessment is not required as no personal information has been used within the creation of this report.</p>																			

5.12 5.12.1	<p><b>Equalities</b> <i>EIA completed Yes/No. If not applicable state reasons.</i></p>
5.12.2	<p>To meet the requirements of the Public-Sector Equality Duty, the Service must be able to demonstrate that the options appraisal process and final decision has had due regard to the General Equality Duty. This should include considerations to eliminate discrimination, advance equality and foster good relations around the protected characteristics as detailed within the Equality Act 2010. As per <b>Appendix D</b>, an Equality Impact Assessment (EIA) is underway. Engagement and consultation is key to this process and the evidence from this will determine how the EIA progresses and develops.</p>
5.12.3	<p>As noted in this paper, stakeholder engagement to date has detailed the welfare of SFRS employees as a concern and highlighted the potential differences for the Scottish Islands and other rural areas. These areas are incorporated into the Equality Impact Assessment process and wider consultation will allow the Service to collate further evidence around the options and their potential impacts.</p>
5.13 5.13.1	<p><b>Service Delivery</b> Responding to AFA's and subsequent UFAS, places a significant burden on Service Delivery. All options have the potential to reduce UFAS demand, and deliver outcomes that will benefit Service Delivery. The benefit outcomes are summarised in this report and supporting appendices. They will be developed further following public consultation and presented within the final business case planned for the end of the calendar year.</p>
5.13.2	<p>The options will involve changes to the way that OC staff handle calls from AFA's. During the public consultation, SFRS will hold discussions with OC staff, to enable a full impact assessment of each option. This will allow the Service to reach a final decision on the best option, and how we implement it going forward. As per Section 5.5, training will be a key aspect of any plan, for implementing the preferred option.</p>
<b>6</b>	<b>Core Brief</b>
6.1	<p>Proposals for consulting on options for responding to AFA actuations was presented to the SFRS Board and covered the following:</p> <ul style="list-style-type: none"> <li>• Outcomes of the review of the Staff &amp; Stakeholder Workshop;</li> <li>• Plans for consulting on three options, commencing 19 July, and</li> <li>• Draft Consultation Mandate</li> </ul>
<b>7</b>	<b>Appendices/Further Reading</b>
7.1	Appendix A: Description of Shortlisted Options for Responding to AFA Actuations
7.2	Appendix B: Consultation and Communications Plan
7.3	Appendix C: Draft Consultation Mandate
7.4	Appendix D: Equality Impact Assessment
7.5	Further Reading: <a href="#">Staff &amp; Stakeholder Workshop Documentation</a>
<b>Prepared by:</b>	Roy Dunsire, Group Commander
<b>Sponsored by:</b>	Stuart Stevens, Assistant Chief Officer, Director of Service Delivery
<b>Presented by:</b>	Stuart Stevens, Assistant Chief Officer, Director of Service Delivery

**Links to Strategy and Corporate Values**

SFRS Strategic Plan 2019-22: 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”.*

<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>UFAS Review Project Board</i>	<i>14 April 2021</i>	<i>For Scrutiny</i>
<i>Service Delivery Directorate MT</i>	<i>27 April 2021</i>	<i>For Recommendation</i>
<i>Senior Management Board</i>	<i>19 May 2021</i>	<i>For Information</i>
<i>Strategic Leadership Team</i>	<i>24 May 2021</i>	<i>For Decision</i>
<i>Service Delivery Committee</i>	<i>26 May 2021</i>	<i>For Scrutiny</i>
<i>SFRS Board</i>	<i>24 June 2021</i>	<i>For Decision</i>

**SHORTLIST OF OPTIONS FOR RESPONDING TO AFA ACTUATIONS**

<p><b>OPTION 1</b></p>	<p>Pre-COVID-19 Response (Status quo) – Call challenge all AFA’s from non-domestic premises and respond with minimum one fire appliance. Exemptions apply to sleeping risk premises and calls originating from Alarm Receiving Centres (ARC).</p> <p>This is the SFRS’s routine strategy for responding to AFA’s, which is covered within the SFRS UFAS Policy and associated procedures and will be considered as the baseline for assessing the other four options against.</p>
<p><b>Description</b></p>	<p><u>Call Challenge:</u> Operations Control (OC) operator asks the caller a series of questions and following set criteria, determines an appropriate number of fire appliances to mobilise.</p> <p><u>Weight of Response:</u> There are four levels of AFA Pre-Determined Attendance (PDA), the one selected by OC is based on the outcome of the call challenge. Policy decision, is to mobilise at least one fire appliance to every AFA call, with at least two fire appliances mobilised to sleeping risk premises. Calls confirming an actual fire, will attract an immediate full fire PDA response.</p> <p><u>Exemptions:</u> Sleeping risk premises are exempt from call challenging. Alarm Receiving Centres (ARCs) are generally exempt from call challenging.</p>
<p><b>OPTION 2</b></p>	<p>COVID-19 Interim Response – immediate response to AFA’s from non-domestic premises with blanket one fire appliance response. Exemptions apply to certain premises types.</p> <p>This was implemented in May 2020, in response to the fast-moving COVID-19 pandemic and is still in operation as the SFRS’s interim strategy for responding to AFA actuations.</p>
<p><b>Description</b></p>	<p><u>Immediate Response:</u> On receipt of an AFA call, the OC operator will mobilise a response.</p> <p><u>Weight of Response:</u> A blanket one fire appliance response is mobilised to premises, following receipt of an AFA call. Calls confirming an actual fire, will attract an immediate full fire PDA response</p> <p><u>Exemptions:</u> Sleeping risk premises amongst other certain high-risk premises.</p>
<p><b>OPTION 3</b></p>	<p>Challenge all AFA’s from non-domestic premises and respond only to those processed through call challenging, or to premises types exempt from call challenging. In these instances, the number of fire appliances is dependent on time of day and premises type.</p>
<p><b>Description</b></p>	<p><u>Call Challenge:</u> OC operator asks the caller a series of questions and following set criteria, determines whether an emergency response is required following the actuation of an AFA. No response is mobilised, if questioning from the OC operator confirms there is no fire, or physical signs of fire.</p>

	<p><u>Weight of Response:</u> If the call challenging process confirms an actual fire, a full fire PDA is mobilised. If the call challenging process cannot verify the cause of the AFA, the OC operator has the discretion to mobilise an appropriate weight of response based on factors such as time of day and premises type.</p> <p><u>Exemptions:</u> Sleeping risk premises will be exempt from the call challenging process and therefore receive an immediate response based on time of day and premises type. The immediate response to exemptions are as follows:</p> <ul style="list-style-type: none"> <li>• Residential Care Homes will receive 2 fire appliances regardless time of day</li> <li>• All other sleeping risks will receive one fire appliance between 0700 – 1800hrs and two fire appliances out-with these hours.</li> </ul>
<b>OPTION 4</b>	Call challenge all AFA's from non-domestic premises and respond only to those where the call challenging process cannot verify the cause of the AFA. No exemptions to call challenging apply.
<b>Description</b>	<p><u>Call Challenge:</u> OC operator asks the caller a series of questions and following set criteria, determines whether an emergency response is required following the actuation of an AFA. No response is mobilised, if questioning from the OC operator confirms there is no fire, or physical signs of fire.</p> <p><u>Weight of Response:</u> If the call challenging process confirms an actual fire, a full fire PDA is mobilised. If the call challenging process cannot verify the cause of the AFA, the OC operator has the discretion to mobilise an appropriate weight of response based on factors such as time of day and premises type.</p> <p><u>Exemptions:</u> There are no exemptions to call challenging. The OC operator therefore follows the call challenge process for all AFA calls received, regardless of premises type and caller.</p>
<b>OPTION 5</b>	Non-attendance to all AFA's from non-domestic premises, unless back-up 999 call is received. Exemptions apply to sleeping risk premises types and certain times of day.
<b>Description</b>	<p><u>Non-attendance:</u> There is no call challenging process on receiving a 999-call stating that an AFA has actuated. The OC operator advises the caller, that they ring-back using 999, if they discover a fire.</p> <p><u>Weight of Response:</u> Calls confirming an actual fire, will attract an immediate full fire PDA response</p> <p><u>Exemptions:</u> Sleeping risk premises will be exempt from non-attendance and therefore receive an immediate response based on time of day and premises type. The immediate response to exemptions are as follows:</p> <ul style="list-style-type: none"> <li>• Residential Care Homes will receive 2 fire appliances regardless time of day</li> <li>• All other sleeping risks will receive one fire appliance between 0700 – 1800hrs and two fire appliances out-with these hours.</li> </ul>

## CONSULTATION AND COMMUNICATIONS PLAN

## Consultation on Options for Responding to AFA Actuations - Communications and Engagement Plan

Date	Action	Key message	Audience	Channels	Responsible Officer	Status
15 February 2021	Notify staff of forthcoming stakeholder workshop	Review of interim mobilising arrangements concluded and forthcoming stakeholder event	Staff	SFRS News	MMR	Completed
10 March 2021	LSO Briefing Note 1 re Workshop Outcomes	Ranking of options; no preferred option yet, next steps public consultation	LSO's	Briefing Note via email	RD	Completed
29 March 2021	Share workshop outcome report with participants	Sharing with participants for comment	Stakeholder event participants	Email	RD	Completed
April (Purdah)	Finalise workshop outcome report following feedback	N/A	N/A		RD	Completed
13 April	LSO Briefing Note 2 re next stage in process	Options Appraisal	LSO's	Briefing Note via email	RD	Completed
April	Stakeholder mapping - reassess Agree consultation methodology*	Identify which relevant groups/individuals should be involved in development and refinement of change options	UFAS Project Board and UFAS sub group	Meetings	RD/MMR	Completed
24 May (SLT)	Options Appraisal Review Report, covering key outcomes of stakeholder workshop, and approval of options for consultation	N/A	SLT	Report	RD/AP	Completed



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28 May	LSO Briefing Note 3	SLT decision to consult on three options following a review and recommendations paper being presented	LSO's	Briefing Note via email	RD	Completed
May	Draft consultation document Agree question set EQIAs	Outline options Risks and Benefits	Public Stakeholders	n/a	MMR/MW/DR/RD UFAS PB	In Progress
09 June	Draft consultation doc to SLT	N/A	SLT	N/A	RD/AP	In progress
14 June	Communicate SLT decision and details of consultation timeline	Inform of consultation timeline	Staff and Stakeholders	Email to stakeholders SFRS News/ihub	RD/MMR/ Comms	Not started
24 June	Options Appraisal Update Report to SFRS Board, including draft Public Consultation Document and Consultation Plans.	N/A	SFRS Board	Report	RD/AP	In Progress
June	Prepare Stakeholder Lists		LSO's/ SDA staff	Email to stakeholders	MMR	In Progress
June	Develop web pages FAQs Design online survey Develop digital assets – introductory video, social media posts Identify key spokespeople Press release BSL video PPT Presentation LSO toolkit Postcard Flyers for crews attending AFAs iHub and web banners	Summary of key themes, Benefits and risks	Public, staff and stakeholders Third party distributors for consultation	SFRS Website, SFRS News, ihub, LSO and stakeholder briefing pack, SFRS Social Media channels	Comms	Not Started

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June	<p>Arrange engagement sessions for the following staff groups:</p> <ul style="list-style-type: none"> <li>• LSO's</li> <li>• RVDS</li> <li>• OC</li> </ul>	Highlight the consultation, process and timings, LSO briefing pack, opportunity for Q&A's	Staff	Internal meetings or online sessions	Comms	Not Started
June	<p>Arrange meetings etc. Opportunity for any pre-consultation engagement based on findings of stakeholder workshop and review of stakeholder mapping (e.g. NHS Boards, ARC's)</p>		Stakeholders		RD/AP/MMR	Not Started
19 July	<p>Launch Public launch – press release Social Media launch Targeted emails to stakeholders</p>	<p>Highlighting the consultation Consultation process and timings Inviting participation</p>	Public Stakeholders and staff	<p>Targeted emails to stakeholders Media SFRS website SFRS News, Ihub SFRS Social Media Channels</p>	Comms	Not Started
By 18 October	<p>Communicate end of process and next steps</p>	<p>Ongoing process and updates</p>	Public, stakeholders and staff	<p>Email to stakeholders All social media channels SFRS website LSO Briefing Note</p>	Comms	Not Started
Oct/Nov	<p>Analyse consultation feedback</p>	<p>Impartial and accurate evaluation</p>			Data Services	Not Started
08 Dec (SLT) 16 Dec (Board)	<p>Final business case proposal to the SLT/Board</p>	<p>Evaluation of analysis and recommendation for approval of preferred options</p>	SLT/Board		RD/AP	Not Started

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By end December	Communicate final decision	Outcome, rationale and implementation	Public, stakeholders and staff	Email to stakeholders All social media channels SFRS website LSO and stakeholder briefing packs	Comms	Not Started
Dec/Jan	Consider best practice approach for organisational consultations moving forward	Record learning outcomes	SPPC		Consultation manager	Not Started

**APPENDIX: CONSULTATION AND COMMUNICATIONS PLAN EQUALITY IMPACT ASSESSMENT**

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

**PART 1  
BASIC INFORMATION**

<b>Policy Owner</b>	ACO Stuart Stevens - Director of Service Delivery
<b>E&amp;D Practitioner</b>	<b>Denise Rooney</b>
<b>Title (of function/policy to be assessed e.g. name of policy, title of training course)</b>	Public Consultation on the SFRS response to Unwanted Fire Alarm Signals (UFAS) Consultation and Communications Plan
<b>Date Assessment Commenced</b>	7 June 2021

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

<b>Briefly describe the aims, objectives and purpose of the function/policy</b>	<p>The Scottish Fire and Rescue Service is evolving to meet the changing safety needs of communities across Scotland.</p> <p>To support this work and to create capacity within the Service, we are reviewing the way in which we respond to UFAS incidents. Following an internal review and formal options appraisal with key stakeholders SFRS has developed three potential options for amending our response.</p> <p>These are being taken forward for public consultation which will open on Monday 19 July and close on Monday 11 October. The purpose of the consultation is to inform and engage with communities, stakeholder groups and partner agencies in the selection of a new response model to unwanted fire alarm signals</p>
<b>Are there any associated objectives of the function/policy (please explain)?</b>	<p>The responses to this consultation will help to inform the final proposal to the SFRS Board on the response to UFAS signals across Scotland.</p> <p>SFRS is fully committed to respecting people's opinions in how we design and deliver our services and, equally, to ensuring that their voice will help us shape what we do.</p>
<b>Does this function/policy link with any other function/policy?</b>	<b>The UFAS consultation is supported by the SFRS long-term strategic vision, National Fire Framework and SFRS strategic plans.</b>
<b>Who is intended to benefit from the function/policy and in what way?</b>	The aim of the consultation process is to ensure key stakeholders and the people of Scotland, including those whose voices are seldom heard are encouraged and supported to participate in the consultation.

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<p><b>What outcomes are wanted from this function/policy?</b></p>	<p>We want to ensure our decision-making process is fully informed using the feedback of key stakeholders to shape the outcome of the UFAS review.</p>
<p><b>What factors/forces could contribute/detract from the outcomes?</b></p>	<p>SFRS is seeking the views from stakeholders and the wider public on the options for change. Failing to ensure key stakeholders can participate in the engagement process and offer feedback on the options may mean the final decision of the Board may not be clearly understood by stakeholders, which would, in turn, impact on our ability to successfully implement its aims.</p> <p>Feedback is also important to help identify any areas of risk SFRS may not have considered or any mitigations which could be put in place to address any concerns raised by stakeholders.</p>
<p><b>Who are the main stakeholders in relation to the function/policy?</b></p>	<ul style="list-style-type: none"> <li>• Communities</li> <li>• SFRS Personnel and Board</li> <li>• Partner Agencies in the Public Sector,</li> <li>• 3<sup>rd</sup> Sector and Charity Sector</li> <li>• Staff Representative Bodies</li> <li>• Scottish Government</li> <li>• Scotland's business communities</li> </ul>
<p><b>Who implements the policy and who is responsible for the function/policy?</b></p>	<p><b>SFRS / Director of Service Delivery</b></p>

**PART 2  
ESTABLISHING RELEVANCE**

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

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

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

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

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

**AND,**

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

The UFAS Consultation directly links to the SFRS Strategic Plan, the National Performance Framework, the Justice in Scotland Vision and Priorities, the Fire and Rescue Framework for Scotland 2016 and the strategic operating priorities and objectives of the SFRS. The consultation plan and stakeholder mapping exercise aims to ensure those who fall within the protected characteristics are given the opportunity to participate in the consultation process.

Marriage and Civil Partnership within the context of the Equality Act 2010 extends only to protection from discrimination in employment practices and is, therefore, not relevant to the consultation exercise.

**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.

This Policy also relates directly to article 14 of the Human Rights Act 1998. Protection from discrimination. The Human Rights Act makes it illegal to discriminate on a wide range of grounds including 'sex, race, colour, language, religion, political or other opinion, national or social origin, association with a national minority, property, birth or other status'.

The recording of some personal and sensitive information will be relevant to Human Rights as it relates to Article 8 – Right to Respect for Private and Family Life. The issues do not, however, extend beyond those rights protected under the General Data Protection Regulation (GDPR) 2018, and the SFRS will implement and monitor compliance with a Data Protection policy.

There is also an associated Data Protection Impact Assessment (DPIA) for this consultation exercise.

**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
- the results of any consultation required

Characteristic	
<p><b>Age</b></p>	<p>Scotland has an aging population with over 17% of the Scottish population aged 65 or over. This group of people now outnumber the amount of under 15's for the first time and this is expected to rise as we live longer (Scottish Census 2011).</p> <p>Older age groups have been disproportionately affected by COVID-19 with increased levels of isolation and loneliness amongst this group and reductions in social engagement channels restricting participation in public life. This was compounded by the shift to using technology further highlighting how digitally excluded older people are, with Age Scotland estimating that over half a million people over 60 do not use the internet and over 350,000 older people living alone (Age Scotland).</p> <p>There is some evidence that suggests that older people are less likely to make use of social media sites and other technology based communications compared to younger people as detailed above. This does not mean that older people do not make use of this method of communication nor does it indicate that younger people will certainly make use of this kind of communication tool. Digital poverty amongst younger age groups is an emerging area of concern.</p> <p>With older people more at risk from some age-related disabilities this may influence the type and method of communication that some older people access. Where individuals have typically relied on one or two types of communication such as newspapers, television or leaflet campaigns to get information, they may no longer be able to access these due to a significant visual impairment and may not have a replacement for these methods.</p> <p>To provide for an inclusive consultation exercise on the grounds of age (for older and younger people) SFRS will work closely with our LSO Areas, local partners and national charities/organisations, make hard copies of the consultation available on request and provide assistance in providing feedback on The Long Term Visions document. While we will make full use of digital means of engagement we will provide alternative way of engaging with SFRS such as through our local partnership arrangements.</p>



<p><b>Caring Responsibilities</b></p>	<p>In the UK population there are approximately seven million carers with responsibility for a dependent who has a disability or other long-term impairment or health condition – approximately 42% are men and 58% are women. By 2030, it is expected that the number of carers will increase by 3.4 million (around 60%). In Scotland the overall number of carers aged over 16 is approximately 759,000 of which 29,000 are young carers – 17% of the population.</p> <p>While carers can be the main point of contact for a household, carers themselves can often experience isolation and exclusion from participation in public life due to the demands on their time arising from their caring responsibilities. Providing for an inclusive consultation exercise for this group involves engaging with relevant partner agencies and utilising local SFRS personnel in communicating the purpose of the UFAS Consultation document in the delivery of their community engagement activities.</p> <p>Scotland's Care Experienced children and young people are more likely to experience digital poverty than young people not in this group. This group of young people is more likely to move into independent living at a younger age than those not in this group. Involving care experienced young people in the consultation exercise to inform the future shape of the fire service requires direct engagement with stakeholder groups such as Who Cares? Scotland and Staf (Scottish Through Care and After Care).</p>
<p><b>Disability</b></p>	<p>20% of people in Scotland are disabled according to the definition of the Equality Act 2010 (Office for National Statistics – Census Results – 2011). Of this 20% its estimated 3.1% have a Specific Learning Difference (SpLD), 6.6% have hearing loss or partial hearing loss and 2.6% are blind or partially sighted, 6.7% identified as having a physical disability, 4.4% with a mental health condition.</p> <p>Individuals with a disability may have individual specific requirements in the content, nature and method of communication compared to someone who does not have a disability. This is particularly the case for individuals with a sensory impairment or disability, a learning difficulty or disability or individuals with mental health condition or cognitive condition that may impair comprehension and/or speech and writing.</p> <p>Access to information for individuals with a disability may be affected due to a factor associated with their disability such as social or economic disadvantage. For example, an individual with a disability affecting their mobility and who lives in a rural area may not have ready access to general SFRS communications due to physical isolation and technological isolation (i.e. they cannot afford to own a computer which would provide access to online communication – there is evidence of a correlation between disability and low-income households).</p> <p>The term disability covers a wide range of impairment types and conditions and it is important to recognise that disabled people are not a homogenous group and will have a range of needs and experiences. Therefore, we must tailor the consultation to support these differing needs.</p> <p>The consultation survey is estimated to take no longer than 10 minutes to complete, so should be favorable to those with restricted attention span,</p>

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	<p>although support in completing the consultation may be provided on request.</p> <p>Alternative formats can be provided on request such as hard copy and electronic versions compatible with text to speech software.</p> <p>Engaging with stakeholder groups, especially at a local level will support the inclusion of individuals with a disability in the consultation exercise and in shaping the final option for implementation by SFRS.</p>
<b>Gender reassignment</b>	<p>The consultation in itself will not have a disproportionate effect on this Protected Characteristic, however the LGBT Foundation indicates that this group have been particularly affected by COVID-19 and have experienced an increase in social isolation, mental health issues and general loneliness, COVID-19 aside they are a 'hard to reach group' therefore we need to work with local and national organisations and charities to ensure the voice of trans and non-binary people is heard.</p> <p>When engaging directly with a trans person we will respect the person's self-identity and use the same terms and pronouns that the person uses to describe themselves.</p>
<b>Marriage and Civil Partnership</b>	<p>The consultation exercise is not relevant to this protected characteristic. The Equality Act 2010 specifically relates to protecting people on the grounds of marriage and civil partnership status in employment practice.</p>
<b>Pregnancy and maternity</b>	<p>The consultation has no relevance on the grounds of pregnancy and maternity as it relates to the participation of communities, stakeholders and partner agencies.</p> <p>There is a requirement for SFRS to ensure that employees who are on maternity leave are kept informed of the consultation document, ambitions and consultation exercise and can contribute. In this regard, SFRS will make use of the existing workplace arrangements for line managers to engage with employees who are on maternity leave.</p>
<b>Race</b>	<p>According to Census data (2011) the clear majority of the population in Scotland remains white Scottish at 84%, 7.9% identify as other White Other British, 1% White – Irish, 1.2% white Polish, 2% white Other, 2.7% Asian, Asian Scottish or Asian British and 1.3% other Ethnic Groups.</p> <p>In terms of language (Census Data 2011) 98.6% confirm that they speak English well or very well. 1.2% do not speak English well, 0.2% do not speak English at all, 1.1% have some Gaelic language skills, 30.1% are able to speak Scots and 3.9% use a language other than English in the home. An ability to speak English well is not the same as being able to read and write it well and it is important that the consultation exercise is supported by engagement activities with community stakeholder groups to bolster the written elements of the consultation.</p> <p>Due to cultural differences and barriers some communities may favour engagement through male representatives excluding women or older members of the community. SFRS will engage directly with women's groups based around race, nationality, culture, religion and ethnicity to provide us with the insights and views of as broad a range of people as possible.</p>

	<p>Travelling communities, whether in permanent and static or non-static or semi-static residences, often have reduced access to services and may experience isolation from the broader population. Therefore, establishing trust with individual local communities and building personal relationships is particularly important and we should utilise the local and national partnerships we have to gauge the thoughts and opinions of the Gypsy/traveller communities.</p> <p>The consultation can be provided on request in alternative formats and languages where a barrier to participation would exist if we did not make these adjustments.</p>
<p><b>Religion and Belief</b></p>	<p>The 2011 Census indicates just over half (54%) of the Scottish population stated their religion as Christian – a decrease of 11% since 2001, whilst 37% of people stated that they had no religion – an increase of 9%. More than 6 out of 10 people said that their religion was Christian (65%); 42% Church of Scotland, 16% Roman Catholics and 7% other Christian.</p> <p>After Christianity, Islam was the most common faith with 77,000 people in Scotland describing their religion as Muslim. This is followed by Hindus (16,000), people from other religions (15,000), Buddhists (13,000), Sikhs (9,000) and Jews (6,000). These groupings account for less than 3% of the overall population. Numbers reporting 'Muslim' and 'Other religion' both doubled in the decade from 2001. Most people from 'Muslim', 'Hindu', 'Sikh' and 'Jewish' religions live in large urban areas (this corresponds with a high density of minority ethnic groups within these areas).</p> <p>The 'Muslim', 'Sikh', 'Hindu', and 'Buddhist' profiles were relatively young compared to the population. Almost a third of 'Buddhists' were 'White: Scottish', with a quarter 'Chinese' and a quarter 'Other Asian'. Most 'Hindus' (82%) and 'Sikhs' (83%) were of 'Indian' ethnicity. 82% of those who identified as 'Hindu' were born outside of the UK and 64% of 'Hindus' arrived between the ages of 16 and 34. The majority of 'Muslims' and 'Buddhists' who lived in Scotland on census day were born outside of the UK.</p> <p>Almost 60 per cent of 'Jewish' people were 'White Scottish', 18 per cent were 'White: Other White' and 16 per cent were 'White: Other British'. The majority (58%) of 'Muslims' in Scotland were of 'Pakistani' ethnicity, with a mixture of ethnicities making up the remaining 42%. Eighty-five per cent of those reporting 'No religion' identified as 'White Scottish' and most of the remainder (10%) were 'White: Other British'</p> <p>There are very few issues arising from religion in isolation of other cultural factors and those relating to race, ethnicity or nationality. Sectarianism remains an issue to varying degrees within Scotland, and one that the SFRS is aware of.</p> <p>Engaging directly with Scotland's faith groups at national and local level will be met within the consultation plan.</p>
<p><b>Sex (gender)</b></p>	<p>Scotland's population figure for 2011 has a gender split of 51.5% females to 48.5% males (2011 Census: First Results on Population Estimates for Scotland).</p> <p>Due to cultural differences and barriers some communities may favor engagement through male representatives excluding women or older</p>

	<p>members of the community. SFRS will engage directly with women's groups based around race, nationality, culture, religion and ethnicity to provide us with the insights and views of as broad a range of people as possible.</p>
<p><b>Sexual Orientation</b></p>	<p>The consultation in itself will not have a disproportionate effect on this Protected Characteristic, however recent research by the LGBT Foundation indicates that LGBT people have been particularly affected by COVID-19 and have experienced an increase in social isolation, mental health issues and general loneliness, COVID-19 aside they are a 'hard to reach group' therefore we need to work with local and national organisations and charities to ensure the voice of the LGBT community is heard.</p> <p>There is some evidence that LGBT people from more rural areas often relocate to one of the large cities as they reach adulthood. Moving is not generally an option for those young people still in school or those with limited social mobility. Issues affecting people outside large metropolitan areas can be different to those within; therefore, engagement to address needs has to occur at a local level.</p> <p>When engaging directly with a person who identified as LGBT we will respect the person's self-identity and use the same terms and pronouns that the person uses to describe themselves.</p>
<p><b>Social and economic disadvantage</b></p>	<p>Scotland has numerous areas identified as having multiple indicators of deprivation (MID). It is important to note that more than 50% of those households considered to be financially poor are not located within areas of MID.</p> <p>Evidence shows that overall poverty is higher among ethnic minority groups than within the majority white population (Joseph Rowntree Foundation, <i>UK Poverty 2018: A comprehensive analysis of poverty trends and figures</i>).</p> <p>Corporate Parenting for young people in or leaving care is and remains priority for us, to try to provide better life chances for this traditionally disadvantaged group therefore we must work with our local and national partners to ensure those leaving care, in kinship care are heard.</p> <p>Connectivity to high quality fast broadband can be an issue for those who live in our Island Communities, therefore we ensure that other means of completing the consultation are offered and promoted in remote areas to ensure rural communities can participate.</p>
<p><b>Human Rights</b></p>	<p>There is no evidence of relevance to Human Rights in the consultation process. The consultation does not address any issues that would be relevant to issues such as right to private and family life, prohibition of torture, no punishment without fair trial or any of the other protocols or articles.</p>
<p><b>Impact on People in General not covered by specific characteristics</b></p>	<p>People may not be engaged with the document or may not participate in the process. A range of communications methods will be used to engage with stakeholders and encourage participation</p>

**Summary and Conclusion of Impact Assessment**

This Equality and Human Rights Impact Assessment has been progressed to support the consultation exercise for the UFAS Consultation Process and will be reviewed and revised as appropriate to reflect the different phases of the engagement process.

The consultation exercise is relevant to the General Equality Duty as it relates to:

- The duty to remove unlawful discrimination
- The promotion of equality of opportunity
- The promotion of good relations

and, is relevant on the grounds of the protected characteristics of: age, disability, sex, pregnancy and maternity, gender reassignment, sexual orientation, race and religion and belief. There is relevance also to the characteristics of island communities, care provision, care experience and on the grounds of human rights.

The evidence relating to the protected characteristics contained within this impact assessment should be considered within the context of UFAS and the predominance of Duty Holders as contributors to the consultation exercise. Some of the potential barriers to participation identified for the broader population may not exist in the capacity of providing feedback as a Duty Holder or stakeholder organisation. Nonetheless, the consultation exercise will be conducted to err on the side of accessibility and is open to the wider population who may have an interest in providing feedback.

In completing this impact assessment and planning for the consultation exercise SFRS has been mindful of the potential barriers to participation relating to the protected characteristics. Of note are the following points:

Reaching a broad audience	To provide for as many viewpoints to be heard as possible we are making direct approaches to stakeholder groups representing all the characteristics we have listed above.
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We will utilise our well established local community engagement arrangements to provide multiple avenues to contribute to this important piece of work.

Restricted access or use of digital communications	We are mindful that not everyone will be able to participate by accessing the consultation through our website. By making direct approaches to community stakeholder groups, charities and our partner agencies we aim to extend the reach of our consultation.
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We will provide hard copies of our consultation documents when requested and can provide assistance in completing the return.

Barriers to participation arising from a disability	The UFAS Consultation Document is not an insubstantial document and it does contain a lot of information. We have tried as far as possible to simplify the language we have used and avoided jargon. We would be happy to provide further explanation of the document should someone require this.
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We can provide assistance on completing a return on the consultation. We can also provide the documentation in alternate formats such as large text hard copy or an electronic version compatible with text to speech software. We will encourage specific requests for

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Barriers to participation arising from a language barrier	<p>alternative means of participating in the consultation exercise and accommodate those where we can.</p> <p>According to the 2011 census the overwhelming majority of people living in Scotland are proficient in spoken and written English, but we are mindful that this will not be the case for everyone. To provide for as many viewpoints to be heard as possible we are making direct approaches to stakeholder groups representing all the characteristics we have listed above including those who are likely to interact with individuals who do not have English as a first language.</p> <p>We can make the consultation documentation available in electronic format that is compatible with translation software such as Google translate.</p> <p>The purpose of the consultation exercise is to capture feedback on our options for change. We will use the feedback we receive through the consultation exercise to help us populate the impact assessment of the UFAS Consultation Plan.</p>
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**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>

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## **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?**

Participants will be asked to complete an Equalities Monitoring Form

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 uptake of consultation completion, the split of participation across Protected Characteristics

### **Q3 How will monitoring take place?**

Monitoring will take place at the end of the consultation process and results will inform the final options selected for UFAS response and inform further engagement activities.

### **Q4 What is the frequency of monitoring?**

Once at the end of the consultation process.

### **Q5 How will monitoring information be used?**

To inform additional engagement activities. To inform the decision regarding a new way of responding to UFAS calls.

## **PART 5 APPROVAL**

This Equality and Human Rights Impact Assessment was completed by:

<b>Name</b>	Marysia Waters, Head of Communications and Engagement
<b>Date</b>	7 June 2021

This Equality and Human Rights Impact Assessment was approved by:

<b>Name</b>	Elaine Gerrard, Equality and Diversity Manager
<b>Date</b>	7 June 2021



**Working together  
for a safer Scotland**



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

# Unwanted Fire Alarm

# Scottish Fire and Rescue Service

# Signals (UFAS) Consultation Mandate

**Safety. Teamwork. Respect. Innovation.**

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The Scottish Fire and Rescue Service (SFRS) seeks the views of:

- Staff representative bodies
- SFRS staff inc RDS, Wholetime, OC and support staff
- RDS employers
- NHS Fire Safety Advisory Group
- Duty Holders of relevant premises, with responsibilities for complying with the Fire (Scotland) Act 2005 and the Fire Safety (Scotland) Regulations 2006.
- Elected representatives
- Scottish and Local Government including CoSLA, local authorities and Community Planning Partners
- Health Agencies such as NHS Boards, Health and Social Care Partnerships, Public Health Scotland, Hospitals and medical care practices, hospices, private hospitals
- Appropriate scrutiny bodies such as Audit Scotland, HM Fire Service Inspectorate, Education Scotland and Care Inspectorate
- Local business representative organisations
- Local businesses sector
- Higher and further education sector including school accommodation providers
- Blue light partners
- Third sector representative bodies
- Community Councils and Community Safety Groups
- Fire Safety industry and Insurance companies
- Alarm Receiving Centres
- Wider public

Concerning the potential viable options and impacts of the development and introduction of new policies and practices with regards to the SFRS's response to Unwanted Fire Alarm Signals (UFAS) to effectively manage the significant demands placed upon the SFRS and all of Scotland's communities when responding to false alarm calls that originate from automatic fire alarm systems (AFA).

This Consultation will enable the SFRS Board to consider and be influenced by the responses to the consultation from a range of stakeholders and interested parties, and with other relevant information and research data, agree a strategic and operational approach which will be safe, effective and sustainable whilst maximising the use of the service's resources to continue to minimise the risk to Scotland's public and firefighter safety.

The Public Consultation phase will take place between July to October 2021 through a range of accessible methodologies to ensure those with an interest have an opportunity to contribute.

The agreed model for responding to AFA's at non-domestic premises will ensure the SFRS continues to provide appropriate and proportionate levels of response, whilst maximising efficiency savings through reduced mobilisations to expand its capacity to invest in prevention activities because of a reduced operational response to false alarm call outs.

## APPENDIX D – OPTIONS APPRAISAL EQUALITY IMPACT ASSESSMENT

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

### PART 1 BASIC INFORMATION

<b>Policy Owner</b>	Director of Service Delivery
<b>E&amp;D Practitioner</b>	Denise Rooney
<b>Title (of function/policy to be assessed e.g. name of policy, title of training course)</b>	Reducing Unwanted Fire Alarm Signals (UFAS) - Options for responding to AFAs.  This has been conducted through an options appraisal process, leading to a public consultation on 3 options, then a final business case setting out a preferred option during December 2021.
<b>Date Assessment Commenced</b>	26.10.20 – Denise Rooney 06.11.20 – Reviewed to take cognisance of shortlisted options. 28.01.21 – Reviewed by Denise Rooney to update Island Impact Assessment 25.03.21 – Reviewed by Denise Rooney to include feedback from Stakeholders Event 24.02.21 22.04.21 – Reviewed by Denise Rooney to include the Comms and Engagement Plan 06.05.21 – Reviewed by James Clark and Denise Rooney 03.06.21 – Reviewed by Denise Rooney to incorporate EIA Executive Summaries.

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

<b>Briefly describe the aims, objectives and purpose of the function/policy</b>	To identify a model for responding to AFA's at non-domestic premises, that will achieve an optimum balance of: <ul style="list-style-type: none"> <li>• Minimising risk to public safety and firefighter safety.</li> <li>• Maintaining an effective response to confirmed fires originating as an AFA.</li> <li>• Maximising efficiency savings through reducing mobilisations and expanding the services capacity to invest in prevention and other value adding activities.</li> <li>• Having regard to relevant risk factors (e.g. time of day, occupancy, special risks).</li> <li>• Supporting the services commitment to achieving carbon reduction targets.</li> </ul>
<b>Are there any associated objectives of the function/policy (please explain)?</b>	The SFRS attends on average 28,471 UFAS incidents per year accounting for 31% of all SFRS incident activity.  This level of demand places an unnecessary burden on our resources and often causes significant interruption to businesses, health establishments and educational institutions across Scotland.

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	The unnecessary mobilisation of fire appliances to UFAS also has the potential to impact on the safety of both firefighters and communities as vehicles respond to incidents under blue light conditions. Reducing such unnecessary activity means our firefighters can focus on building and maintaining their skills to meet the new demands and risks Scotland's people and communities face.
<b>Does this function/policy link with any other function/policy?</b>	<ul style="list-style-type: none"> <li>• The SFRS's permanent UFAS Policy and Supporting Procedures, introduced on 01 December 2014.</li> <li>• The Fire and Rescue Framework for Scotland 2016, which introduced reducing UFAS as one of the Scottish Ministers' priorities for the SFRS to progress.</li> <li>• The SFRS Strategic Plan 2019-22, which details the need to reduce UFAS as a strategic objective of the Service.</li> <li>• The COVID-19 Interim response to AFAs, which is currently operating during the pandemic.</li> <li>• The recommendations arising from HMFSI's Report – Managing Automatic Fire Signals (2015), which examined the effectiveness of the SFRS's Policies and Procedures for managing automatic fire signals.</li> <li>• The SFRS UFAS Stocktake Review, that evaluated the effectiveness of the SFRS approaches for managing UFAS demand and set out recommendations.</li> </ul>
<b>Who is intended to benefit from the function/policy and in what way?</b>	SFRS employees, stakeholders and wider public.
<b>What outcomes are wanted from this function/policy?</b>	The SFRS is placing increased emphasis on reducing UFAS demand and has ambitions for achieving significant improvements in performance and releasing capacity to meet future challenges and risks.
<b>What factors/forces could contribute/detract from the outcomes?</b>	<p>Evidence collated from the review of the Covid-19 interim response to AFAs provide an insight into some of the potential options and positive outcomes.</p> <p>Lack of significant engagement and worthwhile data on which to make an informed decision.</p>
<b>Who are the main stakeholders in relation to the function/policy</b>	<p><b>Internally:</b> Wholetime, Ops Control, RVDS, UFAS Champions, FBU</p> <p><b>Externally:</b> Duty holders with fire safety responsibilities for relevant premises; Alarm Receiving Centres; fire industry; insurance industry.</p>
<b>Who implements the policy and who is responsible for the function/policy?</b>	Service Delivery Directorate

**PART 2  
ESTABLISHING RELEVANCE**

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

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

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

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

- SFRS's permanent UFAS Policy and Supporting Procedures
- UFAS Stocktake Review and recommendations
- The recommendations arising from HMFSI's Report – Managing Automatic Fire Signals (2015), which examined the effectiveness of the SFRS's Policies and Procedures for managing automatic fire signals.
- The publication of The Fire and Rescue Framework for Scotland 2016 ('the Framework'), which introduced reducing UFAS as one of the Scottish Ministers' priorities for the SFRS to progress.

- The publication of the SFRS Strategic Plan 2019-22, which details the need to reduce UFAS as a strategic objective of the Service.
- Scotland's National Performance Framework in relation to the national outcomes of:
  - 1) 'We live in communities that are inclusive, empowered, resilient and safe'
  - 2) 'We respect, protect and fulfil human rights and live free from discrimination'

**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.**

**Article 2, the Right to Life:** The right to life is a fundamental right under international law. In the UK, the right to life is guaranteed by Article 2 of the European Convention on Human Rights (ECHR), which in turn, is incorporated into UK law through section 6 of the Human Rights Act 1998.

The EHRC states, 'Everyone's right to life shall be protected by law. There is a negative obligation on the authorities not to interfere with the right to life. There is also a positive duty to enable people to enjoy their right to life through, for example, enforcing criminal laws, regulating the delivery of public services and taking steps to avoid accidental deaths.

The state's obligation to protect life includes, as a matter of priority, the protection of people whose lives have been placed at particular risk because of specific threats, or are living in particular circumstances. This would include, for example, victims of domestic violence, children living on the street, homeless people, refugees, or lesbian, gay, bisexual and trans (LGBT) people. Disabled people are entitled to special measures of protection, to ensure that they can enjoy the right to life on an equal basis with others. The need for additional protective measure to meet the needs of particularly vulnerable people, in relation to policies should be considered.

The risk to vulnerable occupants will be considered throughout the options appraisal process and engagement with stakeholders will play an important part in this, as will the potential review of any exemptions.

There is an opportunity to make a positive impact on vulnerable communities through the provision of advice on fire safety to duty holders reflecting the specific requirements of the additional protective measure to meet the needs of particularly vulnerable people.

**Article 8, the Right to Privacy and Family Life:** Guidance and support has been and will continue to be sought from Information Governance Team to ensure full compliance with GDPR regulations and Data Protection.

**Children's Rights:** Children's rights are unique in that many of them, although designed for the safety and protection of children, have to be provided for by adults. Children's Rights will be considered, where relevant, through this option appraisal process.

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

**PART 3  
IMPACT ASSESSMENT**

**Describe and reference:**

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

Characteristic	
<p><b>Age</b></p>	<p><b>Older adult:</b> Older adults as they are more likely to live in sheltered or managed accommodation.</p> <p>At 31 March 2019, there were an estimated 30,914 long stay residents in care homes for older people. Of these, an estimated 19,590 had dementia (either medically or non-medically diagnosed).</p> <ul style="list-style-type: none"> <li>• Care homes may also provide short term or respite care. At 31 March 2019, there were 1,531 residents in a care home for these purposes – an increase of 49% compared with 31 March 2009 (1,029).</li> </ul> <p>During the period of 2019 to 2020 57 AFAs in residential homes resulted in fire.</p> <p>Care homes provide residential care for the most vulnerable people in society and there is an opportunity to make a positive impact on the grounds of age through the provision of advice on fire safety to duty holders reflecting the specific requirements of the residents who may not be able to identify risk on their own, may be subject to greater levels of distress or confusion than the general population, may have physical/sensory/mental impairments that impact on their ability to move to safety unassisted and there may be materials present such as oxygen that contribute to the spread of fire.</p> <p><b>Student Accommodation:</b> As it relates to individuals living in halls of residence or Houses of Multiple Occupation (HMOs). During the period of 2019 to 2020 47 AFAs at student accommodation resulted in fire.</p> <p><b>Boarding school accommodation:</b> As it relates to children and young people who reside in boarding schools across Scotland. In 2020 there were 28,724 pupils in 71 independent schools - 4% of pupils in Scotland. There are 19 mainstream boarding schools with 2606 pupils – 35% of boarders are from overseas.</p> <p><b>Young Offenders:</b> Young Offenders who are residing within young offender institutions that provide custodial facilities for 16–21year olds (or older in exceptional circumstances with the Governor of the establishment’s agreement).</p> <p>All of the above are classed as ‘sleeping risk’ premises under the exemption element of options A &amp; C. and will therefore receive an immediate response to all AFA actuations. Furthermore, the proposals will not affect how SFRS</p>



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	<p>respond to calls from AFAs that are real fires. If there is a confirmed fire, SFRS will respond as it normally would for any emergency.</p> <p>The SFRS will continue to provide advice through its Fire Safety Enforcement business as usual practices, but the project acknowledges that a wider Communications piece may be required around the implementation of the chosen option.</p>
<b>Caring Responsibilities</b>	<p><b>Care Experienced:</b> At 31 July 2019, there were an estimated 14,015 care experienced children and young people in Scotland in various types of care setting. 10% of these young people were in a residential care home.</p> <p>During the period of 2019 to 2020 57 AFAs in residential homes resulted in fire.</p>
<b>Disability</b>	<p><b>Disability:</b> Relevant to individuals with a disability who are living within residential accommodation.</p> <p>On 31 March 2019, there were 159 care homes for learning disabilities providing 1,587 places, 55 care homes for mental health problems providing 978 places, and 41 care homes for physical and sensory impairment providing 666 places.</p> <p>On 31 March 2019, the estimated percentage occupancy in care homes for learning disabilities was 89%, and was 92% in care homes for mental health problems, and physical and sensory impairment.</p> <p><a href="#">Source: Care Home Census for Adults in Scotland 2009 - 2019</a></p> <p>Individuals with a sensory/mental/physical impairment or disability may have difficulty identifying risk or removing themselves unaided from potentially dangerous situations.</p> <p>Due to the level of risk, Care Home Services, Hospitals, Private Hospitals and Hospices which provide inpatient care are already audited by the SFRS annually. Newly registered Care Home Services are audited within seven working days of becoming operational.</p> <p>During the period of 2019 to 2020 57 AFAs in residential homes resulted in fire.</p> <p>All of the above are currently classed as ‘sleeping risk’ premises under the exemption element of options A &amp; C and will therefore receive an immediate response to all AFA actuations. Furthermore, the proposals will not affect how SFRS respond to calls from AFAs that are real fires. If there is a confirmed fire, SFRS will respond as it normally would for any emergency.</p>
<b>Gender Reassignment</b>	<p>May have potential relevance to individuals requiring medical in hospitals as part of their transition process.</p>
<b>Marriage and Civil Partnership</b>	<p>There is no relevance in relation to marriage and civil partnership.</p>
<b>Pregnancy and maternity</b>	<p><b>Pregnancy:</b> Relevant for individuals who are pregnant as they are more likely to require medical care in hospitals. During the period of 2019 to 2020 68 AFAs in hospitals resulted in fire.</p>

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<p><b>Race</b></p>	<p><b>Asylum Seekers:</b> Relevant to individuals who are seeking asylum and living within residential accommodation. Individuals within this group may have interconnected risk factors such as communication barriers, personal isolation, mental health conditions, be socially and economically disadvantaged or may be unaccompanied young people living in unsupported accommodation.</p> <p>Asylum support accommodation is subject to the same law and regulation in relation to fire safety and overcrowding, health and safety, houses in multiple occupation etc. as any other accommodation.</p> <p>Duty holders have a responsibility for ensuring that their employees understand fire safety information as it is relevant to them and also for displaying relevant safety information for their customers’.</p> <p>The SFRS does not have current and accurate data on the ethnic profile of individuals and Asylum support accommodation involved in fire incidents</p> <p>The SFRS will provide alternative formats and different languages to the key messages on request.</p> <p>Asylum accommodation is currently classed as ‘sleeping risk’ premises under the exemption element of options A &amp; C and will therefore receive an immediate response to all AFA actuations. Furthermore, the proposals will not affect how SFRS respond to calls from AFAs that are real fires. If there is a confirmed fire, SFRS will respond as it normally would for any emergency.</p>
<p><b>Religion and Belief</b></p>	<p>There may be a sleeping risk as it relates to monasteries or convents.</p> <p>Places of worship are not deemed as high risk, partly due to the fact that there is no sleeping risk.</p> <p>The SFRS understands that a fire at a place of worship can have a wider impact on a community, particularly if a fire related hate crime.</p>
<p><b>Sex (gender)</b></p>	<p><b>Refuge Accommodation:</b> A refuge is a safe place for women and children to escape from domestic abuse. Generally, only women are permitted inside. Refuges vary from area to area. Some are shared houses, while others offer self-contained apartments.</p> <p>Relevant refuge accommodation is currently classed as a ‘sleeping risk’ premises under the exemption element of options A &amp; C and will therefore receive an immediate response to all AFA actuations. Furthermore, the proposals will not affect how SFRS respond to calls from AFAs that are real fires. If there is a confirmed fire, SFRS will respond as it normally would for any emergency.</p>
<p><b>Sexual Orientation</b></p>	<p>There is no evidence of a direct or indirect relationship between sexual orientation and UFAS activity.</p>
<p><b>Social and Economic Disadvantage</b></p>	<p>The maintenance of businesses within communities has a beneficial impact on local communities in the financial well-being and social vibrancy of an area. This can be particularly important in the preservation of heritage sites which can provide the most important financial and social hub for the local community.</p>

	<p><b>RVDS Employees:</b> There is a potential negative financial impact for RVDS employees should the number of turnouts to AFAs be less. There is also a potential positive impact on RVDS, where less call-outs will enable a better work/life balance and reduce the impact on their primary employers.</p>
<p><b>Human Rights</b></p>	<p>Please see section above on human rights.</p>
<p><b>Impact on people in general not covered by specific characteristics</b></p>	<p>The average time spent by fire crews at UFAS incidents is 30 minutes, with an average of 2 fire appliances at every incident. This means an estimated 57,000 unnecessary blue light journeys every year. High levels of UFAS demand are therefore having an impact on the SFRS and the communities of Scotland.</p> <p><b>For communities this includes:</b></p> <ul style="list-style-type: none"> <li>• Disruption of business (time wasted, loss of business).</li> <li>• Disrupts customer activities, causes inconvenience to residents.</li> <li>• Causes complacency by being treated as ‘just another false alarm.’</li> <li>• Cost to local businesses when RVDS are released from work to attend a UFAS.</li> <li>• Impact on the environment due to unnecessary appliance movements, and</li> <li>• A drain on public finances.</li> </ul> <p><b>For the SFRS this includes:</b></p> <ul style="list-style-type: none"> <li>• Diverting essential services from real fires and rescues (putting lives at risk).</li> <li>• Unnecessary road risk to fire crews and the public while responding (accidents).</li> <li>• Disruption to training, fire safety and community safety engagement activities (education saves lives)</li> <li>• Direct cost of responding (fuel used and payments to RVDS for being called-out to attend).</li> </ul> <p><b>Island Impact Assessment:</b> Depopulation is a threat to many of Scotland's island communities. Over the last 10 years, almost twice as many islands have lost populations as have gained. Socio-economic concerns may impact on island communities in relation to depopulation.</p> <p>As highlighted above, there is the potential of negative financial impacts on RVDS due to decreased turnouts.</p> <p>The stakeholder event on the 24<sup>th</sup> February highlighted concerns that there could be an increased risk for island and rural areas if response times were longer and that fewer call outs could have a detrimental financial impact on Island employees.</p> <p>It was also raised that the listed benefits would differ depending on geographical location. Reduced demand on the Central Belt may hold potential positive impacts, whereas fewer call out in remote/rural areas may risk station closures.</p> <p><b>Crew Welfare:</b> Through an online survey to review COVID-19 interim AFA response arrangements and a series of staff engagement sessions, where staff shared their views on the future direction of the service, there is evidence</p>

	<p>that staff feel the Service can make better use of resources by changing the response and stopping/reducing UFAS incidents.</p> <p>At the Stakeholder event held on the 24<sup>th</sup> February, there were concerns raised about 'morale' and the obligation both Ops Control and Crews may feel if no longer responding to situations where there could be a fire.</p> <p>Firefighter safety was also raised, where crews may end up attending a well developed fire due to delayed attendance.</p>
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**Summary and Conclusion of Impact Assessment**

To meet the requirements of the Public-Sector Equality Duty, the Service must be able to demonstrate that the options appraisal and final business case for decision has had due regard to the equality duty. This should include considerations to eliminate discrimination (including harassment and victimisation), advance equality and foster good relations around the protected characteristics as detailed within the Equality Act 2010. These protected characteristics are:

- Age
- Disability
- Gender
- Gender Reassignment
- Religion or Belief
- Race
- Pregnancy and Maternity
- Marriage and civil partnership

It should be noted that the Service also considers caring responsibilities, socio-economic disadvantage and Scottish Island impacts alongside the nine protected characteristics within the Equality Act 2010.

The SFRS has started the Equality Impact Assessment (EIA) process that will provide us with a better understanding of the potential impacts (both positive and negative) on the above groups. In turn, this will assist the Service in making evidence based and informed decisions around the evaluation of models for responding to AFA's at non-domestic premises and a final business case that will go to the SLT and the Board.

**Consultation and Communications Plan:** A Strategy has been developed, which has included a stakeholder mapping exercise to ensure we reach as many of our target audiences as possible throughout the process. We will consider the most suitable methods of communication appropriate to our target audiences, applying the Principles of Inclusion Communication in order to address the needs of people of all ages, people from different cultural and language backgrounds, and disabled people. This has been considered and documented within the Consultation and Communication Plan Equality Impact Assessment that can be accessed [here](#).

**Stakeholder Options Appraisal Workshop:** On 24 February, a total 42 staff and stakeholders classified as high influence/high interest, participated in a Zoom online workshop. The purpose of the workshop was to evaluate the benefits and risks of five shortlisted options for responding to AFA's. To achieve this, the options were evaluated against set assessment criteria, then scored and ranked by the participants.

As stated in this EIA, stakeholder engagement to date has detailed the welfare of SFRS employees as a concern and highlighted the potential differences for the Scottish Islands and other rural areas.

The results from the workshop enabled an overall scoring and ranking of the five options and the following conclusions to be drawn.

- Options 1 and 2 did not deliver a significant or, in the case of Option 1, any benefit to the Service.
- Options 4 and 5 were identified as delivering the most benefit in terms of UFAS reduction but also carried the highest risk.
- Option 3 offered a middle ground.

As Options 3, 4 and 5 can deliver a significant reduction in UFAS, these are the options SFRS are consulting on.

**The current options for public consultation are therefore as follows:**

**Option A (3):** Call challenge all AFA’s from non-domestic premises. No response is mobilised, if questioning confirms there is no fire, or signs of fire. Sleeping risk premises are exempt from call challenging and will receive the following immediate response:

Residential Care Homes receive 2 fire appliances regardless time of day.

All other sleeping risks receive one fire appliance between 0700-1800hrs and two fire appliances out-with these hours.

**Option B (4):** Call challenge all AFA’s from non-domestic premises. No response is mobilised, if questioning confirms there is no fire, or signs of fire. No exemptions to call challenging apply (i.e. all AFA calls received are call challenged, regardless of premises type and caller).

**Option C (5):** Non-attendance to all AFA’s from non-domestic premises, unless back-up 999 call confirming fire, or signs of fire is received. Sleeping risk premises are exempt from non-attendance and will receive the following response:

Residential Care Homes receive 2 fire appliances regardless time of day.

All other sleeping risks receive one fire appliance between 0700-1800hrs and two fire appliances out-with these hours.

**Call Challenging**

Call Challenging is where an Operations Control (OC) operator asks the caller a series of questions and following set criteria, determines whether an emergency response is required following an AFA actuation. No response is mobilised, if questioning from the OC operator confirms there is no fire, or physical signs of fire.

Stakeholders who attended the Options Appraisal Workshop, felt there was a need for more detail around the call challenge process being applied to Options A & B. The benefits and potential risks of call challenging, and SFRS comments are outlined below.

Benefits	Potential Risks
<p>One of the best ways that a fire service can establish whether or not to respond to a call from an AFA is by speaking to someone at the premises concerned.</p>	<p><b>Will it take longer to get to an incident so potentially impact crews and communities?</b></p> <p>Statistics across the UK have identified no detrimental effect on incident outcomes. Resources are more readily available at the point of need to respond to real emergency situations potentially improving outcomes.</p>
<p>Our fire control operators can ask relevant questions of the responsible person at the premises and, if then necessary, send the appropriate number of fire engines to save life and protect property.</p>	<p><b>What if it’s a silent call?</b></p> <p>We would attempt to re-contact the caller and if unsuccessful treat as unknown in terms of response and mobilise in accordance with the exemptions.</p>

<p>Other FRSs within the UK are already using Call Challenging effectively.</p>	<p><b>What if an individual is stressed/upset and unable to provide clear information?</b></p> <p>This would be treated as an unknown in terms of response and we would mobilise in accordance with the exemptions.</p> <p><b>What if the person doesn't speak English?</b></p> <p>This would be treated as per existing policy and practice and an interpreter would be utilised if required.</p>
<p>Call Challenging is not very different to what the SFRS do already. We currently ask a series of questions to determine mobilisation. It would be the response to the call challenge that would change rather than the process.</p>	<p>Stakeholders have raised that the term 'call challenging' has negative connotations. This will be considered through the consultation process.</p>

**Exemptions**

The Scottish Fire and Rescue Service (SFRS) encompasses a diverse and growing environment for partners including the care sector, businesses, heritage and industry where we welcome residents, tourists and commuters alike to our non-domestic premises.

The development of any potential exemptions through this process, has been focussed on premises where greatest risk to life may exist. It was highlighted at the Stakeholder Options Appraisal Workshop on 24th February, a one size fits all approach may not be appropriate. Other factors such as time of day have also been explored.

Under Options A & C, the exemptions in relation to sleeping risk are:

- Boarding House/B&B for homeless/asylum seekers
- Boarding House/B&B other
- Boarding School accommodation
- Children's Residential Home
- Hospital
- Prison
- Student Hall of Residence
- Youth hostel
- Military/barracks
- Monastery/convent
- Hostel (e.g. for homeless people)
- Hotel/motel
- Nurses'/Doctors' accommodation
- Nursing/Care Residential Home
- Other holiday residence (cottage, flat, chalet)
- Other Residential Home
- Retirement/Old Adult Residential Home
- Young offenders' unit

In options A & C, this means certain sleeping risk premises will be exempt from the call challenging process or non-attendance and an immediate response would be mobilised for all AFA calls received. The number of appliances mobilised would be determined by time of day and premises type, but would not be a full emergency response as would happen if a fire was confirmed.

**Public Consultation:** A public consultation on the options for responding to AFA actuations will run for 90 days from 19 July 2021. Supported by the Communications and Engagement Team (CET), a plan has been developed to deliver the consultation process targeted at both external and internal stakeholders to raise awareness of the options and maximise responses.

The Consultation Institute advised developing the 3 options further and where possible eliminating the use of jargon. In this vein, a covering paper and 3 Equality Impact Assessment Executive Summaries have been developed and can be found alongside this EIA.

This Equality Impact Assessment will continue to be updated as the internal and external consultation process progresses.

**Concluding Part 3**

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

## 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?

Through the process of stakeholder mapping, groups classified as high influence/high interest were invited to attend an online stakeholder engagement event on 24 February and to evaluate options for responding to AFA actuations that have the potential to reduce the impact of UFAS. Representation included staff from the SFRS, the Fire Brigades Union (FBU), the Fire Safety Industry, the NHS, Business and the Higher/Further Education sector.

Prior to the event, stakeholders were provided with an information booklet and a detailed information pack, providing context to the options identified and guidance to help them prepare and fully participate in the process of evaluating each option.

A public consultation on the options for responding to AFA actuations will run for 90 days from mid-July. Supported by the Communications and Engagement Team (CET), the working group have developed a plan to deliver the consultation process targeted at both external and internal stakeholders to raise awareness of the options and maximise responses.

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

### Q2 What will be monitored?

To meet the requirements of the Public-Sector Equality Duty, the SFRS must be able to demonstrate that the agreed strategic and operational approach has had due regard to the equality duty.

Through the consultation exercise, the SFRS will gather data and evidence around the potential viable options and impacts (both positive and negative) of the development and introduction of new policies and practices.

This will enable the SFRS Board to consider and be influenced by the responses to the consultation from a range of stakeholders and interested parties and with other relevant information and research data, agree a strategic and operational approach which will be safe, effective and sustainable whilst maximising the use of the service's resources to continue to minimise the risk to Scotland's diverse communities and firefighter safety.



**Q3 How will monitoring take place?**

Through on-line surveys, workshop exercises and internal and external consultation.

**Q4 What is the frequency of monitoring?**

On-going

**Q5 How will monitoring information be used?**

To determine the potential options that will allow a reduction in UFAS.

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**PART 5  
APPROVAL**

This Equality and Human Rights Impact Assessment was completed by:

<b>Name</b>	Roy Dunsire
<b>Date</b>	03.06.21

This Equality and Human Rights Impact Assessment was approved by:

<b>Name</b>	Denise Rooney
<b>Date</b>	03.06.21

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



Report No: B/FCS/09-21

Agenda Item: 15

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>24 JUNE 2021</b>						
<b>Report Title:</b>	<b>RESOURCE BUDGET MONITORING – MAY 2021</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	To advise the Board of the Resource Budget position for the period ending 31 May 2021.						
<b>2</b>	<b>Background</b>						
2.1	The Scottish Government allocated funding to Scottish Fire and Rescue Service (SFRS) for 2021/22 of £343.207million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £284.707million and £32.5million respectively, and £26million in respect of depreciation (Ring-fenced or “non-cash” DEL).						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	A summary of the consolidated financial position at this stage in the financial year is attached at Appendices A and B.						
3.2	These reports detail the current <b>overspend against budget of £0.060million</b> . The forecast year-end position at this stage shows an underspend of £0.259million. This forecast position excludes costs for COP26 which will be recovered in line with approved business case.						
3.3	The impact of COVID-19 continues to be felt across the Service and the financial implications of this are reflected in the latest forecast position.						
<b>4</b>	<b>Recommendation</b>						
4.1	The Board is asked to: <ul style="list-style-type: none"> <li>scrutinise the resource budget position for the period ending 31 May 2021.</li> </ul>						
<b>5</b>	<b>Key Strategic Implications</b>						
5.1	<b>Risk</b>						
5.1.1	There are risks that: <ul style="list-style-type: none"> <li>Changes in the timetable for delivery of initiatives may differ from those budgeted.</li> <li>Methods of delivering initiatives may differ from those budgeted, including the appointment of existing SFRS staff into initiative fixed term posts and the corresponding vacancies that may arise as a result.</li> <li>The use of Out of Pattern Rostered Reserve days (OPRR) to assist in the delivery of COP26 may put additional pressure on the overtime budget.</li> </ul>						

	<ul style="list-style-type: none"> <li>• The requirement to provide additional training to maintain skills and competency may impact overtime costs.</li> <li>• Increases in commodity prices, including the impact of the worldwide shortage of semi-conductors may put pressure on unit prices and the supply chain.</li> <li>• Pay award settlements may differ from those budgeted.</li> </ul>
5.2	<b>Financial</b>
5.2.1	The financial implications are detailed within the report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no environment and sustainability implications directly associated with this report.
5.4	<b>Workforce</b>
5.4.1	The workforce implications are detailed within the report.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no health and safety implications directly associated with this report.
5.6	<b>Training</b>
5.6.1	The training implications are detailed within the report.
5.7	<b>Timing</b>
5.7.1	Actions within this report should be addressed as soon as possible to ensure that the benefits from them are maximised in 2021/22
5.8	<b>Performance</b>
5.8.1	The financial performance of the Service is measured by key performance indicators. This report provides further context to those figures.
5.9	<b>Communications &amp; Engagement</b>
5.9.1	Once presented to the Board, this report will be a public document and will be available via the Service website.
5.10	<b>Legal</b>
5.10.1	SFRS is required, under the Scottish Public Finance Manual and Scottish Government's Governance and Accountability Framework, to manage its expenditure, in pursuit of the SFRS Strategic Plan 2019-22 and the Fire and Rescue Framework for Scotland 2016, within the budget allocation provided.
5.11	<b>Information Governance</b>
5.11.1	<i>DPIA completed: No.</i> DPIA is not required as advised by Information Governance Function as the report contains no personal identifiers
5.12	<b>Equalities</b>
5.12.1	<i>EIA completed: No.</i> An EIA was completed for the Resource Budget 2021/22. This was presented to the Board on 26th March. This report monitors performance against that budget and does not in itself warrant an EIA.
5.13	<b>Service Delivery</b>
5.13.1	The Service Delivery implications are detailed within the report.

<b>6</b>	<b>Core Brief</b>	
6.1	The Acting Director of Finance and Procurement advised the Board of the resource budget position for the period ending 31 May 2021. The May resource monitoring report shows a current overspend against budget of £0.060 million, with a forecast year-end underspend of £0.259million. This forecast position is on the basis that additional funding is received to support the Services investment in COP26, Trace & Protect and ESMCP.	
<b>7</b>	<b>Appendices/Further Reading</b>	
7.1	Appendix A provides a summary of the consolidated financial position at this stage in the financial year.	
7.2	Appendix B provides an explanation of the current significant variances relative to budget.	
7.3	Appendix C provided a summary of costs and savings relating to COVID-19	
<b>Prepared by:</b>	Marcus Jenks, Decision Support Manager	
<b>Sponsored by:</b>	Lynne McGeough, Acting Head of Finance and Procurement	
<b>Presented by:</b>	John Thomson, Acting Director of Finance and Procurement	
<b>Links to Strategy and Corporate Values</b>		
The budget recognises the important role the Service plays in in delivering against our corporate value of working together for a safer Scotland.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Strategic Leadership Team</i>	<i>23 June 2021</i>	<i>For Decision</i>
<i>SFRS Board</i>	<i>24 June 2021</i>	<i>For Scrutiny</i>

**SCOTTISH FIRE & RESCUE SERVICE**  
Resource Budgetary Control Report 2021/22

£000

Period 2			1 April 2021 - 31 May 2021							
Original Budget	Virements	Revised Annual Budget	Narrative	Year to Date				Year-End Projection		
				Budget	Actual	Variance		Forecast	Variance	
						£	%		£	%
(1)	(2)	(1)+(2) (3)	(4)	(5)	(4)-(5) (6)	(6)/(4) (7)	(8)	(3)-(8) (9)	(9)/(3) (10)	
226,603	(1,230)	225,373	Employee Costs	36,803	36,855	(52)	-0.1%	225,267	106	0.0%
219,091	(1,225)	217,866	<i>Salary and Related Costs (including overtime)</i>	35,642	35,694	(52)	-0.1%	217,760	106	0.0%
148,639	(671)	147,968	Wholetime	24,412	24,703	(291)	-1.2%	148,096	(128)	-0.1%
7,441	(51)	7,390	Control	1,222	1,174	48	3.9%	7,298	92	1.2%
26,579	-	26,579	Retained	4,217	4,161	56	1.3%	26,437	142	0.5%
36,432	(503)	35,929	Support	5,791	5,656	135	2.3%	35,929	-	0.0%
7,512	(5)	7,507	<i>Other Employee Costs</i>	1,161	1,161	-	0.0%	7,507	-	0.0%
4,010	(5)	4,005	<i>Early Retirement Charges</i>	659	659	-	0.0%	4,005	-	0.0%
748	75	823	Training	137	137	-	0.0%	823	-	0.0%
1,552	(75)	1,477	Subsistence	200	200	-	0.0%	1,477	-	0.0%
1,202	-	1,202	Other	165	165	-	0.0%	1,202	-	0.0%
24,520	2,779	27,299	Property Costs	2,607	2,615	(8)	-0.3%	27,146	153	0.6%
23,799	(931)	22,868	Supplies & Services	6,429	6,429	-	0.0%	22,868	-	0.0%
6,724	(365)	6,359	Transport Costs	858	858	-	0.0%	6,359	-	0.0%
1,621	17	1,638	Third Party Payments	342	342	-	0.0%	1,638	-	0.0%
2,343	-	2,343	Financing	195	195	-	0.0%	2,343	-	0.0%
<b>285,610</b>	<b>270</b>	<b>285,880</b>	<b>GROSS EXPENDITURE</b>	<b>47,234</b>	<b>47,294</b>	<b>(60)</b>	<b>-0.1%</b>	<b>285,621</b>	<b>259</b>	<b>0.1%</b>
(903)	(270)	(1,173)	Income	(53)	(53)	-	0.0%	(1,173)	-	0.0%
-	-	-	Disposal of Assets	-	-	-	0.0%	-	-	0.0%
<b>284,707</b>	<b>-</b>	<b>284,707</b>	<b>NET EXPENDITURE</b>	<b>47,181</b>	<b>47,241</b>	<b>(60)</b>	<b>-0.1%</b>	<b>284,448</b>	<b>259</b>	<b>0.1%</b>

**SCOTTISH FIRE & RESCUE SERVICE**  
**Resource Budget Monitoring Report**  
**For Period Ending 31 May 2021**

## 1) INTRODUCTION

The attached report covers the period 1<sup>st</sup> April 2021 – 31<sup>st</sup> May 2021. It highlights a year to date overspend of £0.060 million (0.1% of the year to date budget) with a forecast underspend of £0.259 million (0.1% of the full year budget).

## 2) FORECAST ASSUMPTIONS

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

### a) Wholetime Firefighters (WTFF)

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

- Employees who meet the retiral assumptions are expected to leave the Service at the relevant date and an acting up chain will immediately follow. This means that all retirals are forecast to result in savings at Firefighter competent level.
- Two employees are forecast to leave the Service each month, over and above those accounted for as retirals and an acting up chain will immediately follow.
- Employees who meet the requirement to retire but have not elected to leave are forecast to remain in employment for the remainder of the year.
- Those in firefighter development roles will progress to competent pay after 33 months.

The following new recruits have been included in the forecast:

Date	Intake Type	North	East	West	Total
June	Trainees	10	18	19	47
September	Trainees	8	16	24	48
January	Trainees	16	16	16	48

### Overtime

- Group shortage activity is forecast to remain above budgeted levels.
- Appliance availability is forecast to be maintained at 96%.

### Terms and Conditions

- Revised terms and conditions in respect of Marauding Terrorist Attacks (MTA) are included in the forecast.
- Training instructors' terms and conditions are harmonised from July 2021.

**b) Control**

- Staff in firefighter development roles will progress to competent pay after 36 months.
- Eight recruits are forecast to start in June 2021.

**c) Retained and Volunteer Duty System (RVDS) personnel**

- All future RVDS activity is assumed to be broadly in line with budgeted assumptions until the impact of COVID-19 is known.
- RVDS terms and conditions are harmonised from November 2021.

**d) Fuel**

- Activity levels are forecast to remain at levels similar to those seen during 2020/21 until the end of June, consistent with the budgeted assumptions.

**e) Travel, Subsistence and Catering**

- The restrictions on travel and the impact on subsistence and catering costs due to COVID-19 are forecast to continue until the end of June, consistent with the budgeted assumptions.

**f) Grants**

- It is assumed that costs in respect of COP26, Test and Protect and ESMCP will be fully recovered from third parties. They have been excluded from the resource forecast and will be treated as externally funded projects.

**3) RISKS**

In preparing the forecast, the following risks to the financial position have been identified but have not yet been accounted for in the reported position:

- Changes in the timetable for delivery of initiatives may differ from those budgeted.
- Methods of delivering initiatives may differ from those budgeted, including the appointment of existing SFRS staff into initiative fixed term posts and the corresponding vacancies that may arise as a result.
- The use of Out of Pattern Rostered Reserve days (OPRR) to assist in the delivery of COP26 may put additional pressure on the overtime budget.
- The requirement to provide additional training to maintain skills and competency may impact overtime costs.
- Further impacts of COVID-19.
- Increases in commodity prices, including the impact of the worldwide shortage of semi-conductors may put pressure on the supply chain.
- Pay award settlements may differ from those budgeted.



**BUDGET VIREMENTS**

The budget approved by the Board on 25 March 2021 reflected the financial forecast at the end of February. The budget was subsequently amended to include the following adjustments prior to being uploaded into the Service’s financial ledger:

- Reallocation of costs to reflect the anticipated savings in the first quarter from COVID-19.
- £270,000 additional income recovery of apprenticeship levy.
- £653,000 reduction in staff resourcing.
- £907,000 additional budget allocation for asset management.
- £16,000 other minor budget increases.

In addition, Strategic Leadership Team (SLT) on 14 April 2021 agreed the reallocation of funding for business cases in support of recovery activities and these have now been reflected in the revised budget for this financial year.

The table below details the above budget adjustments and other minor budget adjustments that have been made.

**Analysis of Budget Virements £000's**

	Budget Approved Budget Board	Reallocation of COVID Savings	Apprenticeship Levy Delays in 20/21 recovery	Staffing Changes Prior to Budget Upload (leavers, overtime)	Asset Investment	Other Changes Before Initial Upload	Business Cases	Other	Dev to Comp	Mess Manages Correction	SLT Changes	Revised Budget
Employee WT	148,641			(588)		(0)	84	(4)	(94)	(70)	-	147,968
Employee Control	7,441			(51)		(0)	-	-	-	-	-	7,390
Employee Retained	26,579			(1)		0	-	-	-	-	-	26,579
Employee Support	36,432			54		(0)	(735)	4	-	-	175	35,929
Employee Pension	4,010					(5)	-	-	-	-	-	4,005
Employee Training	748					0	75	-	-	-	-	823
Employee Subsistence	1,552	(75)				(0)	-	-	-	-	-	1,477
Employee Other	1,202					0	-	-	-	-	-	1,202
Property	24,520					20	2,759	-	-	-	-	27,299
Supplies & Services	23,799	522		(67)	907	(29)	(2,252)	-	94	70	(175)	22,868
Transport	6,724	(433)				(1)	69	-	-	-	-	6,359
Third party / Central Support	1,621	(14)				32	-	-	-	-	-	1,638
Financing	2,343					-	-	-	-	-	-	2,343
Unallocated Savings	-					-	-	-	-	-	-	-
Income	(903)		(270)			0	-	-	-	-	-	(1,173)
Disposal of Assets	-					-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>284,707</b>	<b>-</b>	<b>(270)</b>	<b>(653)</b>	<b>907</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>284,707</b>

## VARIANCE ANALYSIS

£000

### 1 WHOLETIME FIREFIGHTERS

#### 1.1 Year to Date

291 OVER

Wholetime Firefighter (WTFF) employee costs are currently £291,000 overspent, representing 1.2% of budget.

Wholetime salaries and related costs are overspent by £112,000, overtime related costs, including National Insurance (NI), are overspent by £189,000 and seconded income is over recovered by £10,000.

The overspend in WTFF salaries includes:

- £83,000 overspend in basic pay. This relates to an increase in the number of deferred retirals in the Service, one-off backdated payments, a post which has been transferred from the capital budget and an additional secondee whose costs are being recovered.
- £11,000 overspend for Flexi Duty pay, the result of there being more Flexi Duty Officers (FDO) than budgeted.
- £5,000 overspend in respect of payments in lieu of holidays and notice.
- £13,000 overspend in respect of other pay costs.

The overspend in overtime includes:

- £146,000 overspend relating to group shortages and TOIL. This is partly due to the profiling of OPRR to ensure sufficient capacity is available later in the year to support the COP26 event.
- £20,000 overspend relating to training instructors overtime.
- £14,000 overspend relating to incidents that span shift change overs.
- £10,000 underspend relating to public holidays and holiday payments.
- £23,000 in overspend relating to overtime NI.
- Other overtime costs are £4,000 underspent.

The over recovery in seconded income relates to an additional secondee as outlined above.

**1.2 Forecast****128 OVER**

Wholetime employee costs are forecast to be £128,000 overspent, representing 0.1% of budget.

WTFF Salaries are forecast to be £145,000 underspent, mainly due to new recruits being less than budgeted. This is partially offset by increased costs arising as a result of an increase in the number of employees electing to delay their retirement.

Overtime costs (including NI) are forecast to overspend by £299,000 as detailed in section 1.1. The forecast reflects the realignment of roster days to support COP26.

Seconded income is forecast to over recover by £26,000 as detailed in section 1.1, which includes an anticipated retiral later in the year.

**1.3 Action to be Taken**

The Operational Availability Group should continue to oversee the management of appliance availability and associated overtime costs and should review the impact of re-profiling OPRR to support COP26.

The impact of COVID-19 on future recruitment plans should continue to be reviewed and any changes reflected in future planning assumptions.

The timetable to deliver business case initiatives will continue to be monitored and any changes reflected in future forecasts.

**2 CONTROL FIREFIGHTERS****2.1 Year to Date****48 UNDER**

Control Firefighter costs are currently £48,000 underspent, representing 3.9% of budget.

There is an underspend in salary related costs of £62,000 due to vacancies both within the Operational Control Rooms and within Strategic Operations. This is partly offset by additional overtime costs (including NI) of £14,000.

**2.2 Forecast****92 UNDER**

Control Firefighter costs are forecast to be £92,000 underspent, representing 1.2% of budget.

## OFFICIAL

The underspend in salary related costs is forecast to increase to £158,000 which includes eight planned recruits that are scheduled to commence in June.

Overtime (Including NI) is forecast to overspend by £66,000.

### 2.3 Action to be Taken

This position will continue to be closely monitored.

Recruitment plans should be managed to ensure they account for staff that will be returning from the Command and Control capital project throughout 21/22.

## 3 RETAINED AND VOLUNTEER FIREFIGHTERS

### 3.1 Year to Date

**56 UNDER**

Retained costs are currently £56,000 underspent, representing 1.3% of budget.

There is an underspend in payments for attendance at training courses, of £94,000. This underspend is a result of the COVID-19 restrictions.

Payments for attendance at drill nights are £75,000 underspent due to the impact of COVID-19 on drill night activity.

Retaining fees are £58,000 underspent reflecting lower levels of Retained employees across the North and West Service Delivery Areas (SDA).

Unbudgeted costs directly attributable to COVID-19 are causing an overspend of £91,000. This includes costs to ensure all RVDS employees receive payments where they are unable to attend drill nights due to COVID-19 and sickness payments for employees that have been required to self-isolate during the pandemic.

Attendance allowances and disturbance fees are £22,000 overspent reflecting the higher availability seen at retained stations during the period of COVID-19 restrictions.

Turnout costs, including standbys are £15,000 overspent.

Equipment maintenance costs are £12,000 overspent.

Other RVDS costs are £31,000 overspent, the majority of which relates to payments to employees during periods of sickness.

It should be noted that due to natural delays in the submission of payroll claims, costs in May reflect activity that took place in April.

### 3.2 Forecast

142 UNDER

Retained costs are forecast to be £142,000 underspent, representing 0.5% of budget.

Training course activity is forecast to be on budget with an increase in activity expected during the year. Included within the forecast in £418,000 in respect of training activity to support the Safe & Well initiative.

Payments for attendance at drill nights are forecast to be £237,000 underspent. This includes £163,000 in respect of the delay in the initiative to harmonise Retained terms and conditions.

Retaining fees are forecast to remain £58,000 underspent.

Unbudgeted costs directly attributable to COVID-19 are forecast to remain £91,000.

Attendance allowances and disturbance fees are forecast to remain £22,000 overspent.

Turnout costs, including standbys are forecast to remain £15,000 overspent.

Equipment maintenance costs are forecast to remain £12,000 overspent.

Other RVDS costs forecast to be £13,000 overspent.

### 3.3 Action to be Taken

A review should be undertaken of the Safe & Well initiative and whether the forecast training activity associated with it will be delivered this year.

This position will continue to be monitored.

**4 SUPPORT STAFF**

**4.1 Year to Date** **135 UNDER**

Support staff costs are currently £135,000 underspent, representing 2.3% of budget.

Vacant posts across the Service account for the underspend of £362,000, partly offset by an overspend in agency staff costs of £227,000.

**4.2 Forecast** **ON BUDGET**

Support staff costs are forecast to be on budget.

Dedicated plans to increase recruitment combined with increased levels of agency staff are forecast to result in spend being in line with budget.

**4.3 Action to be Taken**

The planned increased levels of recruitment will continue to be monitored and any changes reflected in future forecasts.

**5 EARLY RETIREMENT CHARGES**

**5.1 Year to Date** **ON BUDGET**

Early retirement charges are on currently budget.

**5.2 Forecast** **ON BUDGET**

Early retirement charges are forecast to be on budget.

**5.3 Action to be Taken**

Early retirement charges will continue to be closely monitored.

**6 TRAINING**

**6.1 Year to Date** **ON BUDGET**

Training costs are currently on budget.

**6.2 Forecast ON BUDGET**

Training costs are forecast to be on budget.

**6.3 Action to be Taken**

This position will continue to be monitored.

**7 SUBSISTENCE**

**7.1 Year to Date ON BUDGET**

Subsistence costs are currently on budget.

**7.2 Forecast ON BUDGET**

Subsistence costs are forecast to be on budget.

**7.3 Action to be Taken**

This position will continue to be monitored.

**8 OTHER EMPLOYEE COSTS**

**8.1 Year to Date ON BUDGET**

Other employee costs are currently on budget.

**8.2 Forecast ON BUDGET**

Other employee costs are forecast to be on budget.

**8.3 Action to be Taken**

This position will continue to be monitored.

**9 PROPERTY**

**9.1 Year to Date**

**8 OVER**

Property costs are currently £8,000 overspent, representing 0.3% of budget.

Security costs are £12,000 overspent following a temporary increase in the provision of security at the Newbridge training facility.

The earlier than expected sale of Thornton accounts for savings of £4,000 in respect of utility charges.

**9.2 Forecast**

**153 UNDER**

Property costs are forecast to be £153,000 underspent, representing 0.6% of budget.

The earlier than expected sale of Thornton accounts for savings of £172,000 in respect of rates and utility charges.

The additional costs for security at Newbridge is forecast to continue until the end of July and result in a forecast overspend of £19,000.

**9.3 Actions to be Taken**

This position will continue to be monitored.

**10 SUPPLIES & SERVICES**

**10.1 Year to Date**

**ON BUDGET**

Supplies and Services are currently on budget.

**10.2 Forecast**

**ON BUDGET**

Supplies and services are forecast to be on budget.

**10.3 Action to be Taken**

This position will continue to be monitored.



**11 TRANSPORT**

**11.1 Year to Date** **ON BUDGET**

Transport costs are currently on budget.

**11.2 Forecast** **ON BUDGET**

Transport costs are forecast to be on budget.

**11.3 Action to be Taken**

This position will continue to be monitored.

**12 THIRD PARTY PAYMENTS**

**12.1 Year to Date** **ON BUDGET**

Third party payments are currently on budget.

**12.2 Forecast** **ON BUDGET**

Third party payments are forecast to be on budget.

**12.3 Action to be Taken**

This position will continue to be monitored.

**13 FINANCING**

**13.1 Year to Date** **ON BUDGET**

Financing costs are currently on budget.

**13.2 Forecast** **ON BUDGET**

Financing costs are forecast to be on budget.

**13.3 Action to be Taken**

This position will continue to be monitored.

**14 INCOME**

**14.1 Year to Date**

**ON BUDGET**

Income is currently on budget.

**14.2 Forecast**

**ON BUDGET**

Income is forecast to be on budget.

**14.3 Action to be Taken**

This position will continue to be monitored.

**Forecast Impact of COVID-19 on the 2021/22 Resource Budget**

	<b>COVID-19 Costs £000's</b>	<b>COVID-19 Savings £000's</b>	<b>Net (Cost) / Saving of COVID-19 £000's</b>
<b>Wholetime</b>	(254)	541	287
<b>Control</b>	-	-	-
<b>Retained</b>	(91)	237	146
<b>Support</b>	-	-	-
<b>Training</b>	-	-	-
<b>Subsistence</b>	-	-	-
<b>Other</b>	-	-	-
<b>Property Costs</b>	-	-	-
<b>Supplies &amp; Services</b>	-	-	-
<b>Transport Costs</b>	-	-	-
<b>Third Party</b>	-	-	-
<b>Income</b>	-	-	-
<b>TOTAL</b>	<b>(345)</b>	<b>778</b>	<b>433</b>

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



Report No: B/FCS/10-21

Agenda Item: 16

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>24 JUNE 2021</b>						
<b>Report Title:</b>	<b>CAPITAL MONITORING REPORT 2021/22 – MAY 2021</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u><a href="#">A</a></u>	<u><a href="#">B</a></u>	<u><a href="#">C</a></u>	<u><a href="#">D</a></u>	<u><a href="#">E</a></u>	<u><a href="#">F</a></u>
<b>1</b>	<b>Purpose</b>						
1.1	To advise the Board of actual and committed expenditure against the 2021/22 capital budget for the period ending 31 May 2021.						
<b>2</b>	<b>Background</b>						
2.1	The Budget (Scotland) Bill, passed by the Scottish Parliament on 28 January 2021 set Capital DEL funding for the Scottish Fire and Rescue Service (SFRS) at £32.5m for 2021/22.						
2.2	The budgeted net book value for the sale of surplus property is £0.760m. This is for the sale of Maddiston, where a capital receipt is expected for £0.750m in July 2021.						
2.3	The sale of Thornton took place in April 2021, earlier than expected, which resulted in a capital receipt of £0.300m and a net book value of £0.319m. The net book value has been allocated to the McDonald Refurbishment Project in the 2021/22 Capital Budget, as shown in Section 3.3.						
2.4	Scottish Government's ambition to phase out the need for diesel and petrol cars and vans by 2032, is articulated in Transport Scotland's "Switched On Scotland" action plan. As part of that plan, the Energy Savings Trust awarded SFRS with a Grant of £0.624m in September 2019 for the purchase of Electric Vehicle Charging Points Infrastructure, at nine locations across the Service. A further Grant of £2.095m was awarded in November 2020 from Transport Scotland to lease 62 Low Emission Electric Cars (£0.644m) over a three-year period, and to purchase additional Electric Vehicle Charging Infrastructure (£1.451m) at forty-nine locations across the Service.						
2.5	Grant conditions allow for orders to be placed by the end of one financial year, with delivery within the following year. As such, total spend from these grants within last financial year was £1.520m. A further £1.199m is expected to be spent in the current financial year. Total forecast spend will match the total Grants offered in 2020/21.						
2.6	The revised budget is £34.778m, as shown in Section 3.1.						

<b>3</b>	<b>Budget Summary</b>																																																																
<b>3.1</b>	<b>Expenditure</b>																																																																
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<b>3.3</b>	<b>Budget Virements</b>																																																																
3.3.1	Early budget pressures have been identified within the McDonald Road Refurbishment Project and the Portlethen Training Facility Project.																																																																
3.3.2	Discussions took place at the May Capital Monitoring Group and a virement of £0.500m from the Training Sites Life Cycle Programme Project was agreed to be reallocated into the Portlethen Training Facility Project as the requirements will be delivered by this project.																																																																
3.3	The early sale of Thornton in April 2021 resulted in an additional net book value of £0.319m and a capital receipt of £0.300m, which was originally budgeted for 2022/23. SLT agreed on the 28 April that the net book value of £0.319m should be reinvested into the current capital programme for property projects. At the May capital monitoring meeting the £319K was transferred into the McDonald Road Refurbishment Project.																																																																
<b>3.4</b>	<b>Progress During the Month</b>																																																																
3.4.1	<b>Expenditure</b>																																																																
3.4.2	The limitations of a Covid-secure workplace for the McDonald Road Refurbishment project, has resulted in delays to the project and ultimately higher costs. The site is working at 40% capacity; therefore, the extension of the project has resulted in additional costs for temporary accommodation and contractors preliminaries. There is also a scarcity of Construction Materials resulting in cost increases. As noted above a budget virement was completed in the month of £0.319m, from the Sale of Thornton, to alleviate some of the Budget pressures. A																																																																

	separate tender exercise is now being progressed for the Museum and it is anticipated that the new tender pack will be issued in the coming month.
3.4.3	Orders have been placed in the month for seven Rescue Pump Chassis's, with expected delivery in March 2022 which is significantly later than anticipated due to supply shortages.
3.4.4	The second issue of PPE to RVDS firefighters is being rolled out.
3.4.5	Sixty Safe Working at Height (SWAH) kits were ordered in the month. 7,500 Torches were ordered in May and the first 1000 units were delivered in the month.
3.4.6	Work continues with preparatory works for the creation of SAT/Go live Operational Control's (OC) at Edinburgh and Dundee for the Command & Control Futures project. This requires relocation of the existing Incident Support Room (ISR) functionality and OC training facilities on a temporary basis.
3.4.7	The analysis phase of the People, Training, Finance & Asset Systems (PTFA) programme is gaining momentum and a process catalogue is being developed for the first tranche areas of Finance and People/Payroll. Preparations are being made for the next tranche - rostering and duty management. Discussions are on-going with the departments on the requirement to release resources to the Programme to allow this analysis phase to progress to the more detailed stages and data discovery phase, so that a statement of requirements can be ready for September 2021. The initial phase of market engagement with suppliers is complete and key learning has been documented and presented to the Programme Board.
3.4.8	Orders have been placed for fifty-eight sites for Electric Vehicle Charging points from Grants offered in 2020/21. Fifty-one installations have been completed to date.
<b>3.5</b>	<b>Progress Anticipated Next Month</b>
3.5.1	<b>Expenditure</b>
3.5.2	A batch of nineteen completed Rescue Pumps ordered in 2020/21, are expected to be delivered by autumn. Tender evaluations for the purchase of up to sixteen Medium Weight Rescue Pumps are on-going and the contract is expected to be awarded in the summer. The User Intelligence Group (UIG) is underway for the Fire Investigation Unit replacements and the Invitation to Tender (ITT) is expected to be issued in the coming months.
3.5.3	143 Wholtime firefighter recruits are expected this year who will require two sets of PPE. A further twenty RVDS recruits are expected in June, August, November and February, who will also be issued with two sets of PPE.
3.5.4	The next stage of the PTFA market engagement with suppliers will involve speaking to other customers of these suppliers, refining the scope and issuing subsequent Prior Information Notices (PINs) to the market for further clarification on future implementation and licence costs.
3.5.5	Seven Electric Vehicle Charging point sites have had electrical installations completed and are awaiting the Distribution Network Operator (DNO) connections. These are expected to take place over the coming months.
<b>3.6</b>	<b>Receipts</b>
3.6.1	Missives are agreed for the sale of Maddiston and the full demolition warrant has been obtained by the purchaser. Demolition has commenced for all of the buildings, except the warehouse. All legal matters are concluded and vacant possession is expected by the end of July. Expected capital receipt of £0.750m due thereafter, with a net book value of £0.760m.
3.6.2	The sale of Thornton took place in April 2021, earlier than expected, which resulted in a capital receipt of £0.300m and a net book value of £0.319m. The net book value has been allocated to the McDonald Refurbishment project.

3.6.3	Excess land at Cove Fire Station has been identified as surplus and is expected to be sold by the end of the summer. The land is being sold to a neighbouring residential owner. Expected capital receipt of £0.007m and net book of value of £0.007m. The net book value has still to be allocated to the 2021/22 Capital Budget.
<b>3.7</b>	<b>Forecast</b>
3.7.1	Appendix A provides the forecast spend profile for the full financial year.
3.7.2	Total forecast expenditure is expected to be in line with the revised budgeted figure of £34.778m.
<b>4</b>	<b>Recommendation</b>
4.1	The Board is asked to: (a) scrutinise the level of actual and committed expenditure for the period ended 31 May.
<b>5</b>	<b>Key Strategic Implications</b>
<b>5.1</b>	<b>Risk</b>
5.1.1	The current worldwide shortage of semi-conductors poses significant risks to the delivery of Rescue Pump Chassis's, Laptops and the connection of Electric Vehicle Charging Points in the financial year. This is being closely monitored through the Capital Monitoring Group and actions will be taken accordingly.
5.1.2	Due to the current Covid pandemic, building construction costs have significantly increased, which could potentially impact Capital spending in the year. This will be closely monitored through the Capital Monitoring Group and actions will be taken accordingly.
5.1.3	SLT agreed that these risks should be reviewed and included in the strategic risk register.
<b>5.2</b>	<b>Financial</b>
5.2.1	Financial implications are detailed within the report.
<b>5.3</b>	<b>Environmental &amp; Sustainability</b>
5.3.1	Environmental and sustainability plans are incorporated within each property project.
5.3.2	Investment in Euro 6 fire appliances and electric light fleet is making a significant contribution to greenhouse gas emissions.
<b>5.4</b>	<b>Workforce</b>
5.4.1	SFRS employees will benefit from this investment in our asset base.
<b>5.5</b>	<b>Health &amp; Safety</b>
5.5.1	The introduction of new appliances, equipment and property, as well as ICT upgrades, will further enhance the health, safety and welfare of employees and the public.
<b>5.6</b>	<b>Training</b>
5.6.1	The capital programme includes significant investment in training facilities.
5.6.2	Where training is required in relation to new assets, this is co-ordinated through project boards, overseen by the Asset Management Liaison Board.
<b>5.7</b>	<b>Timing</b>
5.7.1	This report covers the period up to 31 May 2021.

5.8 5.8.1	<b>Performance</b> Total forecast expenditure is expected to be in line with the budgeted figure of £34.778m.	
5.9 5.9.1	<b>Communications &amp; Engagement</b> Key stakeholders are engaged during project development and implementation.	
5.10 5.10.1	<b>Legal</b> External legal support is in place to facilitate the sale of assets.	
5.11 5.11.1	<b>Information Governance</b> Any applicable information governance implications are addressed during project implementation.	
5.12 5.12.1	<b>Equalities</b> Equality Impact Assessments are undertaken during project development and implementation, as required.	
5.13 5.13.1	<b>Service Delivery</b> Capital investment in property, ICT, fleet and equipment is required to improve and maintain service delivery capabilities. The introduction of new assets is closely coordinated between asset management, training and local service delivery areas.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Acting Director of Finance and Procurement advised the Board of actual and committed expenditure against the 2021/22 capital budget for the period ending 31 May 2021. The Board scrutinised the budget virements in the period.	
6.2	It is currently anticipated that the revised budget of £34.778m will spend by 31 March 2022.	
<b>7</b>	<b>Appendices/Further Reading</b>	
7.1	Appendix A – Forecast spend profile – Capital Programme 2021/22	
<b>Prepared by:</b>	Tracey-Anne Morrow, Deputy Accounting Manager	
<b>Sponsored by:</b>	Lynne McGeough, Acting Head of Finance and Procurement	
<b>Presented by:</b>	John Thomson, Acting Director of Finance and Procurement	
<b>Links to Strategy and Corporate Values</b>		
Our Money & Our Performance – SFRS Strategic Plan 2019-22		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Strategic Leadership Team</i>	<i>23 June 2021</i>	<i>For Information</i>
<i>Board</i>	<i>24 June 2021</i>	<i>For Scrutiny</i>



## Scottish Fire &amp; Rescue Service

## Forecast Spend Profile – Capital Programme 2021/22

£000

Category	Approved Budget	Actual	Forecast					Variance to budget	Variance (%)
		Apr-May	Jun-Sep	Oct-Dec	Jan-Mar	Total			
Property – Major Works	7,719	620	3,175	2,435	1,489	7,719	0	0	
Property – Minor Works	7,550	243	1,205	2,593	3,509	7,550	0	0	
Vehicles	8,650	0	200	2,292	6,158	8,650	0	0	
ICT	5,660	281	2,148	1,112	2,119	5,660	0	0	
Operational Equipment	4,000	487	1,698	942	873	4,000	0	0	
Transition to Net Zero Grants	1,199	0	1,199	0	0	1,199	0	0	
<b>TOTAL EXPENDITURE</b>	<b>34,778</b>	<b>1,631</b>	<b>9,625</b>	<b>9,374</b>	<b>14,148</b>	<b>34,778</b>	<b>0</b>	<b>0</b>	
<b>CUMULATIVE TOTAL</b>	<b>34,778</b>	<b>1,631</b>	<b>11,256</b>	<b>20,630</b>	<b>34,778</b>				

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



Report No: B/SPPC/12-21

Agenda Item: 17

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>24 JUNE 2021</b>						
<b>Report Title:</b>	<b>COMBINED RISK AND PERFORMANCE REPORT - QUARTER 4</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u><a href="#">A</a></u>	<u><a href="#">B</a></u>	<u><a href="#">C</a></u>	<u><a href="#">D</a></u>	<u><a href="#">E</a></u>	<u><a href="#">F</a></u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to present the Board of the Scottish Fire and Rescue Service with a quarterly progress report on how we are performing against our strategic outcomes and objectives.						
<b>2</b>	<b>Background</b>						
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.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	The quarterly progress report is attached as <b>Appendix A</b> . This provides details of progress made against our Strategic Outcomes up to end of March 2021.						
3.2	<b>Strategic Risks</b>						
3.2.1	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"> <li>• 4 Strategic Risks are noted as Very High Risk (Red RAG Status)</li> <li>• 5 Strategic Risks are noted as High Risk (Amber RAG Status)</li> </ul>						
3.3	<b>Annual Operating Actions</b>						
3.3.1	This section of the report provides details of the progress made against the actions of the Annual Operating Plan 2020/21.						
3.3.2	The Annual Operating Plan 2020/21 began the year with 63 actions, however, following a review at the end of last year, it was streamlined to include 42 actions that were to be progressed throughout the year.						

3.3.3	<p>At the end of the last quarter of 2020/21, the following progress has been reported:</p> <ul style="list-style-type: none"> <li>• 23 actions have been completed and are noted as <b>green</b>.</li> <li>• 19 actions were not completed within the reporting year: <ul style="list-style-type: none"> <li>○ 16 are noted as <b>amber</b> due to the slip in timescales</li> <li>○ 3 are marked as <b>red</b> as they have not progressed as planned and timescales have slipped.</li> </ul> </li> </ul>
3.3.4	<p>Detailed commentary on the amber and red actions which have experienced slippage is contained within section 3 of the attached report. The commentary for each of these actions also provides information on how that action will continue to be reported upon.</p>
3.3.5	<p>The majority of amber/red actions within Section 3 of the report will be carried forward into the Annual Operating Plan 2021/22 (10 out of 19). A further 5 actions, which had milestones that were due for completion this year but will not be carried forward into the next plan, will be reported on as a residual action within Section 4 of the Combined Risk and Performance Report moving forward. Updated due dates will be provided for all residual actions. Finally, 4 actions have been identified by the previous review exercise as business as usual - these will no longer be reported on via the Combined Risk and Performance Review Report. Instead, they will be managed via Directorate work plans.</p>
3.3.6	<p>Board members are asked to review the commentary and confirm they are happy with these proposals.</p>
3.3.7	<p>Section 4 provides commentary on the nine actions that have been carried forward from the previous 2019/20 Annual Operating Plan. Board members are asked to note: Only two of these actions have been completed over the reporting year (green)</p> <ul style="list-style-type: none"> <li>• A further 2 will be amalgamated into a current action within the Annual Operating Plan 2021/22 (red).</li> <li>• This leaves 5 actions that which are still overdue, despite a deadline of March 2020.</li> </ul>
3.4	<p><b>Our Corporate Measures</b></p>
3.4.1	<p>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.</p>
3.4.2	<p>Up to the end of the reporting year of the 17 measures identified:</p> <ul style="list-style-type: none"> <li>• 6 measures are on track to meet their target</li> <li>• 1 measure is slightly off target</li> <li>• 1 measures are off track to meet their target</li> <li>• 9 measures have no target but are being closely monitored.</li> </ul>
3.4.3	<p>Further information on those measures which are off track or are of heightened interest are provided within the report.</p>
3.5	<p><b>Our Projects</b></p>
3.5.1	<p>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.</p>
<b>4</b>	<b>Recommendation</b>
4.1	<p>The Board is invited to:</p> <ul style="list-style-type: none"> <li>• scrutinise the quarterly report and progress made against our strategic outcomes and objectives as detailed in Appendix A.</li> <li>• Review the commentary in Section 3 and confirm they are content with the proposals for future reporting.</li> </ul>

<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	This report high level Strategic Risk information. Links have also 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.
5.2	<b>Financial</b>
5.2.1	There are no financial implications arising from this report. Any financial implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no environmental and sustainability implications arising from this report. The Annual Operating Plan 2020/21 contains actions which supports SFRS commitment to protecting the environment and achieving greater sustainability.
5.4	<b>Workforce</b>
5.4.1	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.
5.5	<b>Health &amp; Safety</b>
5.5.1	The Annual Operating Plan 2020/21 contains actions which supports SFRS commitment to health, safety and wellbeing.
5.6	<b>Training</b>
5.6.1	There are no training implications arising from this report.
5.7	<b>Timing</b>
5.7.1	This progress report covers the period up to and including Quarter 4 (1 January 2021 – 31 March 2021).
5.8	<b>Performance</b>
5.8.1	Progress against the Annual Operating Plan is reported to the Senior Management Board, Strategic Leadership Team and the SFRS Board.
5.9	<b>Communications &amp; Engagement</b>
5.9.1	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.
5.10	<b>Legal</b>
5.10.1	Delivery of the Annual Operating Plan meets with the requirements of the Governance and Accountability Framework.
5.11	<b>Information Governance</b>
5.11.1	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.
5.12	<b>Equalities</b>
5.12.1	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.

5.12.2	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	<b>Service Delivery</b> The content of this progress report does not impact upon Service Delivery.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Director of Strategic Planning, Performance and Communications presented the Combined Risk and Performance Report for Quarter 4 to members of the Board Members for scrutiny.	
<b>7</b>	<b>Appendices/Further Reading</b>	
7.1	Appendix A – Combined Risk and Performance Report Quarter 4 Progress Report.	
<b>Prepared by:</b>	Louise Patrick, Planning and Performance Officer	
<b>Sponsored by:</b>	Richard Whetton, Head of Governance, Strategy and Planning	
<b>Presented by:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications	
<b>Links to Strategy and Corporate Values</b>		
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.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Senior Management Board</i>	<i>19 May 2021</i>	<i>For recommendation</i>
<i>Strategic Leadership Team</i>	<i>23 June 2021</i>	<i>For recommendation</i>
<i>SFRS Board</i>	<i>24 June 2021</i>	<i>For scrutiny</i>

**Working together  
for a safer Scotland**



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

# **CORPORATE RISK AND PERFORMANCE 2020/21**

## **Quarter 4 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

This section 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 the actions, measures and projects.

- Red indicates an activity is not progressing as planned or data is 10% or over is target
- Amber suggest that an activity is slightly off track or data is not meeting its target but remains 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 about 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.

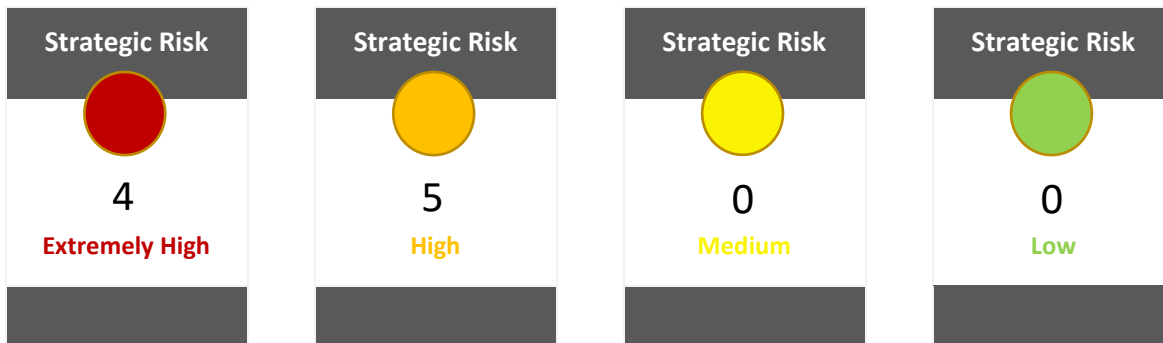
### Section 4 – Residual Annual Operating Plan Action 2019/20

This section provides commentary against those actions that have carried forward from the Annual Operating Plan 2019/20.

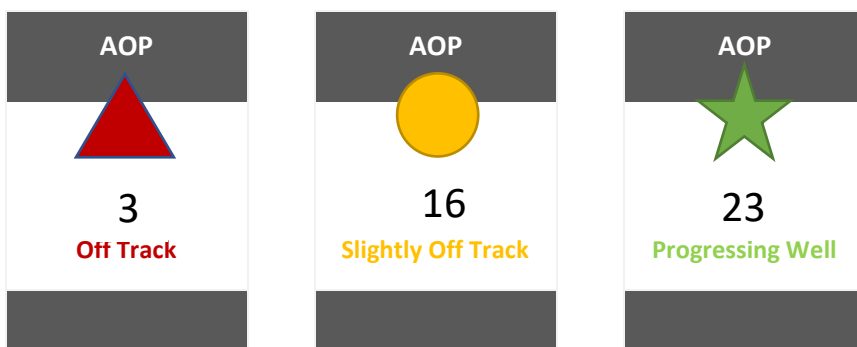
More detailed reports of our [risks](#), measures and [projects](#) are provided to Committees of the Board to enable closer scrutiny of the steps we are taking to manage these.

## Section 1: Executive Summary

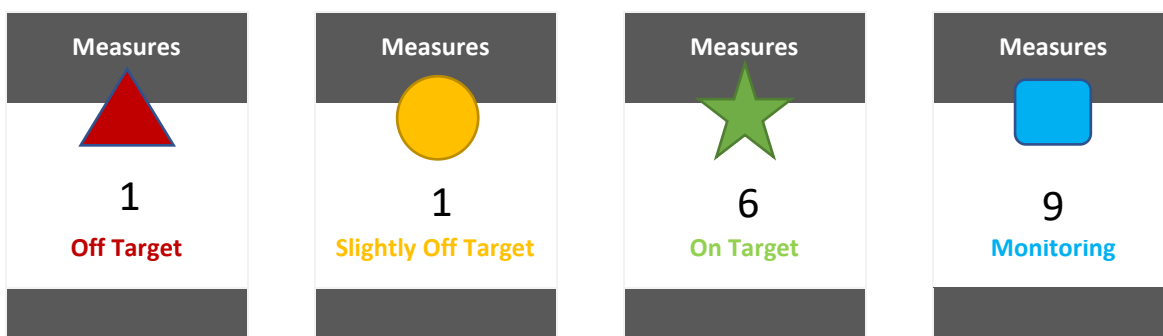
### Strategic Risks Ratings Totals



### 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 (against tasks due by March 21)	RAG
Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences.	Service Delivery	01/04/2020	31/03/2021	100%	★

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Safe and Well Project	▲	★	●	★

### Home Fire Safety Visits



**20,171**

**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 (HFSV) where we have reported considerably less visits than in previous years.

Guidance on conducting HFSVs will be provided in the SFRS Response to Scottish Government Covid-19 Protection Levels. In all cases LSO areas shall prioritise High Risk HFSVs. Where Low and Medium risks cannot be resourced due to the focus on High Risk visits, or as a result of COVID-19 restriction levels, consideration will be given to addressing low and medium risk requests through the “Quick 5” questionnaire and/or directing relevant house holders to the interactive Online Home Safety Checker.

A Prevention and Protection Recovery Plan has been developed that includes the requirement for Local Areas to reintroduce and prioritise

High Risk Home Fire Safety Visits in line with SFRS guidance in response to Scottish Government protection levels. To support this plan Local Senior Officer (LSO) Areas have been tasked with developing local Prevention and Protection (P&P) Recovery Plans. Part of these plans should consider the resourcing of additional High Risk HFSVs using various staffing options including the use of overtime, RVDS staff and other existing mechanisms to deploy personnel to undertake activities in accordance with the local priorities.

The Function will engage with LSO P&P managers to prioritise the most appropriate use of funding to secure additional Community Safety Advocates.

The Make the Call campaign will be reviewed and utilised to support the identification and generation of high risk referrals. This will also be refined to use with specific groups, e.g. the Care Sector.

### 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 (against tasks due by March 21)	RAG
Develop SFRS approach to high rise domestic buildings.	Service Delivery	01/04/2020	31/03/2021	100%	★
Introduce the revised standard of smoke detection.	Service Delivery	01/10/2019	31/03/2021	100%	★
Review SFRS Fire Safety Enforcement arrangements.	Service Delivery	01/04/2020	31/03/2021	63%	▲

#### Non-Domestic Fires



1,338

On Target

YTD

The coronavirus impact in Scotland is evident on many of our indicators.

As businesses, schools and other non-residential premises were locked down, rates of non-domestic fires have fallen.

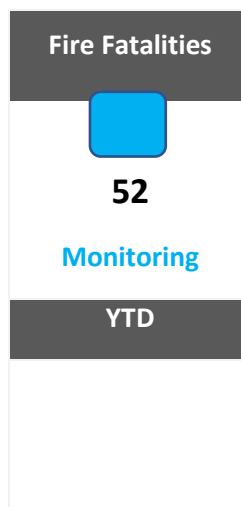
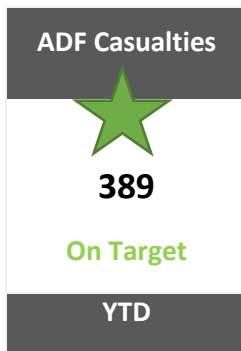
## Strategic Outcome 1: Prevention

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 (against tasks due by Mar 21)	RAG
Undertake a review of the structure of the Fire Investigation section to ensure the most effective and efficient model is in place.	Service Delivery	01/10/2020	30/09/2021	100%	★



Fire casualties resulting from accidental fires in the home continued to be markedly lower than in previous years. The target reduction of three per cent based on the moving three-year average was surpassed with a reduction greater than ten per cent achieved.

Fatalities resulting from fires in the home have had a significantly different outcome in the last year, with the last two years recording both the lowest and the highest fatality rates over the last nine years. 2020-21 fatalities were slightly higher than in 2018-19 and 2017-18 which reflects on the current three-year average being higher than the previous three-year average by only three per cent.

The Service identified an increase in fire deaths during the first Quarter of 2020 and analysed the circumstances of each fatality to identify a set of key risk factors. These risk factors were used to develop a targeted preventative campaign, "Make the Call" to reach those most at risk. The campaign is ongoing and has been promoted through multiple channels and partners, it forms a key part of the Prevention and Protection Function recovery plan.

### 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 (against tasks due by March 21)	RAG
Review and revise the Unwanted Fire Alarm Signal (UFAS) Strategy.	Service Delivery	01/14/2020	30/09/2021	87%	●

Unwanted Fire Alarm Signals



23,715

On Target

YTD

Unwanted Fire Alarm incidents affecting educational premises out of lockdown were not dissimilar to previous years, however, the incidents reported during quarters one, two and four mean that UFAS are down by a third on 2019-20.

Hospitals are premises that have been under significant pressure in terms of demand, yet UFAs in hospital premises are down by around one fifth on the previous year.

**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	★	★	★	★

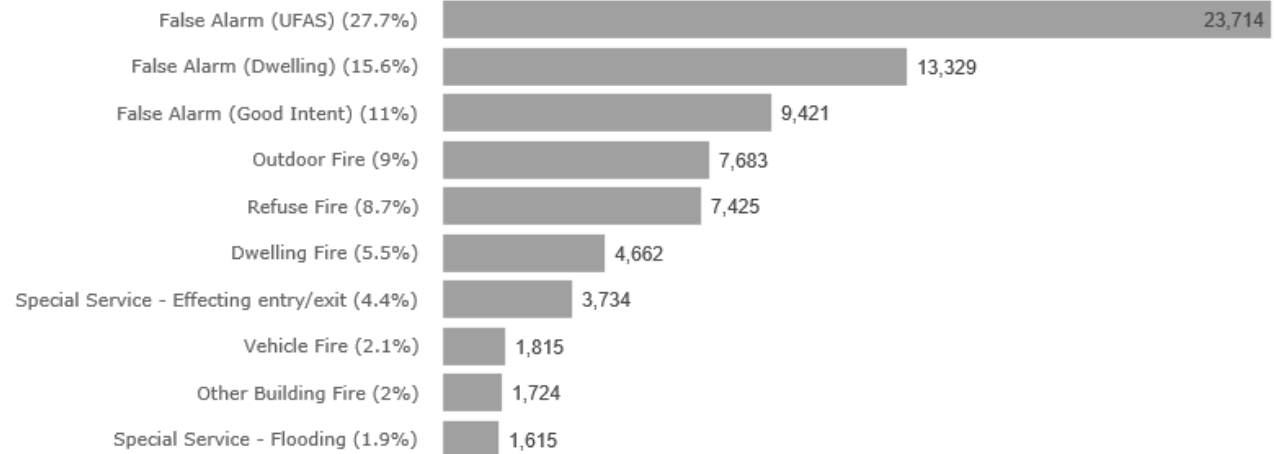
**Incidents Attended**

**85,539**

Monitoring

**YTD**

**Top 10 Incident Types Attended**



## Strategic Outcome 2: Response

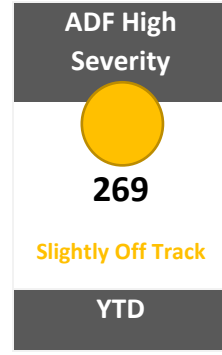
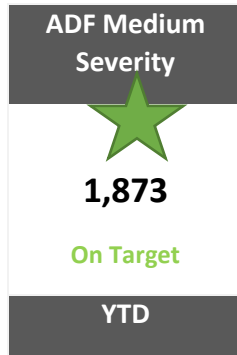
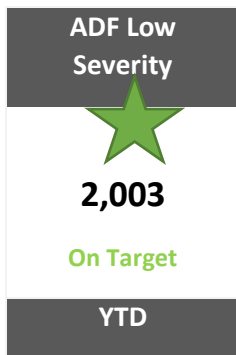
Our flexible operational response provides an effective emergency response to meet diverse community risks across Scotland.

**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 (against tasks due by March 21)	RAG
Complete the preparation and development phase of an SFRS Operations Strategy.	Service Delivery	01/07/2020	30/09/2021	100%	★
Develop a Wildfire Concept of Operations and Implementation Plan.	Service Delivery	01/10/2019	31/03/2023	100%	★
Ensuring resilience, deliver national events taking place across Scotland during 2020/21.	Service Delivery	01/10/2019	31/03/2022	30%	●

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Out of Hospital Cardiac Arrest Phase Two	★	★	★	★
Demand Based Duty System	★	★	★	★



Accidental dwelling fires of low and medium severity continue to be below the seasonal averages for the time of year.

High-severity fires this quarter are about the same as the seasonal average, and have not been reducing in line with those of low- and medium-severity.

Median Response Times



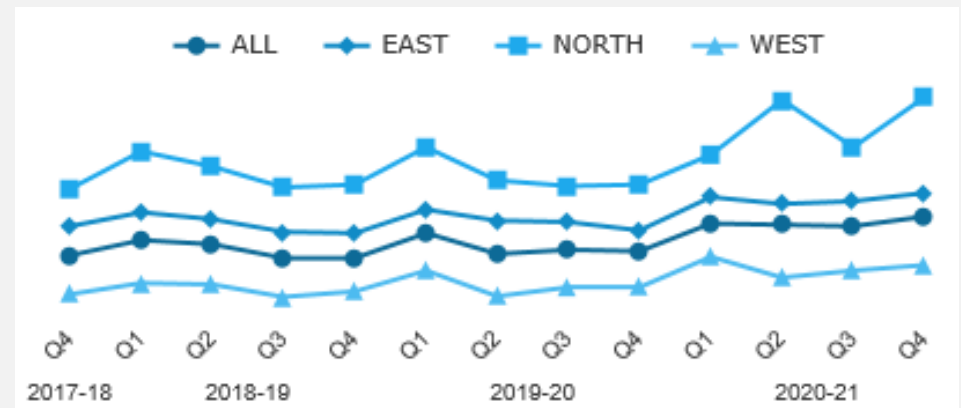
5,699  
**E**  
8m 21s

4,203  
**N**  
9m 30s

9,318  
**W**  
7m 29s

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. Response times increased nationally against the previous quarter by seven seconds. This included marginal increases in ESDA and WSDA, with NSDA returning to second quarter performance levels (36 second increase). A collaborative exercise involving Service Delivery and SPPC Data Services will look at overall response later this year and aim to identify the factors driving regional increases.





## 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
------------------------------	-------------	------------	----------	-----

No associated actions identified this reporting period

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
RVDS Strategy	★	★	★	★

**RDS Appliance Availability**




**88%**

On Target

Latest

**WT Appliance Availability**



**97.7%**

Monitoring

YTD

Quarterly RDS availability varies cyclically each year because of seasonal differences in working patterns amongst other things. However, availability over the past four quarters has varied significantly due to crew availability during lockdown.

Availability during the fourth quarter has again increased which we believe can be linked to national restrictions put in place from January, impacting RDS staff whose primary employment may have been affected by lockdown restrictions.

**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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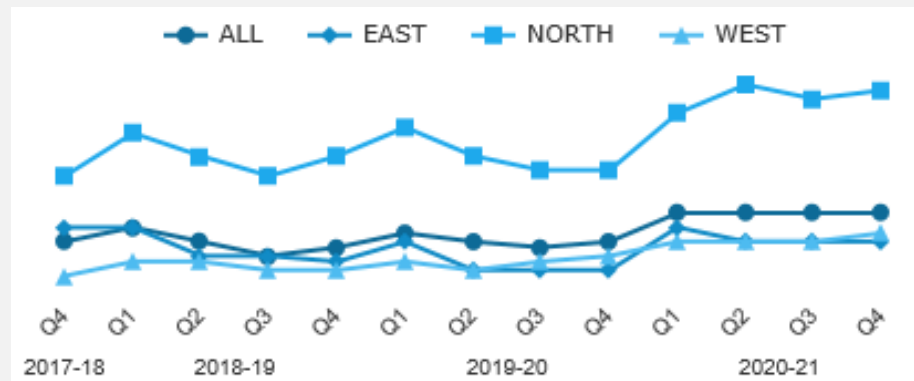
No associated actions identified this reporting period

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Command and Control Futures	●	▲	●	●

Median Call Handling Times



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 four 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 (against tasks due by March 21)	RAG
Harmonise Instructor Terms and Conditions.	Training, Safety and Assurance	01/10/2019	31/12/2020	98%	●
Review, revise and implement Pay and Reward Frameworks.	People and Organisational Development	01/04/2020	31/03/2023	97%	●
Strengthen and promote the SFRS Total Reward Package.	People and Organisational Development	01/04/2020	31/03/2022	75%	●
Support, promote and monitor the development of a positive transparent working culture.	People and Organisational Development	01/10/2019	31/03/2023	85%	●

**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 (against tasks due by March 21)	RAG
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	100%	★
Develop and implement revised health assessments in accordance with physical distancing measures.	People and Organisational Development	01/05/2020	31/03/2021	100%	★
Develop, implement and review the SFRS approach to Talent Management and Development.	People and Organisational Development	01/10/2019	31/03/2022	95%	●
Implement the recommendations from the TED Training Review Report.	Training, Safety and Assurance	01/10/2019	31/03/2021	65%	●

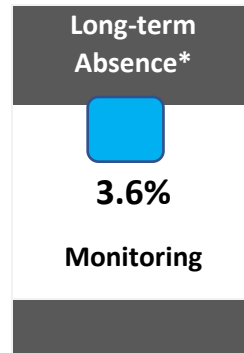
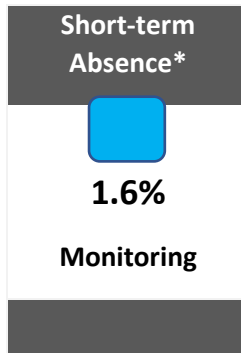
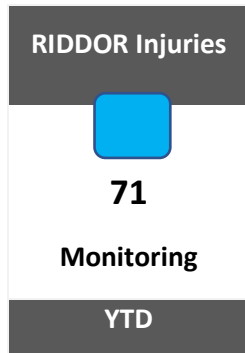
### Strategic Outcome 3: People

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 (against tasks due by March 21)	RAG
Deliver rolling programme of SFRS Health and Safety Improvement Plans across the organisation.	Training, Safety and Assurance	01/04/2020	31/03/2021	100%	★
Implement improved procedures to reduce the risks from exposure to contaminants.	People and Organisational Development	01/04/2020	31/03/2021	55%	●
Implement the Mental Health Strategy to promote and support the wellbeing of staff.	People and Organisational Development	01/04/2019	31/12/2021	80%	●
Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Training, Safety and Assurance	01/04/2019	31/03/2021	97%	●
Strengthen health, wellbeing and fitness arrangements.	People and Organisational Development	01/04/2020	31/03/2024	100%	★



\*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?*

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 21)	RAG
Implement the recommendations from the internal communications review.	Strategic Planning, Performance and Communications	01/02/2020	31/12/2021	45%	▲
Implement the recommendations from the on-call media review.	Strategic Planning, Performance and Communications	01/03/2020	31/10/2020	100%	★
Review the Working Together Framework.	People and Organisational Development	01/04/2020	31/03/2021	40%	●

**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 (against tasks due by March 21)	RAG
Implement arrangements for the mainstreaming of equality, diversity, inclusion and human rights.	People and Organisational Development	01/04/2020	31/03/2021	100%	★
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 (against tasks due by March 21)	RAG
Maintain and develop robust Cyber Security meeting Scottish Government Standards.	Service Development	01/10/2019	31/03/2021	100%	★
Review and improve the SFRS Corporate Governance Framework.	Strategic Planning, Performance and Communications	01/04/2020	28/02/2021	100%	★

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 (against tasks due by March 21)	RAG
Deliver and commence a ten-year investment and implementation plan for Standard Station Design (SSD).	Finance and Contractual Services	01/04/2020	31/01/2021	100%	★
Deliver Phase 1 of the Portlethen Refurbishment Programme.	Finance and Contractual Services	01/04/2020	31/12/2020	100%	★
Deliver the Structural Firefighters PPE rolling four-year Programme.	Finance and Contractual Services	01/04/2020	30/04/2021	100%	★
Develop a programme of works to rectify issues arising from the presence of RAAC paneling.	Finance and Contractual Services	01/04/2020	31/12/2020	100%	★
Review and develop the SFRS Digital Strategy for 2021-24.	Service Development	01/06/2020	31/12/2021	50%	●
Review and implement the New Fleet Strategy.	Finance and Contractual Services	01/04/2020	31/03/2021	65%	●

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 (against tasks due by March 21)	RAG
Coordinate the statutory review of Local Fire and Rescue Plans.	Strategic Planning, Performance and Communications	01/10/2019	31/03/2021	98%	●
Create a structure for Service Delivery that recognises the relationship between its Functions.	Service Delivery	01/04/2020	31/03/2022	100%	★
Implement Portfolio, Programme and project approach to managing change across the SFRS.	Service Development	01/02/2020	31/03/2021	70%	▲
Implement the new Performance Management System (PMS).	Strategic Planning, Performance and Communications	01/04/2019	31/03/2021	100%	★
Implement the recommendations of the Business Intelligence Review.	Strategic Planning, Performance and Communications	01/04/2020	31/12/2022	100%	★
Review and strengthen arrangements to capture, coordinate and report on national themes arising from audit and inspection.	Strategic Planning, Performance and Communications	01/04/2020	31/03/2021	100%	★
Review our approach and the recording and use of incident data.	Service Development	01/06/2020	31/05/2021	75%	●

## 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	▲	<p>SFRS continue to work on a bespoke Competency Framework and Development Pathway, however, have embedded training requirements to align with new standards through procurement of new fire safety modules. A second Recognition of Prior Learning Pilot is being arranged to measure against current facilitator and a decision made to press following conclusion of the new pilot. The revised Protection Framework for Scotland is currently going through governance prior to its release which will support and focus local delivery of Fire Safety Enforcement against risk.</p> <p><b>This action will continue into the 2021/22 Annual Operating Plan.</b></p>
1.4	Review and revise the Unwanted Fire Alarm Signal (UFAS) Strategy	Service Delivery	30/09/2021	●	<p>A stakeholder workshop was held and options were assessed, scored and ranked. The independent workshop report was communicated to all participants and SFRS have responded to key discussion points emerging from the workshop. The Next stage is public consultation, using ranking of the options as basis for consultation.</p> <p><b>This action continues into the 2021/22 Annual Operating Plan and the outstanding milestone from this year to identify and develop viable options for making UFAS Policy changes will also be reported as a residual action until completed.</b></p>
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	●	<p>Planning is ongoing via the pathfinder team of seven, with the resourcing finance business case being agreed by the Conference of Parties (COP) Unit for £605,000. This will allow the wider team to be established and full planning to commence. A full event COVID stock take is underway with outcomes on size and scale of the event expected late April 2021.</p> <p><b>This action continues into the 2021/22 Annual Operating Plan.</b></p>

Objective	Annual Operating Plan Action	Directorate	Due Date	RAG	Commentary Update
3.1	Harmonise Instructor Terms and Conditions.	Training, Safety and Assurance	31/12/2021	●	<p>Negotiations recommenced with the Fire Brigades Union leading to a formal agreement in February 2021. Collaborative work continues to produce the required policies and procedures to support the agreed framework ahead of implementation on 1 July 2021</p> <p><b>This action will continue to be reported on as a residual action in the Combined Risk and Performance Reports until completed.</b></p>
3.1	Review, revise and implement Pay and Reward Frameworks.	People and Organisational Development	31/03/2023	●	<p>SFRS issued a revised offer in relation to standardisation of Retained Duty System (RDS) Terms and Conditions in Quarter 4 following further dialogue with the representative bodies. This has been accepted by the Fire and Rescue Services Association, and the Fire Brigades Union are balloting their members with recommendation to accept in Quarter 1. Collective agreement was reached on the SFRS final offer in relation to standardisation of Uniformed Instructors Terms and Conditions. Implementation from 1st July 2021 and a plan is in place to support this.</p> <p><b>Following discussions with the Strategic Leadership Team and Board regarding the strategic content of Annual Operating Plans, this action will not be carried forward into the 2021/22 Annual Operating Plan. Instead, it will be managed via business as usual moving forward.</b></p> <p><b>The remaining milestone to implement harmonised terms and conditions for RDS staff, which was due for completion in March 2021, will continue to be reported on as a residual action in the Combined Risk and Performance Reports until completed.</b></p>
3.1	Strengthen and promote the SFRS Total Reward Package.	People and Organisational Development	31/03/22	●	<p>The Covid-19 Recognition Scheme was successfully concluded. The Recognition Panel considered nominations received and awarded reward vouchers to 647 recipients across the Service during Quarter 4 (made up of both individual and group nominations). No further progress has been made on the implementation of the Service-wide recognition scheme due to other priorities for the Reward and Benefits Team. Launch of the wider Recognition Scheme is planned for the second half of 2021/22.</p> <p><b>Following discussions with the Strategic Leadership Team and Board regarding the strategic content of Annual Operating Plans, this action will not be carried forward into the 2021/22 Annual Operating Plan. Instead, it will be managed via business as usual moving forward.</b></p>

Objective	Annual Operating Plan Action	Directorate	Due Date	RAG	Commentary Update
3.1	Support, promote and monitor the development of a positive transparent working culture.	People and Organisational Development	31/03/23	●	<p>Following further discussions at the POD Dignity and Integrity working group the policy has been reviewed and updated to include the positive behaviours expected of employees and renamed to Dignity and Respect Policy, with a supporting procedure and guidance for reporting and dealing with Bullying, Harassment and Discrimination cases. Formal consultation will take place in Quarters 1 and 2 of 2021/22. An associated toolkit and training packages are also being developed to support the revised policy arrangements later in 21/22.</p> <p><b>This action continues into the 2021/22 Annual Operating Plan. The remaining milestone from this year to implement the outcomes of a review of the SFRS approach to Bullying, Harassment and Discrimination, which was due for completion in March 2021, will also continue to be reported on as a residual action in the Combined Risk and Performance Reports until completed.</b></p>
3.2	Develop, implement and review the SFRS approach to Talent Management and Development.	People and Organisational Development	31/03/2022	●	<p>The 2021-22 Learning Needs Analysis (LNA) has been delayed by the ongoing impact of COVID-19. Completed LNA submissions have been collated and analysed in Quarter 4. Initial recommendations for development priorities and learning engagement arrangements will be progressed through governance in early Quarter 1 of 2021/21. Evaluation of the effectiveness of the revised LNA and learning engagement arrangement will now commence from Quarter 2 of 2021/22.</p> <p><b>This action continues into the 2021/22 Annual Operating Plan. The remaining milestone from this year to review learning needs analysis arrangements to enhance links to organisational annual planning approach, which was due for completion in March 2021, will also continue to be reported on as a residual action in the Combined Risk and Performance Reports until completed.</b></p>

Objective	Annual Operating Plan Action	Directorate	Due Date	RAG	Commentary Update
3.2	Implement the recommendations from the TED Training Review Report.	Training, Safety and Assurance	31/03/2021	●	<p>The Training Function has a backlog of training courses due to the restrictions caused by the Covid-19 pandemic. A recovery plan is being developed to remedy this situation. There is an opportunity now to introduce some of the Continuous Improvement Programme (CIP) recommendations to assist the Training function recovery. Meetings are being held with Service Delivery to discuss the training backlog and identify where priorities lie. Due to work on the Continuous Improvement Plan recommendations being combined with the Training Recovery Plan, milestones have slipped beyond the target date of Quarter 4. These milestones will be carried forward and be delivered in Quarter 1 and Quarter 2 of year 2021/22.</p> <p><b>Following discussions with the Strategic Leadership Team and Board regarding the strategic content of Annual Operating Plans, this action will not be carried forward into the 2021/22 Annual Operating Plan. Instead, it will be managed via business as usual moving forward.</b></p>
3.3	Implement improved procedures to reduce the risks from exposure to contaminants.	People and Organisational Development	31/03/2021	●	<p>Consultation with stakeholders on the Health Surveillance Policy commenced in Quarter 4. Engagement with charity partners remains a key focus with participation in Cancer in the Workplace sessions, run by the Maggie's Centre, being well attended. The 'Dying to Work Charter' will be formally launched as part of the Attendance Management Policy which has progressed to stakeholder consultation in Quarter 4.</p> <p>The phase 1 interim report produced by The University of Central Lancashire (UCLan) was considered by the Contaminants Group and, as a result, a sub-group was created to consider and implement the key recommendations.</p> <p><b>Following discussions with the Strategic Leadership Team and Board regarding the strategic content of Annual Operating Plans, this action will not be carried forward into the 2021/22 Annual Operating Plan. Instead, it will be managed via business as usual moving forward.</b></p>

3.3	Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Training, Safety and Assurance	31/03/2021	●	<p>Development of modules for SFRS Health and Safety Management Information System (HSMIS) are ongoing. Event Reporting and Display Screen Equipment Assessments are complete. The reporting functionality associated with both modules is undergoing further enhancements at present and, as such, development of further modules has been pushed out to accommodate this.</p> <p><b>This action continues into the 2021/22 Annual Operating Plan. The remaining milestone from this year to develop modules supporting tasking and reporting functionality, which was due for completion in March 2021, will continue to be reported on as a residual action in the Combined Risk and Performance Reports until completed.</b></p>
3.3	Implement the Mental Health Strategy to promote and support the wellbeing of staff.	People and Organisational Development	12/12/2021	●	<p>Temporary additional resource was secured for Quarter 4 to help deliver key areas of the Mental Health (MH) Action Plan. Work is ongoing to secure a longer-term resource for 2021/22. Progress was made in Quarter 4 on the integration of mental wellbeing into the equality impact assessment process. The Suicide Prevention Sub-Group created a draft Strategy, with actions to be delivered through the MH Action Plan. SFRS mental wellbeing campaign and a pilot programme of mental wellbeing support for Operations Control was launched in Quarter 4 and will be evaluated in Quarter 1 2021/22. Engagement took place with several external agencies to explore organisational models of mental health support that will inform the implementation of an SFRS approach.</p> <p>Lifelines have delivered a series of mental wellbeing sessions into Learning Development Centre (LDC) programmes. Mental health trainers were recruited in Quarter 4 to support the tri-service arrangements. A Wellbeing Survey was completed, the results of which will further inform the mental health action plan.</p> <p>The Wellbeing Group has continued to support staff throughout the pandemic through the provision of regular thematic wellbeing updates.</p> <p><b>This action continues into the 2021/22 Annual Operating Plan. The remaining milestones from this year, which were due for completion in March 2021, will also continue to be reported on as a residual action in the Combined Risk and Performance Reports until completed.</b></p>

3.4	Implement the recommendations from the internal communications review.	Strategic Planning, Performance and Communications	31/03/2021	▲	<p>COVID communications and the communications support required for the Future Vision staff engagement exercise has taken precedence and impacted on the progress against the Internal Communication and Engagement review. However, the new communications structure is in place which is allowing work to move forward.</p> <p>Progress has been made across all short, medium and long-term actions. The review of the Chief Officer broadcasts is complete with a new strategy in place. Work is underway to develop guidance for email and Teams etiquette and how to manage business communications across the Service. Additional resource has been approved by the Strategic Leadership Team to support the intranet redevelopment.</p> <p><b>This action will continue to be reported on as a residual action in the Combined Risk and Performance Reports until completed.</b></p>
3.4	Review the Working Together Framework.	People and Organisational Development	31/03/2021	●	<p>The review of the Working Together Framework and the associated consultation and negotiation procedures has now commenced to ensure these are up-to-date and reflect current and future needs. Formal Recognition Agreements have been drafted for issue in 2021/22.</p> <p><b>Following discussions with the Strategic Leadership Team and Board regarding the strategic content of Annual Operating Plans, this action will not be carried forward into the 2021/22 Annual Operating Plan. Instead, it will be managed via business as usual moving forward.</b></p>
4.3	Review and implement the New Fleet Strategy.	Finance and Contractual Services	31/03/2020	●	<p>This Strategy has now changed considerably with the introduction of the Electric Vehicle (EV) Charging Grants and Support from Scottish Government. Work to progress this will now continue into the middle of next year before it is completed.</p> <p><b>This action continues into the 2021/22 Annual Operating Plan. The remaining milestones from this year, which were due for completion in March 2021, will also continue to be reported on as a residual action in the Combined Risk and Performance Reports until completed.</b></p>
4.3	Review and develop the SFRS Digital Strategy for 2021-24.	Service Development	31/03/2021	●	<p>A revised timescale for the Digital Strategy was approved by the Strategic Leadership Team on 30 March 21. The new Strategy covering the period 2022 - 2025 will be fully developed and approved by December 2021.</p> <p><b>This action continues into the 2021/22 Annual Operating Plan.</b></p>



4.4	Coordinate the statutory review of Local Fire and Rescue Plans	Strategic Planning, Performance and Communications	31/03/2021	●	<p>The Combined Local Review Report was approved by the Board in March 2021. All Local Plans have been revised, with half already published on the SFRS Website. The outstanding Plans are due to go to local scrutiny Committees over the next couple of months. All will be published by the end of May.</p> <p><b>The remaining milestone of this action will continue to be reported on as a residual action in the Combined Risk and Performance Reports until completed.</b></p>
4.4	Implement Portfolio, Programme and project approach to managing change across the SFRS.	Service Development	31/03/2021	▲	<p>The second cadre of Managing Successful programmes was completed in March 2021. Executive Lead training took place in March 2021 and a mop up session will take place in April 2021.</p> <p>The Project Management Module is on hold as a review of the Portfolio Office including recruitment of critical posts is underway and this will influence the direction of travel.</p> <p><b>This action continues into the 2021/22 Annual Operating Plan. The remaining milestone from this year to implement a project management module, which was due for completion in March 2021, will also continue to be reported on as a residual action in the Combined Risk and Performance Reports until completed.</b></p>
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	●	<p>A formal Project has been established to look at future of Incident Recording System (IRS) and work continues to develop the interface to Systel system which is in its final stages of development. Existing systems have experienced several short-term disruptions over the quarter due to age of systems.</p> <p><b>This action will continue to be reported on as a residual action in the Combined Risk and Performance Reports until completed.</b></p>

## 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	▲	<p>A variety of options have been prepared to restructure Fire Investigation. Proposals are included in the restructure paper that had progressed through FMT and the Directorate Management Team.</p> <p><b>This action will continue to be reported on as a residual action in the Combined Risk and Performance Reports until completed. It has been given a red RAG status as the original due date was March 2020.</b></p>
2.1	Review Flexible Duty Officer policies and procedures to ensure resilient command cover.	Service Delivery	31/03/2020	▲	<p>Flexi Duty Officer (FDO) policy work has been delayed due to COVID-19 response. Work carried out in this period was to ensure that sufficient managerial capacity was available to safely respond to concurrent issues i.e. EU Exit, COVID-19 and severe weather. Interim procedures were introduced to strengthen resilience across the FDO cadre to react to the increased demand on managerial capacity due to concurrent activities.</p> <p><b>This action will continue to be reported on as a residual action in the Combined Risk and Performance Reports until completed. It has been given a red RAG status as the original due date was March 2020.</b></p>
2.3	Deliver an agreed, updated Chemical, Biological, Radiological and Nuclear (CBRN) response.	Service Delivery	31/12/2019	▲	<p>The CBRNe Concept of Operations will be carried forward into the Operations Function Strategy with all other relevant capabilities as part of the 2021/21 Annual Operating Plan.</p> <p><b>The anticipated completion date for this piece of work is March 2022 and will be reported on in Section 2 of this document moving forward. It has been given a red RAG status as the original due date was March 2020.</b></p>

Objective	Annual Operating Plan Action	Directorate	Due Date	RAG	Commentary Update
2.3	Deliver updated documentation to ensure effective uniformed staffing management.	Service Delivery	31/03/2020	▲	<p>Due to the COVID-19 pandemic, rostering Safe Systems of Work and procedures were continually monitored and reviewed to protect the Health &amp; Safety of personnel. The updated 5 Watch Duty System Policy and Guidance went live in January 2021. A stakeholder team has been established to ensure accurate information on rostering systems to support go live of Command &amp; Control Futures (CCF) project. A Business Case being developed to create capacity for Central Staffing team and meet requirements of People, Training, Finance and Asset Systems (PTFAS) project.</p> <p><b>This action is 90% complete and will continue to be reported on as a residual action in the Combined Risk and Performance Reports until completed. It has been given a red RAG status as the original due date was March 2020.</b></p>
2.4	Prepare for National Resilience Assurance Team (NRAT) Electronic Support System (ESS).	Service Delivery	31/03/2020	▲	<p>Requirements to host and implement ESS is being reviewed as part of the wider SFRS Capability Strategy review.</p> <p><b>This will be managed via the 2021/21 Annual Operating Plan and will be reported on in Section 2 of this document moving forward. It has been given a red RAG status as the original due date was March 2020.</b></p>
3.3	Facilitate the implementation of the SFRS Management of Risk at Operational Incidents Framework	Training, Safety and Assurance	31/03/2020	▲	<p>Workstreams have been progressed and alternative routes are being explored to apply the risk principles contained within the Management of Risk at Operational Incidents Framework. The action is 60% complete and has been given a red RAG status as the original due date was March 2020.</p> <p><b>This action will continue to be reported on as a residual action in the Combined Risk and Performance Reports until completed. It has been given a red RAG status as the original due date was March 2020.</b></p>
3.4	Review and improve how SFRS captures and reports on compliments and complaints.	Strategic Planning, Performance and Communications	31/03/2020	▲	<p>Engagement within each Service Delivery Area is now complete and this has identified how staff would like to be supported to capture compliments and complaints on stations.</p> <p><b>Work to develop and implement this system will be taken forward in 2021-2022 and will be reported as a residual action within the Combined Risk and Performance Report. It has been given a red RAG status as the original due date was March 2020.</b></p>

4.2	Implement a Freedom of Information awareness and training programme.	Strategic Planning, Performance and Communications	31/03/2020	★	This action is now complete. Training has now been delivered and the new Freedom of Information Procedure is being implemented across the Service
4.3	Proactively manage our asset base and target investment where it delivers best value.	Finance and Contractual Services	31/03/2020	★	This action is now complete as the Mounthooley sale was concluded in March 2021.



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland



# Chief Officer Report to the Board 2020-2021



SD21 ZNY

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# FOREWORD



**MARTIN BLUNDEN**

Chief Officer  
Scottish Fire and Rescue Service  
June 2021

I am pleased to present this first Chief Officer Annual Report to the Board of the Scottish Fire and Rescue Service (SFRS). In producing the report, I want to highlight key developments and successes from across the Service that have occurred during 2020 – 21.

This report allows me to personally acknowledge the hard work and commitment of all our staff. Whether staff work in an operational or support service capacity, I truly appreciate their effort and commitment to serving the people of Scotland; even more so during what has been an incredibly challenging year.

In preparing this report I have drawn upon a wide range of Service strategies, reports and communications regarding what we do and what we achieve.

However, I know that so much more goes on across the Service on a daily basis than I can capture in this report. I am truly thankful for the contributions of all those who proudly work for the Service and continue to serve their communities in so many capacities directly or in support of our front-line staff.

I hope in reading this report, readers find it to be both useful and of interest and, critically, I hope it demonstrates the breadth of what we do in serving communities across Scotland. It is my intention in future years to build on this initial report and to continue to reflect on our work and achievements on behalf of our communities over time.



# 1. INTRODUCTION

As I have been considering how to go about setting out the events of the last financial year, our response to COVID-19 in support of the National Health Service (NHS) clearly dominates my thinking. However, that is only part of our story over the last 12 months. Amazing work has been undertaken by staff working at home (I believe that there is a distinction between 'at' and 'from' here), working from fire stations, from Scottish Fire and Rescue Service (SFRS) buildings across the estate and also those who have been mobile across Scotland to keep things running and to ensure that we can provide an emergency response to support the communities that we service e.g. mechanics, Radio Communications and Information Communication Technology (ICT) technicians.

Despite the most challenging year that any of us are likely to see in our careers, I believe that SFRS is in a very good place to meet the most significant challenges facing Scotland – recovering from the COVID-19 pandemic, addressing climate change, tackling inequality, driving inclusive economic growth and strengthening partnership working, all of these issues which are central to the Government's policy agenda. Our response will shape the future of the Service, from how it is designed, to the support we provide to communities, and how we will work with our partners.

Throughout 2020 and the pandemic, we have demonstrated our readiness to work with partners and communities to tackle inequality and to respond to local need. We have delivered food parcels and prescriptions and worked with care-experienced young people and I believe that being seen together in communities, with our partners, rising to the challenge of COVID-19 has bound us further to the people of Scotland. The pandemic has tested our ability to innovate, our resilience, our relationships and our business continuity arrangements and I believe that we are stronger as a result of this.

During the last year, there have been tales of sorrow and tragedy and our hearts go out to colleagues who have lost a loved one; I know that firefighters and support staff across the country have gone out of their way to support colleagues who have lost a loved one during this very difficult period. There are also others who have felt the financial impact of job losses within their family, had wedding plans or milestone birthdays affected or medical treatment postponed or cancelled. During this period, we have also seen unsurpassed care and heroism plus great innovation, creativity and agility. I genuinely hope that whilst we never face these same challenges again, that we remember and continue to utilise all the positive things that we have gained in the face of such adversity.

## 2. RESPONSE TO COVID-19

On 17th March 2020, The Scottish Fire and Rescue Service (SFRS) established our response structures to support contingency planning and resilience in relation to the COVID-19 global pandemic. These structures operated at strategic and tactical levels, and were supported by various sub-groups. The pandemic had a significant impact upon communities across Scotland, and the day-to-day operations of the SFRS for the whole of 2020/21. During the winter of 2020/21, the challenges of continuing to deal with the impacts of COVID-19 were added to by other concurrent risks, including:

- EU Exit
- Anticipated adverse weather
- Extant threat from international and domestic terrorism
- On-going planning for COP26
- On-going planning for the European Championships

The ambition of the Service in relation to COVID-19 was set as follows:

**‘To provide and secure a safe, effective and appropriate organisational posture and response for as long as is necessary, aligned to the Scottish Government COVID-19 strategy, whilst ensuring we can maintain our operational resilience and critical service delivery capability. At the same time, we will positively exploit the opportunities presented in the recovery, reset and renew phases to deliver continual improvement across all business areas and processes as we move out of the pandemic to a new normal.’**

### STRATEGIC LEVEL

The SFRS Gold Group, comprised all members of the Strategic Leadership Team and met twice a week until May 2020 and then on a weekly basis from November 2020 to January 2021. Gold was chaired by the Chief Officer and, in his absence, by the Deputy Chief Officer. The Gold Group established the Service’s Strategic Intentions which were to:

1. Proactively ensure the health, safety and wellbeing of our staff;
2. Proactively protect our communities within the operationally challenging environment presented by COVID-19, D20 EU Exit and concurrent events;
3. Protect our communities from fire and other emergencies by adopting a risk-based approach to protection, prevention and response activities;
4. Maintain an effective, coordinated and integrated emergency response with partners in Scotland;
5. Maintain essential training and preparedness activity;
6. Maintain effective business continuity arrangements for SFRS;
7. Maintain financial and other appropriate internal controls;
8. Ensure our staff and communities are well informed through effective communication;
9. Ensure lessons learnt from the COVID-19 response are gathered, shared and acted upon, where appropriate, across SFRS;
10. Support a return to the new normality.

As anticipated the response phase and likelihood of a concurrent recovery phase occurred over an extended period of time. To support our decision making in this period we adopted an amended rolling decision log which provided a robust audit trail of all decisions, which strategic intention a decision supported, setting out clearly our rationale, any alternative actions considered, the implications of the decision (financial, legal, political etc), actions taken to maintain provision of the service, the alternative controls developed because of the decision and any recovery actions required e.g. inserting a sunset clause setting out when a decision would be reviewed. This proved to be an extremely useful approach, as it provided clarity on what we were trying to achieve, what impact we expected to see as a result of the decision and a date by which we had to review earlier decisions. In the 'heat of battle', this structure was invaluable and did not rely on personalities, memory or the same people being present (there was an assumption that SLT or SMB members may well contract COVID-19 and become unavailable).

## **TACTICAL LEVEL**

The Service has taken the opportunity to learn from the experiences of responding to the pandemic. What has been very clear from those experiences, is that the continued application of a flexible approach to how we work is an essential and fundamental element to delivering success. This approach allowed for the adoption of appropriate methodologies and postures, based on the organisational need and informed by the cyclical nature and associated impacts of the virus.

An example of this flexible approach is the different organisational governance and command methodologies we adopted. At the outbreak of the pandemic, SFRS formed a COVID-19 Tactical Advisory Group (COTAG), which adopted a formal command approach to support the swift and authoritative decisions that were required at the time. As some stability to the initial outbreak emerged in the summer of 2020 and as the country moved to a more stable situation, SFRS introduced the COVID-19 Senior Management Board (COSMB) in place of the COTAG, and this adopted a more discursive and collaborative approach. However, when the second spike of the pandemic emerged in late 2020, combined with the EU Exit process, the organisational posture again changed to a command approach through the introduction and operation of the D20 Tactical Advisory Group (D20 TAG). As of May 2021, and in response to the ever-improving situation, the organisation has now moved back to the Senior Management Board managing the response and associated consequences of the ongoing pandemic.

A further example of where a flexible approach worked in practice is the development of specific SFRS COVID-19 guidance in response to the overall situation as well as specific challenges, to ensure the maintenance of delivery of critical services, combined with the communication and sharing of that information across the organisation and beyond. This has included the creation of the internal COVID-19 Advisory Unit (CAU) within the Operations Function and a H&S COVID-19 Support Team. This has been supported and enabled by staff communications with a feedback loop so that the organisation continually listens to staff, which in turn informs reviews and promotes learning. The communication has not just been focused internally, it has developed, delivered and promoted updated prevention and protection messaging as the organisation adapted to the changing circumstances and identified emerging risks within the communities we serve. The 'Make the Call' campaign, covered later, is one such example of how we adapted our messaging to the developing risk.

Throughout the life of the pandemic to date, it has been very difficult to predict what may happen next. The application and continuation of this flexible approach ensured that SFRS remained relevant and could continue to deliver a critical service to all communities, where staff safety and community safety is at the forefront in all decision making.



## **SENIOR MANAGEMENT BOARD (RECOVERY, RESET AND RENEW)**

At some point the pandemic will be over and life will return to a more normal posture. However, it may not be possible or appropriate to return to how things were prior to the pandemic. The Service, as the initial Recovery, Reset and Renew Report was being drafted, was still very much focused on responding to the challenges of COVID-19. However, at the same time it is recognised that this position cannot be maintained indefinitely. To support this transition, and when the time is right, SFRS recognises that recovery, reset and renew are critical elements of the overall process. In simplistic terms, this means:

**Recovery** – dealing with non-critical backlogs that have developed over the period, e.g. training, recruitment, equipment testing, property maintenance, etc.

**Reset** – returning any adapted operating processes and approaches, where appropriate, to their pre-pandemic position and/or posture

**Renew** – the implementation of new working processes and practices based on experience and knowledge gained from the pandemic or from other improvement processes and methodologies

The scale and complexity of the challenges and opportunities presented by COVID-19 are significant and this, combined with the anticipated extended timescale that the pandemic is likely to be in place, presents an unprecedented challenge. To ensure that an appropriate level of command, control and decision making is in place, I have directed that this extraordinary Senior Management Board (SMB) has responsibility for managing the organisation's approach to the principles of Response, Recovery, Reset and Renew.

This extraordinary SMB, is chaired by the Deputy Chief Officer, supported by the Directors of Service Delivery and Service Development and attended by all operational and non-operational Heads of Function. The extraordinary SMB will meet fortnightly and will have clear responsibility for coordinating SFRS's recovery, reset and renewal activities at a strategic level. This will be subject to continual review based on organisational need.

## **OPERATIONS CONTROL (OC)**

At the outset of the pandemic OC staff were identified as critical personnel within SFRS due to the relatively small number of highly trained and skilled staff able to work within the OC environment. At the beginning of March 2020, when it was becoming clear that COVID-19 was expected to become an issue within the UK, initial action was taken to isolate the OCs and restrict access to the three sites to essential personnel only and a resilience strategy was developed.

Due to the potential staffing absences as a result of the virus a decision was made by COTAG to instigate the first part of the resilience strategy. Several measures were put in place to ensure that staffing remained buoyant, and suitable management support was provided as follows:

- OC business continuity arrangements were enhanced and developed to allow the OCs to support each other should staffing absences occur;
- To create resilience within the OC management team, four of the current day related OC Station Commanders took on a Flexi Duty Officer (FDO) role. This created an OC FDO for each OC on all four Command groups which ensured that OC Managers would be available to provide support to every OC and maintain the OCs bubbles should an Incident Support Room (ISR) be required;
- Work was carried out to contact and re-engage previously trained OC staff who had either, retired, left the Service or been redeployed within the Service in another role. This included wholetime firefighters and community safety advocates.

As expected, the pandemic did have some impact on staffing levels within the OCs, however, these did not reach critical levels. There were frequent occasions where numbers were low due to normal absence rates, combined with personnel self-isolating and this put significant pressure on staffing. However, on these occasions our resilience plans provided effective support for the OCs. Although those original fears of critical staffing levels did not materialise, the fact that no significant outbreak occurred within any of the OCs does indicate that regular fogging and the other measures put in place focused OC staff awareness on the need to have a strict hygiene regime in place and maintain social distancing where possible.

## **STAFF AVAILABILITY**

As in other organisations, our staff availability was impacted by the virus. We saw increased staff absence particularly in the first few months, with changing patterns evident as infection rates rose and fell across communities. It resulted in increased availability for Retained and Volunteer Firefighters (RVDS) in rural communities, predominantly due to the impact of the furlough scheme on the primary employment of many RVDS Staff.

To maintain operational availability and ensure there was some flexibility in the system to cope with spikes in staff absence, Gold approved a number of control measures to reduce organisational exposure to the virus and maintain work force resilience. This included crewing wholtime appliances on multi pump stations with 4 riders, reducing the agreed appliance confidence levels from 96% to 90% (with authorisation to drop to 80% should staff non-availability become acute) and, from 26 December 2020, the cessation of inter-station detached duties. To date these measures have been successful in reducing transmissions and delivering a high standard of Service Delivery, whilst managing the unplanned and unpredictable fluctuations in staffing levels. That said, it should be noted that business as usual staffing abstractions, such as non-watch-based training courses, have also greatly assisted the staff availability picture.

## **TASK CARDS**

In order to provide additional procedural guidance for all personnel to follow in the event of a COVID-19 related event occurring in the workplace or operational environment, a series of Task Cards were developed to assist personnel. Task Cards are based on evolving planning scenarios and are dynamic in nature, due to the complexity of the situation and response required. Twenty-seven Task Cards were developed in response to the emerging challenges that the COVID-19 Pandemic presents and these received very positive feedback from staff and Unions. The organisational learning gained as a result of the introduction of Task Cards, has accelerated the requirement for a more streamlined and focused approach to operational documents. The task cards were designed to direct the user to the safety critical information immediately required. The approach of Task Cards is being tested within the HAZMAT suite of documents to determine their effectiveness in other operational environments.

## **COVID-19 ADVISORY UNIT**

In October 2020, the Scottish Government launched Scotland's Strategic Framework detailing a tiered approach of five protection levels applied to local authority areas in response to current and predicted COVID-19 prevalence. The SFRS aligned with this approach in developing the guidance 'SFRS Response to Scottish Government COVID-19 Protection Levels' and established the COVID-19 Advisory Unit (CAU) to advise and support management teams in the implementation of COVID-19 mitigations according to local, regional or national viral prevalence.

Following the withdrawal of the SFRS D20 (All Risks) National Event Operational Plan and the cessation of COTAG, the decision was taken to transfer all COVID-19 related workstreams to a business as usual arrangement.

## **INFECTIONS**

As the COVID-19 pandemic began to impact on SFRS during Quarter 4 2019-20, the People and Organisational Development (POD) Directorate responded by allocating resources to support the SFRS response, employees and reviewing systems and processes to enable effective reporting and business continuity. COVID-19 related absences do not count towards contractual sick pay entitlements, SFRS treated these absences as paid special leave and therefore we needed to have a process in place to accurately record and monitor COVID-19 absences. The POD COVID-19 response team were responsible for recording all absences within a dedicated tracker and developed absence recording forms for managers to complete. This ensured each absence could be accurately reported internally and externally to Scottish Government on a daily basis.

At the initial height of the pandemic in March 2020, SFRS had 608 cases. Over the following 4 months the numbers slowly declined before spiking again in October 2020 with 449 cases recorded. In November 2020 the numbers declined once again but quickly increased in December 2020. Following the festive period, there were 510 cases reported in January 2021. In total, SFRS had 3746 cases of COVID-19 and these figures are broken down into 359 confirmed cases, of which 54 were reportable to HSE under RIDDOR as potential workplace transmissions, 828 symptomatic and 2559 self-isolating cases. The most significant numbers were reported from our Wholetime Operational staff group (241); RVDS (890), Support Staff (312) and Operations Control (123).

Many processes and guidance documents have had to be introduced throughout the pandemic to ensure the health, safety and welfare of all employees and to minimise any workplace transmissions of the virus. Dedicated intranet pages were designed and regular staff communications issued. Task Cards and Safe Systems of Work (SSOW) were developed to formalise new cleaning and disinfection COVID-19 control measures within operational and workplace activities. A new COVID-19 Workplace Management Arrangement was developed that ensured all SFRS workplaces were risk assessed and made COVID-19 secure. Our cleaning of SFRS workplaces was enhanced through the identification of frequent touchpoints, introduction of sanitising stations and routine cleaning at the end of shifts undertaken and recorded in station logbooks. These measures all contributed to relatively low case numbers.

## **CLEANING**

Task cards were initially put in place with SSOW for station cleaning so that station staff could do it themselves. Following discussions with Sodexo, our Soft Facilities Management (FM) supplier, we established that it would be quicker to instruct a specialist sub-contractor (Regency) to carry out fogging cleans. The advantage of using this system is that large areas were cleaned and put back into operation quickly. Regency were usually on-site in around 2 hours from an initial call. It also gave station staff the peace of mind that a thorough clean of the building had been carried out. The fogging process was managed by the Soft FM Team who also initiated an on-call rota so that a member of the team was available 24/7 to liaise with the contractor and station staff. Up until the end of April 2021, Regency carried out 165 fogging cleans for SFRS.

In addition to this and using best practice from Northern Ireland Fire and Rescue Service, preventative fogging was initiated in the 3 Control rooms every fortnight. The Control room staff relocated temporarily to standby control locations to enable fogging cleaning to be carried out.

## **PERSONAL PROTECTIVE EQUIPMENT (PPE)**

As highlighted in the national media, the supply of PPE was particularly challenging throughout the early stages of the COVID-19 response, particularly for NHS and care sector colleagues. Frontline SFRS staff required PPE when involved in close personal contact with the public e.g. Road Traffic Collisions (RTCs) and when supporting partner agencies. A detailed PPE Strategy was developed and agreed through the COTAG. The team within Asset Management then worked tirelessly to maintain supply in accordance with the Service's requirements. Over 200,000 additional items of PPE were supplied to all fire stations, with some particularly challenging logistics to reach our more remote locations. Further disposable PPE was held in stock to anticipate the ongoing demand on the SFRS.

## **AGILE WORKING FRAMEWORK**

As part of our Strategic Plan 2019-22 we are committed to making SFRS a great place to work where our people are safe, supported and empowered to deliver high performing innovative services. Agile working complements this ambition and supports a number of the objectives outlined in the Strategic Plan, although we did not expect to be implementing this ambition so quickly in 2020! To help inform the initial draft of the Framework, individual discussions were held with SMB members and Trade Union representatives. Feedback has been overwhelmingly positive towards adopting more agile ways of working with recognition of the benefits it offers individuals and SFRS, as well as acknowledging that some challenges associated with agile working may need to be managed.

To help us achieve this, the Agile Working Framework is underpinned by a set of guiding principles through which we will enable more innovative and creative ways of working for our staff. The guiding principles are captured under the following categories:

### The Workforce and Culture

- Individuals and teams are accountable, outward-looking and customer focused
- Work is what we do and not the place where we go to work
- Employees are empowered to choose the workplace and space that best suits the task at hand
- There is organisational buy in to explore and enabling new ways of working that support maintaining high levels of performance and a well-balanced working life for staff
- Operates with the spirit of mutual trust between employee and manager.

### The Workplace and Workspaces

- Workplaces are open, relaxed and wherever possible employees across different teams and directorates can work together in the same spaces
- Desks in SFRS premises are shared not 'owned'
- Alternative work settings will be provided within premises with a focus on improved spaces for team collaboration and offering employees a choice of settings
- Storage requirements are reduced
- Homeworking, flexible working and alternative remote working options are positively supported wherever possible



## Digital

- A broad range of modern and effective technologies are in use that modernise our working practices and routines
- We embrace and embed a 'paper light' approach
- Maximise digitising records and file storage
- We use ICT solutions to maximise networking, engagement, connection and collaboration across SFRS
- ICT solutions are continually developed or refreshed to support alternative work styles

Managers continue to discuss working preferences with their direct reports, and this will extend into the first quarter 2021/22. Unless it is for essential organisational reasons or to support an individual member of staff e.g. health and wellbeing, it is not expected that support staff will return in significant numbers until early 2022. Clearly this will be dependent upon guidance available at the time and this will be updated as the impact of COVID-19 related restrictions being released are assessed.

The ICT team has risen to the challenge of getting the vast majority of our office-based staff working from home very quickly, sourcing numerous additional laptops, screens and headsets, both from within SFRS capacity and also drawing on strong partnerships with our key suppliers. The pandemic further tested our ICT infrastructure as we had to rapidly adapt to home working for over 1000 members of staff. The learning from this will enable us to further evolve our approach to Agile Working. It also enables more innovative and creative ways of working for our staff. We aim to continue to invest in our digital connectivity and cyber security to support these new ways of working into the future.

## RECRUITMENT

As well as absence, we were faced with firefighter recruitment challenges as initially we had to suspend non-COVID-secure medical activities. The Service has now deployed alternatives to those methods until it is safe to return to normal practices. During this time, we suspended secondments, making use of short-term re-engagements and fast-tracking of trainees to increase our capacity and availability of staff. A review of the current recruitment and selection process was concluded in mid-2020 and the new process went live in March 2021. The revised process for recruiting Wholetime Firefighter has been developed following engagement with internal stakeholders on current methods used, recognition of risks/issues experienced e.g. no spirometry, longer processes due to COVID restrictions, and best practice improvements identified via an external benchmarking exercise undertaken with UK Fire and Rescue Services and other organisations. The new approach will see SFRS adopt an open national recruitment process, with regional practical assessment days and selection centres scheduled to take place at regular intervals in line with predicted workforce planning forecasts. Candidates will be prioritised and progressed based on resourcing demands and timescales will align with programmed training courses.

## LEADERSHIP AND DEVELOPMENT FRAMEWORK

Developing and strengthening leadership capability, capacity and resilience across the Service continued to be a key priority. This is pivotal in enabling the development of organisational culture, which supports our ongoing evolution and enables effective succession planning and organisational outcomes.

Our Leadership and Development Framework continues to develop our leadership capability which centres around strategic organisational needs, taking an agile approach to leadership at all levels. In progression of the opportunities for collaboration through the Scottish Emergency Services National Collaboration Strategy, agreement has been reached to establish the Collaborative Leadership Project through a shared resource and learning model.

During 2020/21, a series of Online Leadership Engagement Sessions were held to inform the early Future Vision draft (you can read more about this later in this document). The delivery phase of the Leading-Edge Senior Leadership Team Development Programme has concluded, informing the development of strategic goals and objectives. Senior leadership development focus has now turned to the embedding of the leadership style across Executive, Strategic and Middle Management teams through the Leadership for Change Programme.

Our Succession Planning activity continues with the approval of the Leadership Development Centre Policy forming the basis of our approach to Talent Management. This will complement the existing leadership and technical development processes, taking cognisance of the leadership behaviours and competency framework to ensure consistency across the organisation.

Engagement on the proposed Leadership Development Centres (LDCs) for future supervisory managers is progressing. Psychometrics to inform LDCs, talent management/development and succession planning activity have been procured and will be pivotal in the onward development of our future leaders.

## **OPERATIONAL TRAINING**

The pandemic had considerable and sustained impact on operational training. We radically reduced capacity at our training facilities by approximately 75% in order to observe social distancing requirements. This led to a commensurate reduction in the volume of training able to be delivered within each training location. We therefore concentrated the available training capacity upon risk critical skills that directly maintained a safe operational response; whilst at the same time suspending all non-risk critical training.

Wherever possible, maintenance of skills training was adapted so that it could be performed locally on- station or was delivered to staff remotely via electronic learning platforms. This has resulted in a considerable training backlog: for which a 2-3 year training recovery plan has been developed. Additional resources have been identified in order to support the delivery of this recovery training concurrently with critical business- as-usual training whenever pandemic restrictions allow.

## **BUILDING WORKS**

Initially we also ceased construction work across our estate but reintroduced it under safe working practices and with reduced capacity. The work that we did with our Contractor at McDonald Road in Edinburgh was identified as best practice by Scottish Government and used as a template for other construction companies. The combination of both factors has resulted in unplanned financial pressures, construction delays, and cash flow challenges for capital investment. As has been highlighted previously, both by us and Audit Scotland, we have a substantial capital backlog investment requirement (£389million in 2017), particularly within our property estate. Of our community fire stations, 61% are over 30 years old, and 52% have been assessed as being in a poor or worse condition. In addition, in 2019 we identified a further urgent issue in relation to an obsolete method of roof construction (Reinforced Aerated Autoclaved Concrete). These roofs remain present in 14 fire stations, and have been identified as a safety risk due to the potential for roof collapse. Temporary emergency measures have been put in place (acro-props), with recurring resource costs and with firefighters spending more time on fire stations during the last year, this has further exacerbated the issue.

However, the safest and most cost-effective long-term solution in most cases will be to rebuild these stations. This would require a total potential investment of approximately £70million. The Community Risk Index Model (CRIM) project will support us in ensuring that our assets are deployed in the most effective manner across Scotland, and that our investment in facilities is appropriately targeted, consistent with the Scottish Government's recently published draft Infrastructure Investment Plan. If realised, our plans could form a significant social and economic renewal programme for communities where we have facilities located.

## HEALTH AND WELLBEING

The pandemic brought into sharp focus, where home working has become more 'normal', the need to support staff to maintain their mental health and wellbeing. Our staff have been provided with a comprehensive package of resources and support, which will be maintained post-pandemic. It is hoped this will help protect our workforce from the as-yet unknown long-term effects of this period.

In early March 2020, the Strategic Leadership Team (SLT) recommended the Mental Health Strategy to the Board for approval. The Mental Health Group (MHG) is closely aligned with the work of the strategic COVID-19 Wellbeing Group established early in the pandemic to support the overall SFRS response to the pandemic. The synergy between both groups comes from considering how best SFRS can support the mental health and overall wellbeing of employees during the pandemic and beyond.

Our Mental Health Strategy is available to read on iHub and SharePoint and acts as a road-map to ensure we work together as a Service to support and manage our mental health. Our strategy outlines how the Service is committed to creating a supportive environment where staff can speak openly and honestly about their thoughts and feelings without stigma or judgement. We are already seeing positive outcomes from the public commitment we have made to our staff.

It is true that mental ill health is a very complex issue. Personal experiences, family life, relationships, how people see themselves, the social circumstances people find themselves in, all determine their own unique state of wellbeing. The nature of the work of our Service means our staff can often be exposed to challenging and traumatic experiences as well as pressing and significant workloads. That is why we need to continue to have honest and open conversations about mental health across the SFRS.

Our partnership with the Rivers Centre in Edinburgh provides staff with access to specialist mental health support and counselling. Such partnerships are absolutely integral to creating a mentally healthy and happy workforce. Additionally, our recent celebration of mental health awareness week saw staff taking part in online classes to improve both physical and mental health. We saw then how taking time to prioritise their bodies and minds can lead to a healthier workforce.

During the last year we reviewed the literature we make available to staff so that it is more user friendly and it is easier to navigate to the most appropriate support by creating a dedicated health and wellbeing (COVID-19) site. We have also promoted partnerships with Sapper Support and Talk Group 20 as well as developing our partnership with Lifelines (Emergency Service in Scotland) and the Rivers Centre with the Lifelines website launched in November 2020. We currently have post incident support online sessions hosted by Lifelines for managers and Firefighters in the West SDA. Plans are in place to deliver similar sessions for the East and North SDAs. Our 2020 SFRS skills survey identified over 40 employees with Mental Health First Aid training (MHFA). The total number of employees who have undertaken this training is likely to be higher and, led by the MHG, work is ongoing by the Health and Wellbeing team to engage with trained staff and active local groups to inform the SFRS wide approach to developing MHFA capability and access to support for all staff. We have also held very popular online mindfulness and exercise sessions for staff and these are available for download and will continue to be developed in 2021/22.

However, a healthy and supportive work environment is reliant on our managers and management processes to create the positive environment that enables our staff to flourish. This is something that we are actively working on as well.



## **STAFF COMMUNICATION**

As part of staff engagement around the pay offer for uniformed staff, we ran a series of online evening sessions using Skype for Broadcast for RVDS staff who were unable to attend day-time meetings. As the feedback from these was positive we made use of the broadcast platform to communicate and connect with staff and this continued across the course of the year and in to 2021. The Chief Officer COVID-19 broadcasts were originally held weekly or bi-weekly but switched to monthly as of June 2020 and thereafter they were conducted as issues required them. Initially, the broadcasts consisted of the Chief Officer addressing staff directly with key messaging around COVID-19 followed by a real-time Q&A session. Questions could also be submitted by staff in advance. Over the months, we have developed the broadcasts to include information on areas of business other than COVID-19, as well as a PowerPoint presentation sharing good news stories and recognising staff achievements across the Service. Video recordings of the broadcast are also available via iHub and SharePoint.

Although the viewing/participation figures fluctuated, the benefits of a leadership broadcast are clear. Good leadership communication is fundamental to a successful organisation, with visibility and accessibility both important within this. Face-to-face remains the most effective and preferred form of communication for staff but this is not without its logistical challenges. The leadership broadcasts provide an ideal platform. It is important to view the broadcasts as part of the wider leadership communications and engagement activity and further consideration is being given to develop a plan around this for the Strategic Leadership Team. Current leadership communications activity includes SLT station visits and corporate messaging through the staff and managers' briefs and the Communications team are developing a plan to further enhance leadership communications.

## **FIRE FATALITIES**

Following the lowest rate of yearly fire fatalities for the SFRS of 27 in 2019/20, it was noticeable that there had been a significant spike in the first quarter of 2020/21 (16). It was recognised that there was an association with fires in the home and criteria relating to the victim's social characteristics. From this data, the Service initiated the 'Make the Call' Campaign.

The current situation has required us to find new and innovative ways of reaching those who are most at risk – that's why we invited the public's help now and beyond lockdown. While we halted the majority of our home fire safety visits, other than to those deemed very high risk, to help suppress the spread of COVID-19 we developed new ways of engaging with people including online tools giving bespoke safety advice as well as telephone questionnaires and direct verbal advice via telephone.

This campaign involved the Service asking friends, family, neighbours and carers to help us reach those most at risk from fire injury and fatality. Whilst it is not unprecedented to see increases in casualties and fatalities over a short period of time, we want to reach people who are over 50 and smoke, who also either live alone, have mobility issues or are using medical oxygen. It has been clear for several years that this group of people are at greater risk, regardless of lockdown. The campaign is estimated to have reached 2 million adults in Scotland via radio (being heard 16.5 million times), 2 million adults in Scotland via television (including 70% of those over 60), 1.25 million people via social media and has also featured in print press (reaching 40% of C2DE adults over 50 – the socio-demographic group which is most often at risk from fire).

## **RELATIONSHIPS AT A NATIONAL LEVEL**

The Chair and I continue to have positive and constructive regular meetings with the Minister for Community Safety, the Sponsor Unit and the Director for Justice. We were delighted to receive a letter from the Minister, on behalf of the Service, thanking our staff for their dedication and commitment in response to COVID-19.

Work remains ongoing to develop the role of the Service as a key collaborative partner, including through the Reform Collaboration Group (RCG). SFRS is currently leading on the following initiatives:

### **OUT OF HOSPITAL CARDIAC ARREST**

We continue to work with the Scottish Ambulance Service (SAS) in responding to the National Strategy to improve survivability rates for Out of Hospital Cardiac Arrests. We have reached an agreement with SAS to provide Clinical Governance for the Service in relation to all medical related work that we undertake when managing incidents. This gives further reassurance to our operational staff that they are equipped, trained and supported to the highest levels.

### **MARAUDING TERRORIST ATTACK**

We continue to explore how we can bring about a fully trained and equipped response in the event of a Marauding Terrorist Attack (MTA). We are leading work with Police Scotland and the Scottish Ambulance Service (SAS) to deliver joint On Scene Commander (OSC) training, where officers from each of the services work together using Joint Emergency Services Interoperability Principles (JESIP) to make collective decisions at a simulated MTA incident. SFRS National Inter-Agency Liaison Officers (NILOs) are to receive enhanced trauma management and warm zone coordinator training, which will be put into practice in planned multi-agency exercises later in the year. These events will seek to exercise the joint decision making of OSCs from each of the tri-services working together at MTA type incidents, prioritising the rescue and treatment of casualties to provide an effective joint response. The exercises will provide valuable experience and learning for OSCs and other responders from all services in the run up to COP26 in November.

### **JOINT ASSET SHARING GROUP**

We continue to develop a systematic approach to considering opportunities for station co-location. Currently there are 834 stations operated by the Emergency Services (356 SFRS, 349 Police Scotland, and 129 SAS). There are now 51 locations where at least two of the three emergency services share indoor space. We are leading a project to implement a Blue-Light Electric Vehicle Charging Infrastructure across Scotland. The project will last 18-24 months and involves the following partners: Police Scotland, Scottish Ambulance Service, Transport Scotland, Scottish Futures Trust, Energy Saving Trust, NHS, RNLI and the Northern Lighthouse Board. SFRS have already implemented 68 sites across our estates with more to follow.

### **MULTI-AGENCY COMMUNITY SAFETY OFFICER**

We are working to introduce a role that combines all aspects of the three emergency services and local authority community safety and resilience work into one jointly employed individual. The intention is to improve the efficiency and effectiveness of all three emergency services and the local authority in remote rural areas. A multi-agency project team has been developed within the RCG and nominated leads have come together to discuss the role, how it can be shaped to meet the needs of the local community and add value.

All three emergency services have conducted a gap analysis to identify their service delivery and structural provisions across Scotland; with a focus on identifying communities that would benefit from the deployment of a role of this type. On completion of this process, a framework of options will be developed to enable the role to be dynamic in nature and responsive to the needs of the identified communities of place, interest and circumstance.

We are also actively engaged in working with partners throughout the wider public sector. Increasingly we are sharing premises with our blue light partners and continue to explore innovative ways to provide facilities that meet the needs of communities in the most cost-effective manner. Work has been undertaken to agree the space and design requirements for community fire stations of the future which can be scaled to suit local needs, including multi-agency working.

## **RELATIONSHIPS WITH UNIONS**

During the period of the pandemic, we have actively supported additional facility time, allowing representatives to support their members and to attend meetings and, to my knowledge no requests were refused during this period. Additional meetings were arranged with representative bodies, including weekly meetings with the Deputy Chief Officer and the Director of Service Delivery and a separate weekly meeting with the Head of People and Organisational Development, to discuss COVID-19 matters specifically.

There is also weekly Fire Brigade Union (FBU) engagement with management in our COVID-19 Wellbeing Group, which was established to deal with the Health and Wellbeing impact of this pandemic on our employees. These are over and above the normal partnership working and engagement meetings scheduled with the FBU e.g. Employee Partnership Forum and the Partnership Advisory Group. Whilst the recognised Trade Unions will inform and update their members on these discussions and decisions taken, the SFRS as an employer has a responsibility to ensure that all our employees, including circa 4000 staff who are not in a Trade Union, are engaged and communicated with as decisions are made. This is a point that came up very clearly during the broadening the role conversations with staff and also in the Staff Survey of 2018. Each and every one of our staff members has a voice and an opinion that should be heard, not just those who are members of the FBU. Our ongoing commitment is to get the best pay, terms and conditions for all of our staff, by listening to them. There are many people who do not belong to a union and do not want to, and it is our responsibility to provide them with an opportunity to influence and shape the direction of the Service, the services we provide and the remuneration we pay. This must be in tandem with the Service and the unions working together in a true partnership approach so that our staff and the communities we serve receive the best from us. The last 12 months have been fairly difficult at times, with little being addressed as issues by the unions through the recognised mechanisms set out in the Working Together Framework, but with many plaudits given to the Service in the regular meetings that were undertaken.

We were due to undertake a review of Trade Union Facility time at the end of March 2020 in line with normal business requirements as our trade union facility time costs the Service £425,000 per annum. Due to COVID-19, the Service wrote to the FBU in early March 2020 saying that this review would now take place in July 2020, following some UK benchmarking work. In the interim the Service temporarily reduced the number of paid full-time officials from 8.25 to 3, requiring the others to retrain for operational duties. Subsequently only 1 returned back to operational duty. The Service faced some significant challenge from the Convenor of the Justice Committee over the requirement for FBU officials to return to operational duty as well as any reduction in the number of full-time officials. The benchmarking work showed that we had a significantly higher number of full-time FBU officials than any other Service. The London Fire Brigade, the closest to SFRS in size, has four full time FBU officials, 2 paid for by London Fire Brigade and 2 paid for by the FBU. As a result of the benchmarking exercise, the number of full-time officials paid for by the Service has been reduced to 3 as of 1st April 2021, and the FBU are funding the other full-time officials as is common practice elsewhere.

We have been very flexible in our approach to supporting employees in this unprecedented situation, either due to a requirement to shield, to support those with close family members who required to shield, or to support those with caring responsibilities. Steps have been taken to ensure that all employees in these situations maintain full pay. We are satisfied that no employee has been financially in detriment, due to any temporary change in any policy, which meets the Service's intention to maintain the pay of employees in these circumstances. Periods of absence due to shielding did/will not have an effect on future sick pay or other entitlements, such as the accrual of holidays, which continued to accrue during the period of absence, and no account is taken of the period in any future absence management process. The SFRS continues to follow the high-level principles of the STUC/Scottish Government Fair

Work Statements, with their application being tailored to the specific circumstances of the Service. Unfortunately, the FBU do not agree with the approach that the Service took last year and are taking us to Court for sexual and disability discrimination with the case due to be heard during the Summer of 2021.

The Firefighter role has been broadened during the COVID-19 pandemic to include additional activities, for example, driving ambulances/patient transport, community assistance such as delivering food and medicines and body movement. These changes have been supported through discussions and agreement with the FBU. Throughout the year there were many erroneous reports that the broadening the role discussions were still live and a deal was close. In various letters exchanged with the General Secretary of the FBU during the year, we exchanged similar comments about being “committed to continued dialogue...and not walking away from the talks” and it was reiterated that there is (now) no additional funding from Scottish Government to fund a pay settlement beyond the current NJC award. The response from the Union stated...“This suggests, sadly, that these recommended discussions would be seriously hampered from the start. We would prefer to continue discussions without such a starting point and would hope to build on the positive aspects of the previous round of talks, of which there were several.” Subsequent to receipt of a letter from Matt Wrack in September 2020, we received a letter in February 2021 asking to “seek to immediately continue negotiations on the broadening the role of firefighters for pay...”

Our response to this letter was to set out the different environment that we now operate in, not just because of COVID-19 but also due to the substantial piece of staff engagement that we carried out in the Autumn of 2020 regarding our future direction. This was as a direct result of staff feedback about wishing to have their voice heard. We were clear that “...we are at an early stage of identifying the route map to support this direction and vision...” and “...are now engaging further with our staff, all staff unions, the public and our wider stake holders on this matter.” The attainment of our long-term vision for the Service will likely take several years to fully realise and it will have important implications for the roles and responsibilities of the Service and consequently of firefighters. Our offer to the FBU was to use the Vision and “...other developments, to inform our joint discussions on how we improve pay for firefighters in Scotland.”

Confirming that “...we remain fully committed to doing more for our communities and working with our staff, and the FBU, to achieve this in Scotland...however, I would like to reaffirm that (any) support from the Scottish Government is likely to be conditional on real progress, i.e. tangible deliverables, being made on the future roles and responsibilities of firefighters in meeting community needs in Scotland.”

## **FINANCE**

Overall, COVID-19 has resulted in both savings and additional costs for the Service. In some cases, savings made in 2020/21 will result in additional ‘catch-up’ costs in 2021/22, while the sum of these issues was challenging, we saw throughout the pandemic, a remarkably positive commitment among operational staff and support staff to work with us in bringing these changes about.

The Scottish Government allocated funding to SFRS for 2020/21 of £333.26million. This funding comprised a Resource and Capital Departmental Expenditure Limit (DEL) of £276.007M and £32.5M respectively, and £24.753M in respect of depreciation (Ring-fenced or “non-cash” DEL). Considering the forecast financial position for this financial year, arising from the COVID-19 pandemic, it was agreed in November 2020 to return £1M of DEL budget to Scottish Government to support wider COVID-related spending pressures which was accepted. Following the December monitoring position, it was agreed to advise the Scottish Government that a further £1M of DEL budget could also be returned which was not taken up until the end of the financial year. The end of year position was an underspend of £1.943million once the agreed budget adjustments were reflected and this (forecast) position includes costs for COP26 and net savings of £3.035 million in respect of COVID-19.



Following a capital re-prioritisation exercise by Scottish Government in June 2020, SFRS was allocated additional Capital DEL funding of £4.350m for 2020/21, to be spent on minor works. The Property Team has already developed a long list of potential minor works projects, predominantly fire station based, to address poor condition, dignified facilities, resilience, carbon reduction and security that will be escalated from future years of the Capital Programme to improve the overall condition and suitability of the estate. In light of this additional funding, the programme was realigned to bring forward £0.35million investment in ICT equipment to support ongoing homeworking throughout COVID-19 and beyond, in accordance with Health and Safety Executive (HSE) guidance. Capital receipts have been budgeted from the sale of surplus property at Mounthooly (£0.556m) and the sale of non-operational vehicles (£0.194m). Scottish Government's ambition to phase out the need for diesel and petrol cars and vans by 2032, is articulated in Transport Scotland's "Switched On Scotland" action plan. As part of that plan, Transport Scotland awarded SFRS with a Grant of £0.624m in September 2019 for the purchase of Electric Vehicle Charging Points Infrastructure, at various locations across the Service. A further Grant of £2.095m was awarded in November 2020 to lease 62 Low Emission Electric Cars (£0.644m) over a three-year period, and to purchase additional Electric Vehicle Charging Infrastructure (£1.451m). Grant conditions allow for orders to be placed by the end of the financial year, with delivery within the following year. As such, total spend from these grants within this financial year will range between £1.326m and £2.075m.

### **ECONOMIC, EFFICIENT & EFFECTIVE USE OF RESOURCES**

Due to essential restrictions, the Service's ability to recruit, train and conduct routine fitness and medical assessments for both new and existing uniformed staff, has been significantly impacted during the pandemic. As we move towards a relaxation of restrictions and a return to a form of normality, and recognising that current capacity in both Training and People and Organisational Development will be unable to deliver all the competing demands, the Strategic Leadership Team (SLT) have been considering the Service's strategic recovery priorities. Due to recruitment and training challenges across all Duty Systems in January 2021 we had forecasted an increasing gap between agreed establishment requirements and crewing levels. With the 5 Watch Duty System (5WDS) predicted to be between 165 (5.5%) and 240 (7.9%) deficient of the budgeted 3021 Target Operating Model (TOM) by Quarter 4 2021/22 and Quarter 2 2022/23 respectively. With the Retained Duty System (RDS) up to 1000 (30%) deficient (based on legacy requirements) by Quarter 4 2021-22.

It should be noted that continual evaluation of the current 5WDS minimum crewing level of 4 was established at the emergence of the pandemic and is still ongoing. Following the above predicted shortfalls, a number of forums have focused on responding and recovering our reduced establishments levels. The current planned maximum intakes of Wholetime Trainee Firefighters over the next three years has been increased from 34 to 48 every 13-14 weeks in order to maintain the TOM at its current level. The RVDS Leadership Forum is placing a renewed focus on this area of the Service, however, significant effort and innovative thinking is required to concurrently recover the RVDS establishment. Our collective efforts have resulted in improvements of earlier predicted establishment levels to those of 5WDS to 119 (3.9%) with RDS stabilising at 24 % (823). We are working to further improve attraction, recruitment, selection and increase external training course capacity to meet our TOM.

Measures to reduce the transmission of the virus have created an increasing back log in training specialist and driver training. In addition, routine fitness and medical assessments are both well over 1000 behind schedule. From a WDS establishment perspective the Service was in a similar situation in 2017/18 when recruitment was paused for six months. It then took a concerted effort to regain the Target Operating Model (TOM), recovering this in January 2020, only for the pandemic to impact upon the TOM to previous reduced levels.

COVID-19 related constraints placed on Training impacted on the capacity of both facilities and instructors. It is predicted that concurrency of delivery to recover against establishments and skills will pose a significant challenge both in terms of the ability to release numbers of candidates from Service Delivery for training events and the availability of the facilities themselves. The restricted use of Training facilities had a direct impact on the volume of training able to be delivered at any one training venue. This is a direct result of COVID-19 Work Place Assessments and associated Safe Systems of Work



to maintain physical distancing. It is assumed that such restrictions will continue throughout the 2021 calendar year. The Training Function have developed a recovery plan which has identified three critical areas which need prioritised focus; Driving, Incident Command Level 1 Development and Specialist Rescue. Any increase in the requirement to deliver additional Trainee Firefighters will have an adverse impact on the ability to deliver against these areas unless capacity is increased. Revised, flexible and innovative delivery models for all training courses have been produced as part of the recovery plan. However, it is foreseeable that additional investment within instructional staff, welfare facilities and infrastructure is required to further enhance training venue capacity and therefore increase delivery.

There is also a significant turnover of commanders at all levels in the Service, a key enabler of the Recovery Route map will include the Service's leadership capacity and capability. A renewed focus on Succession Planning has been supported through the 2020 review of the Leadership Development Centre Policy, which puts a clear focus on the delivery of the succession pipeline through effective talent management and development relevant to today's operating environment.

A range of decisions and actions to support the management of operational availability that will assist in mitigating impacts of the pandemic were agreed. These included:

- Continuation of the ability to run 5WDS appliances at 4, subject to full evaluation
- Reduced Confidence Levels, currently agreed down to 90% 5WDS appliance availability
- Revised re-engagement policy
- Development of a bank workers policy
- Skills development and talent management, delivered via our leadership development centres and onwards development

Following the annual budget approval by the Board, as in previous years some budget revisions for 21/22 were made which included revised savings from COVID-19 and additional apprenticeship levy income. These revisions including the £1.4million already set aside for asset management and £2million for Recovery, Reset and Renew have resulted in £4.5million being allocated to support recovery activities in 2021/22 and 2022/23. SLT met on the 14th April 2022 and approved 44 business cases which totalled £7.2million (£3.9million on resource staffing and £3.3million on non-staff resourcing) and this over allocation is due to initiatives likely to take some time to commence and fully resource. Progress on these initiatives will be closely monitored during the year and this work will be reported to and scrutinised by the Board.

## **PROGRAMME AND PROJECT MANAGEMENT**

In 2020 the Scottish Fire and Rescue Service (SFRS) engaged consultancy support to complete a Strategic Review of our organisational readiness to deliver the outcomes set out in our Strategic Plan 2019-2022 and support our emerging Long-Term Service Vision. The review resulted in a set of recommendations for improvement, some of which were deemed critical, including a number that related to strengthening the capacity and capability of the Service if we are to successfully implement change programmes and projects.

The key outcome from the work we need to undertake is to strengthen the Service Development Directorate (SDD), including the Portfolio Office (PO). The PO oversees the work of the Service Delivery Model Programme (SDMP) and also has responsibility for the ongoing development of the underpinning change management systems and processes. The requirement to strengthen our approach to the programme management of change is driven in the main by the work the Service has commissioned via the Community Risk Index Model (CRIM).

The SDMP was formed in 2019, following the merging of two main projects under the previously named Service Transformation Programme. These two projects are SFRS Futures Vision and Rebalancing the Frontline. The overall aim of the SDMP is: 'To undertake short, medium and long-term scenario planning, which informs an analysis of risk across Scotland's communities, in order to identify where the Scottish Fire and Rescue Service, working within the

confines of the resources available and in partnership, can deliver a balanced prevention, protection and response model that will contribute to eliminating, reducing or mitigating known or predicted community risk'. The SDMP consists of three interrelated projects, the Community Risk Index Model (CRIM), Station and Appliance Review (SAR) and Demand Based Duty Systems (DBDS). The CRIM will identify and predict Community Risk from factors such as historical incident activity, socio-economic and geodemographic profiles. To support the development of the CRIM, the SDMP team includes a Strategic Data Analyst who is currently seconded from North Ayrshire Council. Further support is provided by a dedicated Geographical Information's Systems (GIS) Officer.

The intended outcomes of the CRIM will underpin and support the development of potential change scenarios within current SFRS operational response models. Identification of known and predicted holistic Community Risk will support change options developed by the SAR & DBDS projects. To support the Service in making future change decisions, enabled by the CRIM, the PO must be strengthened to act in support of the decision-making process, including how we manage future budgetary pressures and how we plan and deliver existing and future change options. During the last quarter of 2020/21 we recruited a Head of Function for the PO and we will further strengthen the PO during 2021/22.

## **PERFORMANCE MANAGEMENT**

Our Performance Management Framework (PMF) was published in April 2021 and defines how the Service will manage our performance in achieving the priorities set by the Scottish Ministers in the Fire and Rescue Framework for Scotland 2016 and the outcomes and objectives set out in our Strategic Plan. In the spirit of openness and transparency and to assure accountability, the PMF supports the effective reporting of performance nationally, locally and across the Service. It ensures that our people, and our key stakeholders, have access to appropriate performance information to fulfil their duties, support sound evidence-led decision making and effect robust scrutiny.

Our approach to performance management recognises that success cannot be achieved by acting alone. We are committed to working with our partners and the communities that we serve to further improve our performance. We are committed to working with our partners to develop measures which better indicate the level of effectiveness of our joint intervention and prevention activities.

We keep the PMF under regular review and particular attention is paid to the measures we have identified and the targets we have set to ensure they remain relevant and current. This informs decisions and communicates performance against our changing landscape.

During the review in 2020/21, a wide range of stakeholders were involved in discussions and asked for their views on the current Framework and associated performance measures. This included the relevant Board Committee members from non-Executives to Executive leads. Collaboration has also taken place with every Directorate through individual meetings with Heads of Functions and their teams.

The engagement resulted in amendments to the 2021 Performance Framework and laid the foundations for further discussions as the Service continues work to identify our new normal following COVID-19 and our wider change ambitions. The review of the PMF was undertaken at a time when, due to COVID-19 and the desire to progress our wider change ambitions, future operations remain unclear.

Additionally, we await revisions to the Fire and Rescue Framework from Scottish Government which would trigger a review of our Strategic Plan and then the need to re-align our performance measures. As a consequence of the context under which this review took place only light-touch revisions have been made. The engagement last year has, however, laid the foundations for future change and we expect that the document will see more substantial revisions in 2022 to align with the updated Fire and Rescue Framework and next Strategic Plan which will be laid before Parliament in October 2022.

## **GENDER EQUALITY**

The SFRS has general obligations under the Equality Act (EA) 2010 to eliminate discrimination, advance equalities and to foster positive relationships between those who share a particular protected characteristic under the EA 2010 and those who do not. The Scottish Government (SG) has addressed period poverty by providing access to free sanitary products for visitors and staff in SG buildings, to support equality, dignity and rights for women and to ensure that lack of access to products does not impact on an individual's ability to fully participate in their SG business, and to set an example for other public sector bodies in Scotland. It is right that we have agreed to do the same. The provision of free sanitary products evidences the commitment of the SFRS to advancing gender equality and that the provisions will be available to reduce period poverty and for any woman using our buildings who may require these in an emergency where they do not have their own provisions available.

A programme of cultural change under our Building the Future Together Programme has also been introduced and seeks to create an organisational culture and employer brand that emphasises staff participation and supports a positive working environment. We recognise that Learning and Development Occupational segregation is a key challenge and that women, the disabled and ethnic minorities are unrepresented at senior level within our Service, and particularly within the uniformed management structure. We are investing heavily in robust and inclusive talent management activities that aim to address this issue. In 2020 we launched our Development Centre for All which is open to all colleagues to support their professional development. In 2020 the positive action team hosted three female only events which aimed to showcase a career in the fire service and address misconceptions. The content focused on debunking myths, providing an overview of the roles available, featured guest speakers who shared their career history and experiences and crucially provided an opportunity to build relationships between current and prospective colleagues. Each of these main events were followed with an invitation to our Firefighter Fit event which aims to assist potential applicants prepare for the selection processes used during the Firefighter selection process. Following the success of the content and format of this event, it will be repeated for another female only cohort and rolled out for other underrepresented groups starting with LGBT and BAME.

## **CORPORATE PARENTING**

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

Where safe to do so, we have adapted our approach to meet our actions, or a variation of them, within our Corporate Parenting Plan.

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

During Care Experience Week in October 2020, we delivered an internal 'focus group' to understand the barriers that care experienced young people can face when it comes to employment.

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

For National Care Leavers Week, we focussed on producing information sessions and materials that will reflect key fire safety messages for individuals leaving their care setting; moving into transition accommodation and/or their own home. Care Leavers themselves highlighted some of the areas that they felt should be included within any safety guidance and their contribution is a valued and important element of this work.

Engagement is currently on-going and we are looking to design fire safety talks that can be delivered to care experienced people and an accompanying information leaflet.

## FUTURE VISION

In early 2020 plans were underway to have a whole system leadership engagement session, however, in the light of the COVID-19 pandemic the plans to have an auditorium event were revised and transitioned into 3 virtual 'Online Leadership Engagement' sessions. These online events were the first step in engaging with the SFRS middle management cohort to start to shape the long term strategic vision, the 'Future Vision', with 289 staff taking part in the events. The drive to deliver a 'Future Vision' for the SFRS has been one of the organisation's key objectives since the launch of the Strategic Plan 2019-2022. The SFRS is continuing on the journey to deliver a 'first class fire and rescue service for all the people of Scotland' and the development of the Long Term Strategic Vision will further strengthen our commitment to continue to evolve across the whole service. What remains unchanged is the need to provide our communities with the highest quality service and this can only be delivered through a highly skilled, motivated and energised workforce supported by empowered leaders. In developing the programme for the online leadership engagement events, we acknowledged that our middle managers are one of our most critical assets in delivering the 'Future Vision'. They will ultimately drive the success or failure of the changes that will deliver the vision.

We set out to ensure that they know that they are valued; we need them; they have experience; they have knowledge of our organisation; they have relationships and networks inside and outside the SFRS. Within the SFRS we are well developed and well-practised in leading our teams in responding to emergency situations. However, in delivering change and improvement we often find that we are presented with challenges that have no obvious or easy solution. With this in mind, the session's aim was to ask our teams to reflect on our organisational culture and ways of working. The focus for SFRS is on continuing to build a culture that embodies our purpose and values and creates the environment to think innovatively, one that empowers our leaders to engage with individuals and teams across the organisation. Whether we describe it as inclusive, authentic, agile or adaptive styles of leadership the ethos remains the same; values driven leadership that promotes and delivers innovation, engagement and adaptability in how we deliver services, taking employees with us as we progress towards the vision.

Engagement continued across September 2020 to capture the views of staff across the organisation to inform the development of the long-term strategic vision of the Service. Over the course of three months, a cross-section of more than 800 staff were involved in a range of different engagement sessions and processes. Their input was invaluable and I would like to thank them for taking the time to participate in this process.

While there was no single area or topic where full consensus was reached, a number of common themes emerged throughout the engagement process which reflect a majority view. Many of these are interconnected and some themes are reflected under more than one heading however, broadly comments can be categorised under the key themes listed below:

- What staff value about SFRS
- Appetite for change
- What should we start doing to support change and what should we continue
- Creating capacity for change (or what we should stop)
- Key partners
- Terms and Conditions
- Training
- Culture of SFRS
- Staff involvement

However, a number of other issues emerged which have been raised before in previous engagement processes including the Staff Survey and engagement sessions regarding the broadened role.

The role of the FBU and the issues around the terms and conditions for wholetime, retained and volunteer staff remain a significant area of concern. It was felt strongly that more could be done to support retained staff in particular. Staff are wary that change will be forced upon them and staff who are not members of a representative body want to be assured that they too will have a say in the development of the Service. The question of how the Service can progress without securing the support of the FBU was raised frequently – as was the issue of the FBU not being representative of all staff views within the organisation.

Both FBU members and non-members are frustrated that a pay offer and broadened role were not agreed last year, albeit for different reasons. Staff also feel there is still a disconnect between management and frontline staff and that we work in silos rather than together to achieve common outcomes. Bureaucracy, centralised decision-making and the way in which policies and procedures are developed and disseminated were all highlighted as key areas for improvement. Finally, many staff commented they welcomed the opportunity to participate in the discussion, value being part of this process and want this level of engagement to continue.

## **LOCAL SENIOR OFFICER AREAS**

Following the move to a single service in 2013, the SFRS restructured to create 17 Local Senior Officer (LSO) Areas across Scotland structurally aligned to one or more Local Authority Area. There were 5 in the East SDA, 5 in the North SDA and 7 in the West SDA. Over the intervening 8 years the SFRS has reduced the number of LSO areas. The merger of Fife, Stirling & Clackmannanshire in the East SDA was approved in 2018 and implemented in 2019.

In 2020, following a review, the merger of Aberdeenshire & Moray and Aberdeen City was approved by the Chief Officer and this facilitates coterminous alignment with the Local Resilience Partnership (LRP) boundaries, as well as Police Scotland administrative boundaries. When this is implemented in July 2021, this will remove duplication of attendance at the LRP and its sub-groups which enables the Service to better coordinate workloads that come from the LRP. It also enhances situational awareness across the entire region under a single LSO and was a move supported by all three Chief Executive Officers.

In early 2021, as a continuance of the above review, the merger of North and South Lanarkshire was approved by the Chief Officer. A single Lanarkshire LSO Area is, again, coterminous with Police Scotland Lanarkshire Division, NHS Lanarkshire and the Lanarkshire Local Resilience Partnership. It will streamline large elements of partnership working and simplify our local engagement processes. When this is implemented in July 2021, it will also create a larger Detached Duty Cluster which will support operational readiness and resilience in the future. Again, both Chief Executive Officers fully support this move.

The Scottish Fire and Rescue Service is required under the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012, to prepare Local Fire and Rescue Plans for each local authority in Scotland. Our first Local Fire and Rescue Plans were published in April 2014. These were reviewed and replaced in 2017/18 and the subsequent plans helped to continue directing the Service through its initial transformation journey, forging our place as a national organisation with a strong sense of local accountability. The publication of our Strategic Plan 2019-22 in October 2019 instigated a requirement to carry out a mandatory review of all Local Fire and Rescue Plans. As part of this review a public consultation exercise was held between January and March 2020, where we asked our stakeholders to share their views on local service provision. This exercise gave us the opportunity to engage with the communities directly served by local plans and ask them whether our local priorities remain relevant to community need and risk, as well as being aligned to our Strategic Plan. On completion of the public consultation exercise, each of our Local Senior Officers interrogated the feedback from their area and provided a Local Plan Review Report. Each of these Reports have been closely scrutinised and have contributed to the development of a Consolidated Local Plan Review Report. As well as seeking the views through the public consultation exercise, findings from a recent light-touch Local Scrutiny Review were reviewed and considered. Performance data was also included to look at our progress against the local priorities set within our local plans.

Building on the intelligence we gathered during the consultation of our Strategic Plan 2019-22 we re-engaged with our key stakeholders to seek further views on our local service delivery. From January 2020 to mid-March 2020, an online survey was shared with our stakeholders and the public to give them the opportunity to tell us whether they thought we were making progress against the priorities set within the current local plans. The question set also allowed us to consider the relevance of priorities against current data trends and other community priorities, such as those outlined in Local Outcomes Improvement Plans.

The results of the consultation were analysed at local level with each Local Senior Officer producing a Local Plan Review Report. Some respondents made suggestions around local resources and specific incident response types and these have been considered and are either captured locally or within national project work. Our Local Senior Officers have the responsibility to ensure the national fire and rescue service is delivered locally. They endeavour to reflect, and take account of, local views wherever possible. This is predominantly through the local Police, Fire and Community Safety Scrutiny Committee. From a national perspective, every local authority area received responses to the engagement exercise, although some areas did receive more than others. Of those responses, 250 (25.7%) were from those who identified themselves as SFRS staff members and 284 as representing an organisation. The survey results indicate a high level of satisfaction with 737 (76%) respondents stating that they were very or quite satisfied with SFRS performance in local areas. When looking at our understanding of local needs, 658 (68%) were very or quite satisfied that local plans were reflective of these. 20% of respondents left a neutral response to this question. The majority of respondents, 431 (44%), felt that there had been no change in the quality of services delivered by SFRS during the last three years. Similarly, 421 (43%) felt that there have been no changes to the innovations used to improve service provision and outcomes. When asked about communications, 395 (40%) respondents were satisfied with the level of information they receive about local fire and rescue activity and development. 337 (35%) respondents provided a neutral response and 241 (25%) stated that they were dissatisfied with our service in this area.

Our review of Local Plans, which has included an engagement survey, the results of a local scrutiny review and a look at performance data, led us to the conclusion that our Local Plans remain fit for purpose. From a stakeholder perspective, the survey results indicate a high level of satisfaction with 76% of respondents stating that they were very or quite satisfied with SFRS performance in local areas; 68% were very or quite satisfied that local plans were reflective of local need; with a further 20% of respondents leaving a neutral response to this question. The Local Scrutiny Review suggested that, overall, a very positive and consistent picture has been given over seven years of local scrutiny arrangements being in place. Following this review of the process and how it is functioning, the consensus is that it is performing as intended both from an Elected Members, Convener and LSO perspective. There is evidence that there is a clear link between the Local Fire and Rescue Plan priorities and their contribution to other community based plans, ensuring the best outcomes for communities. Additionally, the performance reporting of the Plan and the level of detail the Service provide overall has been positively received. There is, however, room for improvement and the suggestion that a greater focus on risk and outcomes would be beneficial within our Scrutiny reports as opposed to simply benchmarking against personal targets. Finally, the performance data section indicate that our Local Plans priorities are focused on those areas of need across Scotland. There is clear synergy between national and local priorities and need, as well as examples of how local partnerships can drive improvement and be shared across the Service as best practice.

A refresh of the Fire and Rescue Framework from Scottish Government is scheduled to take place 2021/22. This work will also instigate the need to revise the Strategic Plan 2019-22. Following this re-publication, Local Plans will then require a full review and update.

## **COMMAND AND CONTROL FUTURES (CCF)**

Work continues to progress the implementation of our new Command and Control Mobilising System which will enable integration of all three SFRS Operations Controls (OCs). The system will deploy bespoke technology that will significantly enhance both community and firefighter safety.

While the COVID-19 pandemic has had an adverse impact on the timeline for implementation and is clearly out with the control of the Service, the project team has continued to drive the programme forward, taking a proactive approach to minimise delays as much as possible. Working with French contractor Systel, we have adapted plans and increased resources on this major programme of work to have the new system in place in all three OCs by March 2022. Despite the challenges of the last 12 months, considerable progress continues to be made including establishing accreditation for the Airwave Code of Connection and in conducting staff training. User-testing is also now well underway.



Progress through the testing phase has been slow and hampered significantly by: the delayed provision of a “Go live” version of the software by Systel; the time taken for Systel to establish connectivity with the main communication bearer (Airwave); and the number of defects being identified because of a comprehensive and robust testing regime. ACO Dickie, as the SFRS Senior Responsible Officer, the CCF Project Board and all relevant SFRS Subject Matter Advisors continue to explore, develop and implement ways to ensure all legal, financial and contractual responsibilities are completed by Systel as the system provider.

A revised timeline for implementation has recently been established, based on minimising risk and delay to the new go-live dates, which (at the time of writing) are as follows:

- Dundee Operations Control – September/October 2021
- Edinburgh Operations Control – October 2021
- Johnstone Operations Control – January 2022

## **CONFERENCE OF THE PARTIES 26 (COP26)**

We are currently planning for the delayed UN Climate Change Conference of the Parties (COP26) event to take place in Glasgow in November 2021, co-ordinated through the UK government. To contribute to this major multi-agency event, we will require additional one-off funding during 2021/22, currently estimated at £4.2million. The Service is a key player in supporting the safety and security of this event and the COP26 Event Planning Team are heavily embedded in multi-agency planning fora at all levels. There are a number of concurrent risks associated with COP26, not least the ability of the Service to provide part of a multi-agency response to a mass casualty event with trained and equipped SFRS operational personnel. The issues that the Service is having with the Fire Brigades Union in this respect is discussed elsewhere in this report.

## **EMERGENCY SERVICES MOBILE COMMUNICATION PROGRAMME (ESMCP)**

The Service, along with the Scottish Government and blue light partners, are a key player in the Emergency Services Mobile Communications Programme (ESMCP), which will deliver the new Emergency Services Network (ESN) across Great Britain. Despite previous delays, it is currently anticipated that implementation in Scotland will commence mid-2024. Significant planning will be required during the financial year 2021/22 to enable SFRS to play its part in the national roll out. Additionally, one-off funding for non-core costs will be required for the planning and implementation period. For 2021/22, this is currently estimated at £2.6million, rising to £5.3million in 2022/23.

## **LEARNING LESSONS**

### **GLASGOW SCHOOL OF ART**

On 15 June 2018, more than 120 firefighters worked to contain and then extinguish a blaze that took hold of the Mackintosh Building at the Glasgow School of Art (GSoA). This is a complex and thorough investigation which remains ongoing. The damage to The Mackintosh Building was far greater than the fire incident in 2014. The structural stability initially delayed the physical excavation part of the investigation. SFRS chaired 10 multi-agency meetings with key partners including Police Scotland and the Health and Safety Executive.

Since Reigart (a specialist demolition contractor appointed by the GSoA) came on-site in July 2018 we have worked closely with them in the inspection and removal of several hundred tonnes of debris over 4/5 storeys of the building. The speed of our investigation has been governed by gaining access to the various sections of the building. The debris has been carefully removed in sections or layers to avoid destruction of evidence and our investigators have then gone in to the areas opened up; specialist excavation equipment has on occasion been sourced to carry out

certain tasks; steelwork has twisted or melted into a tangle and in the basement, ash and water from weathering and rain has produced a solid concrete-like compound which requires to be broken. Reigart have now completed an estimated 85% of their work. As the investigation progresses, we have added to the evidence and findings which will inform the report. Work also included the review and analysis of hundreds of hours of CCTV footage and captured witness statements. We are working to establish the origin and cause based on what remains within the building. Any potential evidence is likely to be limited due to the severity of the fire and items recovered are severely damaged.

On-site investigations and excavations were temporarily suspended during the first lockdown due to the COVID-19 pandemic. Reigart have cautiously estimated that they may complete excavation work by August 2021; this is subject to any further issues which may be unearthed during the continuing work but, if the timescale is met we should be able to produce and circulate a draft report within, a month thereafter, i.e. by September / October 2021.

## **THE CLIMATE EMERGENCY**

We continue to support Scotland's transition to a net zero carbon economy, through partnership working and in leading by example through our high-profile assets in communities across the country. We are driving this agenda through our Climate Change Response Plan 2045. This document includes a wide range of hard-hitting targets and commitments to help drive down carbon emission in line with Scottish Government direction.

We published our first Carbon Management Plan (CMP) in January 2021. This is a five-year plan to run from 2020-2025 and will be the first stage in an ongoing 25-year carbon reduction program to 2045. This high-level structured plan will set an interim carbon reduction target to be met within the five-year plan period. Our CMP also details a suite of carbon reduction projects including: the installation of solar array panels at our Asset Resource Centres; low carbon heating at Wholetime Stations; and smart heating controls and loft insulation at Retained stations.

We are working with the Scottish Government, Transport Scotland and Scottish Enterprise on a project that will engage business in developing innovative solutions for the yet unresolved decarbonisation challenge of heavy fleet, driving both economic and environmental benefit. Our alternative ways of working during the pandemic have resulted in financial and carbon savings in relation to travel. While it is unlikely that sustained levels of reduction will be fully achievable post-pandemic, it has provided a clear benchmark against which to measure future activity and has provided a catalyst for longer term sustainable carbon reduction.





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## SCOTTISH FIRE AND RESCUE SERVICE

*The Board of Scottish Fire and Rescue Service*

Report No: B/TSA/01-21

Agenda Item: 19

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>24 JUNE 2021</b>						
<b>Report Title:</b>	<b>HEALTH AND SAFETY ANNUAL REPORT 2019-20</b>						
<b>Report Classification:</b>	<b>For Information Only</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of the report is to present the Health and Safety (HS) Annual Report 2019-20.						
<b>2</b>	<b>Background</b>						
2.1	The Scottish Fire and Rescue Service (SFRS) is required by legislation to produce an Annual Health and Safety report. As such, this report provides analysis of the key areas of performance during the reporting year and details the intended risk reduction approaches on key themes such as driver safety, musculoskeletal injuries and promoting safety standards within the training environment.						
2.2	The data detailed in this report is presented to enable a direct comparison between the three reporting years of 2017-18, 2018-19 and 2019-20, however any notable trends evident are also detailed, where relevant.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	47% of 2019-20 health and safety improvement plans actions were closed during the reporting year, representing an 25% increase when comparing to the previous reporting year.						
3.2	The total number of accidents/injuries for the reporting year was 212 which is a 7% decrease when comparing this to the previous reporting year. When considering those events reported to the Health and Safety Executive (HSE) under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR), we note that 12% (26) of all SFRS accidents/injuries are reported to the HSE. This is a 30% decrease when comparing to the previous reporting year.						
3.3	Body movement/manual handling was the most common cause of accident/injury during the reporting year followed by slips, trips and falls and then hot/cold injuries.						
3.4	The percentage of body movement/manual handling accident/injuries remains consistent with the previous reporting year. Most of this type of accident/injury can be attributed to poor situational awareness.						
3.5	Whilst it remains one of the most common causes of accident/injuries, slips, trips and falls saw a 5% decrease, down 12 from 36 to 24, whilst hot/cold accidents/injuries saw a 2% increase, up 4 from 20 in the last reporting year to 24.						

3.6	In the coming year, we will promote situational and behavioural safety in relation to body movement/manual handling and slips, trips and falls. Catering risk assessments and safe systems of work will be reviewed/developed in an attempt to reduce the occurrence of hot/cold accidents/injuries.
3.7	The percentage of accident/injuries reported to the HSE under RIDDOR has decreased by 30% when compared to the last reporting year.
3.8	Over 7-day accidents/injuries accounted for 88% (23 of 26) of all RIDDOR injuries reported to the HSE, a 7% decrease when compared to the previous reporting year.
3.9	70% (16 of 23) of over 7-day accident/injuries reported to the HSE were associated with manual handling and/or body movement, representing a 24% increase in this category when comparing to the previous reporting year. As a result of this, the Musculoskeletal Injury Reduction Group will be re-established in attempt to identify tangible risk reduction measures for this category.
3.10	When considering near misses in relation to RIDDOR reportable events, we see a positive increase to 8:1 in comparison with 5:1 in the last reporting year. We will continue to promote the benefits of near miss reporting.
3.11	Eight UK Fire and Rescue Services (FRS) provided benchmarking data and analysis shows that the SFRS has the overall second-best performance in relation to accident/injuries and non RIDDOR injury rates. We will continue to engage with UK FRS to encourage the sharing of performance data.
3.12	92% (195 of 212) of all accident/injuries were sustained by uniformed staff, this is a 1% decrease when compared with the previous reporting year. Of these, 42% (81 of 195) occurred during operational activities which is a decrease of 8% when compared to the previous reporting year. 49% (40 of 81) occurred at FDRs which is an increase of 25% when compared to the previous reporting year. We will continue to analysis data for trends and engage with Operations to promote situational awareness and behavioural safety in relation to slips, trips and falls.
3.13	When considering uniformed staff across SFRS, in 2019-20 we see a firefighter is injured every 1,130 operational incidents attended compared with 885 in 2018-19 and 1 in every 857 in 2017-18. We will continue to promote Firefighter safety through Health and Safety Improvement Plans and Operational Assurance process.
3.14	During 2019-20, a firefighter was subjected to an Act of Violence (AOV) every 1,636 incidents attended, as opposed to every 1,117 incidents attended in 2018-19. We will continue to work with business partners to promote SFRS's zero tolerance approach to AOVs and continue to share historical information to minimise the likelihood of acts of violence.
3.15	Across SFRS, there were 249 vehicle accidents during 2019-20, an increase of 3% (241 to 249) when compared to the previous reporting year. The most common cause of vehicle accidents reported remains hitting something fixed or stationary, accounting for 61% of the total reported compared to 74% when compared to the last reporting year.
3.16	We will work with SDAs and produce an LCMS package specifically tailored to low speed manoeuvres in an attempt to reduce the occurrence of this type of incident.
3.17	A vehicle accident is reported every 654 operational incidents attended representing a 3% decrease in this category when comparing to the previous reporting year. Of the vehicle accidents attributed to operational incidents, 53% (74 of 140) occurred at slow speed

3.18	<p>representing an 11% decrease in this category when comparing to the previous reporting year. Driver assistants were being used in 22% (31 of 140) of the vehicle accidents attributed to operational incidents, this is consistent with the previous reporting year. We will promote the use of Driving Assistants and ensure that statements are taken from them including details of their position whilst undertaking this role.</p> <p>The health and safety team will continue to work with our business partners to improve safety standards through analysis of health and safety events and the co-ordination of health and safety improvement plans and specific working groups such as the Driver Safety Group and the Musculoskeletal Injury Reduction Group.</p>
<b>4</b>	<b>Recommendation</b>
4.1	The SFRS Board is invited to note the content of the Health and Safety Annual report.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	If health and safety arrangements are not fully implemented, there is a risk that the SFRS may not be compliant with its civil and criminal legislative responsibilities.
5.2	<b>Financial</b>
5.2.1	None. In support of our commitment to effective budget management the report shall be issued in PDF format.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	In support of our environment commitment the report shall be issued in PDF.
5.4	<b>Workforce</b>
5.4.1	The annual report contains a number of initiatives and priorities which will allow the HS Department to continue to work with our Business Partners and improve SFRS's health and safety performance in support of employee and specifically Firefighter safety.
5.5	<b>Health &amp; Safety</b>
5.5.1	The embedding of improvement plans and lessons learned will promote the safety of all staff.
5.6	<b>Training</b>
5.6.1	The training requirements will be considered by the risk owner and progressed as appropriate to promote the application of health and safety standards in the workplace.
5.7	<b>Timing</b>
5.7.1	The HS Annual Report will progress to the Staff Governance Committee on 2 <sup>nd</sup> June for scrutiny and SFRS Board on 24 <sup>th</sup> June for noting and will be accessible from SFRS iHub thereafter.
5.8	<b>Performance</b>
5.8.1	The embedding of robust health and safety arrangements should result in improved wellbeing and may impact on staff absence.
5.9	<b>Communications &amp; Engagement</b>
5.9.1	This report will be presented to a number of committees as detailed above.
5.10	<b>Legal</b>
5.10.1	The Scottish Fire and Rescue Service is required by legislation to produce an annual Health and Safety report.

5.11	<b>Information Governance</b>	
5.11.1	N/A - This briefing paper and the associated HS Annual Report from 2019-20 have been progressed through the relevant Information Governance route for HS matters.	
5.12	<b>Equalities</b>	
5.12.1	There are no implications that require to be noted.	
5.13	<b>Service Delivery</b>	
5.13.1	Any impact on service delivery has been discussed through service delivery improvement groups prior to agreement and action.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Health and Safety Annual Report for 2019-20 was presented to the SFRS Board for information. The report provides analysis of the key areas of performance during the reporting year and details the intended risk reduction approaches on key themes such as driver safety and musculoskeletal injuries.	
<b>7</b>	<b>Appendices/Further Reading</b>	
7.1	Appendix A - Health and Safety Annual Report 2019-20	
<b>Prepared by:</b>	Owen Hanratty, Health and Safety Adviser	
<b>Sponsored by:</b>	Julie Harkins, T/Head of Safety and Assurance	
<b>Presented by:</b>	John Dickie, Director of Training, Safety and Assurance	
<b>Links to Strategy and Corporate Values</b>		
Strategic Plan 2019-2022: Outcome 3 - We are a great place to work where our <b>people</b> 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.		
Safety Value: <b>Safety</b> of ourselves and others is something we take very seriously. Whether that be on the incident ground, in the office or as we go about our business in the community, safety is always at the core of what we do.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>TSA Directorate Management Team</i>	<i>24 March 2021</i>	<i>For Decision</i>
<i>National Safety and Assurance Board</i>	<i>08 April 2021</i>	<i>For Decision</i>
<i>Strategic Leadership Team</i>	<i>28 April 2021</i>	<i>For Decision</i>
<i>Safety and Assurance Sub-Group</i>	<i>13 May 2021</i>	<i>For Information Only</i>
<i>Employee Partnership Forum</i>	<i>20 May 2021</i>	<i>For Information Only</i>
<i>Staff Governance Committee</i>	<i>02 June 2021</i>	<i>For Scrutiny</i>
<i>SFRS Board</i>	<i>24 June 2021</i>	<i>For Information Only</i>





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# Health and Safety Annual Report 2019/20

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# 1. INTRODUCTION BY CHIEF OFFICER AND CHAIR



**KIRSTY DARWENT**  
Chair  
Scottish Fire and Rescue Service Board



**MARTIN BLUNDEN**  
Chief Officer  
Scottish Fire and Rescue Service

Welcome to the Scottish Fire and Rescue Service's Health and Safety Annual Report for 2019/20. This report provides an account of our overall health and safety performance during the reporting year and highlights key areas of work which have contributed to improving this performance.

The production of this report not only assists the Scottish Fire and Rescue Service in meeting its statutory obligations; it has far more reaching benefits such as assisting in setting strategic direction and decision making. This is vital as we continue to address emerging risks, threats and responsibilities and embrace new technology as an ever-evolving Fire and Rescue Service.

It is pleasing to note that the embedding of the Directorate and Service Delivery Area Health and Safety Improvement Plans and the increased scrutiny of health and safety events as a result of the work carried out by the Regional Implementation Groups have helped to further improve the health and safety performance and culture within the Scottish Fire and Rescue Service.

Another encouraging point to note, is that overall the number of accidents and injuries, including those reported to the HSE as a requirement of the RIDDOR Regulations continues to decrease. One initiative which has influenced this positive outcome was the strengthening of business partner engagement. This allowed existing risk assessments, control measures and procedures to be reviewed and revised to take account of specific local requirements.

Following the success of groups such as the Musculoskeletal Injury Reduction Group, other topic specific working groups will continue to be convened where necessary to address emerging issues and trends.

Areas for focus in the coming year will include manual handling/body movement, slips, trips and falls and hot/cold accidents and injuries which are the three most common causes reported. The focus on other important matters such as mental health, including work related stress will also continue as we look to strengthen our mental health arrangements for staff.

It is important that we continue to benchmark our health and safety performance against other UK Fire and Rescue Services. This is an additional useful tool for assessing our performance and allows emerging issues or trends to be highlighted along with the sharing of identified best practice. It is again pleasing to note that we remain a strong performer in the national context.

It is important to acknowledge that the encouraging health and safety performance levels achieved have only been made possible as a result of the professionalism, commitment, dedication and efforts of our staff.

Continued improvement of health and safety performance is essential in assuring the safety of all our staff and the communities we serve. This will remain our focus while we look forward to the challenges the coming year presents us with.

We hope that you find this report informative and valuable.

# 2. EXECUTIVE SUMMARY

This report contains health and safety data which allows a comparison over a three-year period where available. Where there is evidence of any notable trends, this is also reported upon.

In order to enhance our arrangements for the management of health and safety we have, following full consultation with our business partners, harmonised and implemented the following management arrangements; Safe Working at Height, Mobile Elevated Working Platforms, Working with Volunteers, Young Persons.

Work has continued in the development of a new electronic health and safety management system. The system called TASS (Think, Act, Stay Safe) was not launched during 2019/20 due to a number of ongoing technical ICT issues. We have however, neared completion of the development of a health and safety event reporting module and a module on completion of Display Screen Equipment (DSE) assessments. Scoping for future modules is ongoing for the next phase of the development of TASS.

The number of accidents/injuries including those reportable under the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations (RIDDOR) for 2019/20 continues to decrease, with a reduction of 7% (227 to 212) when comparing to 2018/19 and a 18% (258 to 212) decrease from 2017/18. When considering the data as an accident/injury rate, we see a 6% decrease (28.3 to 26.7) in our accident/injury rate compared to 2018/19 and a 24% decrease (37.2 to 26.7) when compared to 2017/18.

This improvement can be attributed to several mitigating actions which were put in place following the previous reporting year outcomes. These included, but were not limited to, the introduction of local traffic management plans incorporating gritting arrangements across SFRS premises, strengthened business partner engagement with Directorates and Service Delivery Areas (SDA) to review Generic Risk Assessments (GRA), development of Safe Systems Of Work (SSOW) for various business partners and increased scrutiny of health and safety events through the SDA Regional Implementation Groups (RIGS). The embedding of the recently introduced Health and Safety Improvement Plans has also had a positive effect on performance.

During 2019/20, 12% of all SFRS accidents/injuries were reported to the Health and Safety Executive (HSE), which is a 4% decrease when comparing to 2018/19. 96% (25 of 26) of these were attributed to manual handling and/or body movement and slips, trips and falls a decrease of 4% when comparing to 2018/19. The SFRS Musculoskeletal (MSK) Injury Reduction Group will continue to work closely with business partners to reduce MSK injuries.

Further action is required through awareness campaigns in relation to reducing slips, trips and falls and improving situational awareness, thereby reducing preventable accidents.

92% of all injuries during 2019/20 were sustained by uniformed staff, representing a decrease of 1% and a numerical decrease of 16 in this category when comparing to the previous reporting year.

42% of all accidents/injuries to uniformed staff occurred during operational activities, representing a decrease of 7% and a numerical decrease of 23 in this category when comparing to the previous reporting year.

The Health and Safety Department continues to work in partnership with Operational Assurance to promote compliance with SFRS policies and procedures.

The number of accidents/injuries which occurred during training activities decreased by 1% and a numerical decrease of 8 from 2018/19. However, Breathing Apparatus (BA) training activity accidents/injuries shows a 12% increase and a numerical increase of 6 from 2018/19.

Following continuing monitoring of health and safety standards in the training environment and the review of risk assessments and safe systems of work, the previously established working group will continue to work closely with Training and Employee Development (TED) and business partners to identify further improvements and address emerging trends.

### 3. HEALTH AND SAFETY FUNCTIONAL PLAN 2019/20

Our 2019/20 Health and Safety (HS) Functional Plan sets out our commitment to further enhance our HS services. Our focus continues to be on people, processes and systems with the overall objective of continuing to improve Firefighter (Ff) safety. Our achievements against our 2019/20 objectives are detailed below:

Objective Progress: ● Achieved ● Partially Achieved ● Not Achieved

Objective	RAG	Progress
<b>Develop a culture of compliance</b>	<span style="color: green;">●</span>	<b>Task: Develop and facilitate completion of SFRS Annual Health and Safety Improvement Plan and associated Directorate/SDA plans</b>
	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>Plan agreed with all Directorate /SDA;</li> </ul>
	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>Meeting regime between Directorate/SDA and HS staff in place;</li> </ul>
	<span style="color: orange;">●</span>	<ul style="list-style-type: none"> <li>Quarterly progress reports developed; and</li> <li>47% of the SFRS complete. SDA and Directorate performance is as follows:                             <ul style="list-style-type: none"> <li>North SDA 87%;</li> <li>East SDA 81%;</li> <li>West SDA 68%;</li> <li>Finance and Contractual Services 46%;</li> <li>Prevention and Protection 85%;</li> <li>Strategic Planning and Performance 71%;</li> <li>People and Organisational Development 72%;</li> <li>Response and Resilience 82%; and</li> <li>Training 67%.</li> </ul> </li> </ul>
	<span style="color: red;">●</span>	<b>Task: To facilitate completion of the Management of Risk at Operational Incidents Framework</b>
		<ul style="list-style-type: none"> <li>Limited progress was achieved in 2019/20 due to business partner structure changes.</li> </ul>
	<span style="color: green;">●</span>	<b>Task: To advise on the implementation of face fit testing for respiratory protective equipment (RPE)</b>
		<ul style="list-style-type: none"> <li>Pilot complete; and</li> <li>Pilot evaluation report prepared.</li> </ul>

Objective	RAG	Progress
<b>Develop a culture of compliance</b>	<span style="color: orange;">●</span>	<b>Task: Manage the completion of Noise and Hand Arm Vibration measurements</b> <ul style="list-style-type: none"> <li>80% of required assessment complete.</li> </ul>
<b>Continue to develop HS management arrangements within SFRS</b>	<span style="color: orange;">●</span>	<b>Task: Development of identified management arrangements</b> <ul style="list-style-type: none"> <li>Management arrangement for Warehousing/Storage has been drafted and following consultation will be implemented in 2020/21;</li> <li>Management arrangement for Safe Working at Height has been published;</li> <li>Management arrangement for Mobile Elevated Working Platforms has been published;</li> <li>Management arrangement for Working with Volunteers has been published; and</li> <li>Management arrangement for Young Persons has been published.</li> </ul>
<b>To promote competence in HS Management and knowledge</b>	<span style="color: orange;">●</span>	<b>Task: To develop and review training matrix for all Directorates/SDAs in relation to HS training requirements (excluding Training for Operational Competence (TfOC))</b> <ul style="list-style-type: none"> <li>Training matrix complete previous year, a more user-friendly version of training matrix in development.</li> </ul>
	<span style="color: orange;">●</span>	<b>Task: Review existing HS training to introduce scenarios based on recent HS events</b> <ul style="list-style-type: none"> <li>Interactive training and induction updated; and</li> <li>Engagement has commenced with the Training and Employee Development Function to agree process.</li> </ul>
<b>To develop and implement ICT solutions to enhance Health and Safety Management System (HSMS)</b>	<span style="color: red;">●</span>	<b>Task: Develop in house electronic health and safety management system</b> <ul style="list-style-type: none"> <li>Process maps have been developed by HS staff. Engagement ongoing with ICT Business Partner to progress system development.</li> </ul>
<b>Support Service Transformation</b>	<span style="color: orange;">●</span>	<b>Task: To liaise with Response and Resilience to review Generic Risk Assessment, Standard Operating Procedure, Technical Information Note and Periodic Inspection and Testing Sheet format</b> <ul style="list-style-type: none"> <li>New document format developed in conjunction with R&amp;R. Conversion of documents to new GRA has commenced.</li> </ul>



## 4. ADDITIONAL ACTIVITIES UNDERTAKEN IN SUPPORT OF SFRS BUSINESS PARTNER OBJECTIVES/INITIATIVES

The activities outlined below were led by other Directorates and SDAs and supported by the HS Department throughout 2019/20.

- Promotion of the Regional Improvement Groups (RIGS) in the addressing of low level events to reduce the likelihood of serious events occurring;
- Preparation of quarterly reports to the SFRS National Health and Safety Board (NHSB) to provide progress on improvement plans and HS events;
- Enhancement of health and safety standards within TED through the creation of site specific operating arrangements;
- Completed a review of the process of undertaking dynamic risk assessment and analytical risk assessment to enhance situational awareness;
- Co-ordinated the development of employee health and safety handbooks for Health and Wellbeing, ICT and Youth Volunteer Scheme;
- Participated in 22 User Intelligence Groups to ensure the consideration of health and safety in the procurement of equipment and services;
- Supported the implementation of SFRS training programmes through delivery of 19 sessions;
- Developed the Supervisory Manager HS Training for Operational Competence (TfOC) Module for the Learning Content Management System (LCMS);
- Managed the investigation of 14 level 3 events and undertook investigation into 2 level 4 events;
- Developed and assisted with the development of 14 safety communications including:
  - Control Of Substances Hazardous to Health (COSHH) Assessments
  - Water Rescue
  - RIDDOR Reporting Changes
  - Traffic Management Plans
- Scoped out the requirements and content of an SFRS Drivers Handbook;
- Worked in conjunction with Human Resources and Organisational Development (HROD) in supporting the development of individual safe systems of work to allow staff with known medical or physical conditions to return to work in a safe manner;
- Assisted in the completion of a various technical assessments and Standard Operating Procedures (SOPs) for operational staff; and
- Scoped out the requirements for a violent marker/ personal safety system to assist the Safe and Well project.

## 5. DIRECTORATE/SERVICE DELIVERY UPDATE

### Finance and Procurement

During 2019/20 Finance and Procurement continued to engage with HS through coordinator meetings and attendance by the Head of Function at the NHSB. Attendance at the Finance and Procurement Management Team by our HS Adviser and engagement with HS as part of the Procurement User Intelligence Group process further embedded this relationship.

HS is a standing agenda item at the Finance and Procurement Management Team meeting, ensuring focus is maintained and progress updates monitored and reviewed. The improvement plan is used as a management tool to inform discussion and monitor activity, directing resource as required.

To assist this monitoring activity, Finance and Procurement have developed a formal HS Tracker with active monitoring against required LCMS modules and other HS activity. Action against DSE assessments, Stress Awareness and Manual Handling has been progressed with payroll staff receiving direct training on Manual Handling Arrangements following a review of existing assessments and controls. The tracker now forms part of the regular HS update.

Moving forward into 2020/21 this engagement will continue with the improvement plan used to monitor progress, supported by the Tracker. Work in relation to Stress Assessments will be progressed and support sought from HS on specific staffing issues.

### Asset Management

Asset Management have been working in full partnership with HS to spotlight or target and drive down some key areas of improvement. The comprehensive audits carried out last year have been completed and reviewed for our high-risk areas, such as the four vehicle workshops facilities. As a result of these audits a new workshops HS handbook has been implemented across all four (4) of the vehicle workshops.

Additionally, we have noticed that the culture within workshops has changed over the past 24 months with regards to HS in the workplace, this refocus has delivered a reduction in accidents/injuries and near misses. The workforce within stores and workshops are being provided further training on key risk areas such as manual handling and situational awareness.

As a result of this strong partnership focus, we have continued to develop and support the HS groups within fleet and property as well actively contributing to the SFRS Driver Safety Group.

Together, we have produced a new driver's handbook which is being published and will be available online over the coming months.

We have also included HS as a critical partner with regards to the pre-acceptance testing of any new appliances, key items of Personal Protective Equipment (PPE) or Operational Equipment.

Moving forward, Asset Management intend to introduce a dedicated HS Officer for 6 months in order to achieve an enhanced completion rate of the improvement plan in 2020/2021 within all our areas.

### ICT

During 2019/20, ICT held regularly scheduled meetings with HS to progress the department's improvement plan, achieving 73% completion.

Focus was on completion and implementation of the Function's GRAs and SSOW and ensuring that all staff have completed LCMS modules and assessments on Manual Handling, Stress and DSE, and that any actions arising from these assessments are progressed appropriately by managers. Outstanding actions are related to the Provision and Use of Work Equipment Regulations (PUWER) and the programme of toolbox talks, which have been delayed due to long-term absence of a key manager. A briefing session was held with the ICT Management Team to refresh their knowledge of relevant HS legislation and employers' responsibilities. This, along with sharing of quarterly performance reports, helped to put HS into context and raise its profile with ICT managers.

For 2020/21, ICT will continue to work closely with HS to achieve a higher completion rate on the 2020/21 improvement plan. Additionally, consideration of any relevant HS requirements or procedures will be built into the start-up process for ICT projects, further embedding HS into our daily work.

### People and Organisational Development

Throughout 2019/20, the People and Organisational Development (POD) HS Group continued to work in partnership with HS to enhance standards of HS within POD. As a result, 84% of the POD HS improvement plan was completed compared to 49% in the previous reporting year.

Our 2019/2020 improvement plan focused on ensuring the provision of robust risk assessments and supporting arrangements, such as PPE assessments, identification and completion of PUWER assessments, implementation of periodic inspections for Health and Wellbeing equipment, DSE assessments and supporting control arrangements.

This proactive work contributed to a reduction in safety event types except for accidents/injuries which has remained the same as the previous reporting year. All safety event types continue to be monitored through local management and the POD HS Group to ensure the effectiveness of preventative measures.

During the 2019/20 the HS improvement plan remained as a standing item at POD Directorate Management Team meeting and was also included in POD Manager Team meetings to ensure regular progress updates are communicated to all functional managers. This has enhanced promotion of and responsibility for health, safety and wellbeing at all levels within the Directorate.

Looking ahead to 2020/21, the POD HS Group will continue to enhance directorate and functional HS arrangements. With the full support of the POD Management Team, the positive health, safety and wellbeing culture within POD will continue to be developed and nurtured through progressive staff engagement and training arrangements and implementation of safety measures.

We will also continue to work with our business partners through the SFRS MSK Injury Reduction Group to promote safety standards as well as support the development of HS training matrix supported by appropriate implementation arrangements across the Service.

### Prevention and Protection

During the reporting year 2019/20 the HS Improvement Plan has become a key part of the monthly Prevention and Protection (P&P) formal Functional Team Meetings. Here, all HS actions and progress is discussed with all P&P functional managers and Head of Function. This discussion is also reflected at the functional managers team meetings, thus ensuring and maintaining robust management arrangements which promotes a positive HS culture within the P&P Function overall.

Working closely with the HS team, effective progress has been achieved by completing actions within the HS Improvement Plan for 2019/20, this includes:

- Overall, 85% of all P&P actions have been completed. This includes ongoing actions relating to COSHH, PUWER and the Dangerous Substances and Explosive Atmospheres Regulations 2002 (DSEAR) for the Heritage sites;
- Publication of the P&P HS Handbook;
- Only four actions are currently outstanding, two are nearing completion and the remaining actions require input from other Directorates before they can be completed. P&P managers are actively engaging with these Directorates to progress these actions.;
- The Heritage HS handbook is completed and currently under review prior to HS approval and publishing; and
- Remaining actions that have not been completed or require input from other Directorates have been carried forward to the 2020/21 improvement plan. Revised completion dates have been agreed where ongoing monitoring continues.

### Response and Resilience

The Directorate has made good progress against the HS Improvement plan with 82% of actions complete, with work on the remaining 18% percent of actions commenced and will be carried forward to next year's plan. HS actions are allocated at Functional level across the Directorate to ensure that there remains a sharp focus through regular monitoring and reporting of progress.

We continue to work with other Directorates promoting Ff safety and improving HS performance.

The Directorate has continued to work closely with Procurement, Assets and HS Departments to ensure all new equipment brought into the service has been PUWER assessed prior to purchase to mitigate foreseeable risks where possible and ensure all new equipment is fit for purpose.

During the year the Directorate has progressed a number of key actions, including ongoing development of operational GRAs and various specific legislation and technical assessments, further enhancing the safety of Ffs.

Looking ahead, there will continue to be a focus on operational learning and safety and the completion of technical assessments with many of the Response and Resilience (R&R) policies being reviewed within a revised document template format with the intention of improving Ff safety through the provision of clearer and concise information and guidance to operational staff.

### **Strategic Planning Performance and Communications**

The Strategic Planning, Performance and Communication (SPPC) Directorate, during 2019/20, have continued to mainstream the management of HS within business processes including a standing item on all meeting agendas, incorporated within engagement events and fully established within all staff inductions.

The Directorate has implemented a number of actions to support delivery of the HS Improvement Plan, the main being to establish a Directorate wide SharePoint site providing relevant information, links to training and incorporates the HS Improvement Action Plan. The Directorate dashboard overview ensures effective and ongoing HS monitoring and management of all aspects of performance and provides an audit trail of progress throughout the reporting year.

### **Training**

Throughout the whole year in collaboration with HS, work continued to improve the standards within Training, progress actions from the HS Improvement Plan and reduce the number of events within national training sites. Good progress was made through the year with 73% of improvement plan actions completed which is an increase on the previous year where 49% were completed.

The HS Improvement Plan focused on many areas with site operating arrangements completed for national training sites, implementation of the management arrangement for workplace inspections, progressing GRAs and Safe Systems of Work along with DSE assessments for Training staff and the introduction of the Asbestos module for the Flexi Duty Officer Training for Operational Competence programme.

Although the number of HS events was very similar to the previous reporting year with 34 recorded in 2019/20 and 33 recorded in 2018/19, vehicle accident events reduced by 46% which highlights the emphasis placed upon HS within the Directorate. HS is a standing item on the agenda for all Directorate Management Team meetings to ensure regular progress is communicated to functional managers and their teams which assists in the promotion of a positive safety culture. Regular communications with HS and HS Liaison Officers (HSLO) continued with the introduction of a meeting schedule and dedicated HS SharePoint page.

Looking ahead to 2020/21, there will be a continued focus on HS standards within training environment to reduce accidents and improve Ff safety. Working with SFRS business partners, completion of the HS Improvement Plan will be a priority along with the completion of significant event action plans from HS and Operational Assurance learning.

### **North Service Delivery Area (NSDA)**

The North HS Improvement Group is well supported across all areas of the NSDA. A strong HS culture exists and permeates all aspects of the work carried out across the area. The North HS Improvement Plan formed the bulk of the work that the group was involved in during the 2019/20 period, with 87% of the actions completed. The remaining 13% will be carried forward into the 2020/21 improvement plan.

One of the many areas of success we have seen in the NSDA has been the introduction of a slow speed vehicle accident framework. This pilot piece of work has seen a consistent reduction in the number of slow speed manoeuvre accidents. This will now be adopted as a Service wide approach with the aspiration being that a similar reduction will be seen across all SDAs.

The NSDA has also seen a reduction in the number of RIDDOR reportable injuries and Acts Of Violence (AOV) over the year which is pleasing, however we will maintain a strong focus on both areas in the coming year.

Looking ahead to 2020/21, the NSDA Improvement Group are fully aware of and working towards achieving the 2020/21 action plan with focus on promoting near miss reporting, and on reducing injuries to our staff.

The NSDA are focused on ensuring the improvements that have been made in previous years are built upon, and that we continue to ensure the NSDA is placing the Health, Safety and Wellbeing of all staff at the forefront of everything we do.

### **East Service Delivery Area (ESDA)**

The East HS Improvement Group is well supported across all areas of the ESDA. The East HS Improvement Group continues to be well supported across all Directorates, LSO Areas and Representative Bodies promoting a positive HS culture across the ESDA. The East HS Improvement Plan drives the business of the Group and at the end of the reporting year 81% of actions were completed. All outstanding actions are being progressed through the appropriate Directorates and will be carried forward into the 2020/21 plan.

Priorities through the year included highlighting behavioural safety to reduce accidents/injuries and vehicle accidents as well as the promotion of near miss reporting. This focus has produced positive results with a 21% reduction in all reported accidents/injuries and a continuation of increased near miss reporting. Reducing vehicle accidents remains a challenge within the ESDA

and while 2019/20 saw a 3% decrease in events reported when compared to the previous reporting year this will be a key area of focus during 2020/21. An area for development is the proactive promotion of vehicle accident prevention to supplement event analysis and there will be close collaboration with the SFRS Driver Safety Group at a national level along with all LSO Areas to ensure the downward trend in accidents continues.

### **West Service Delivery Area (WSDA)**

The West HS Improvement Group is well supported across all areas of the WSDA. The West HS Improvement Plan for 2019/20 had a total of 31 actions, 21 of which have been completed. The remaining 10 actions will be carried forward and are scheduled to be complete by end of Q2 2020/21.

In Q4 of 2019/20, a new meeting structure was introduced to ensure the appropriate support for the WSDA HSLOs and provide greater scrutiny and monitoring in relation to the progress of HS Improvement Plan actions. A significant improvement was made in Q4 in terms of the number of actions completed and we will seek to build on that and see further improvement in this regard in 2020/21.

Despite an increase in near miss reporting, a corresponding reduction in accidents/injuries has not occurred. 2019/20 also saw a welcomed reduction in the number of AOVs. Vehicle accidents have increased compared to last year. Low speed vehicle manoeuvre accidents continue to be among the highest categories of vehicle accidents. This will be an area of focus for the West HS Improvement Group in 2020/21.

## 6. KEY PERFORMANCE INDICATORS

There are 6 key performance indicators detailed within this report; improvement plan, accident or injury, RIDDOR reportable injury, near miss, AOV and vehicle accidents.

## 7. SFRS HEALTH AND SAFETY IMPROVEMENT PLANS

To support legislative compliance, there is one overarching SFRS Health and Safety Improvement Plan supported by nine bespoke plans, one for each SDA/Directorate. The SFRS table below indicates the current completion status at the end of 2019/20.

Year	Number of Identified Actions	Number of Actions Completed	Completion Percentage (%)	RAG
<b>2016/17</b>	122	40	33	-
<b>2017/18</b>	66	9	14	Red
<b>2018/19</b>	63	14	22	Green
<b>2019/20</b>	68	32	47	Green

Table 1: Improvement Plan Progress

When comparing the percentage completion within the previous reporting year, a 25% improvement is noted. Significant progress is noted in eight of the ten plans in place.

Of the 36 outstanding 2019/20 actions, analysis shows 53% (19 of 36) are over 70% complete.

12% (8 of 68) actions have been identified as low risk to the organisation, and have been deferred to 2020/21 in agreement with HS due to an unprecedented increase in workload.



## 8. PERFORMANCE DASHBOARD

### About the statistics in this report

The statistics quoted in this report are internal management information published in the interests of transparency and openness. They are provisional in nature and subject to change as a result of ongoing quality assurance and review.

As all statistics quoted are provisional there may be differences in the period totals quoted in successive reports after original publication which result from revisions or additions to the data on our systems.

Statistical reporting will be based on the date the event occurred. This means that all reports will include information on exceptions, i.e. events that were reported late and outwith the previous reporting period.

This is the first Health and Safety Annual Report to introduce spark lines which show the breakdown of events by year over a three-year period and the underlying trend for that period. Anomalies will be reported by exception.

### All Health and Safety Events 2019/20

#### Key Performance Indicator (KPI) Totals with Two-Year Average Trend Comparison 2019/20

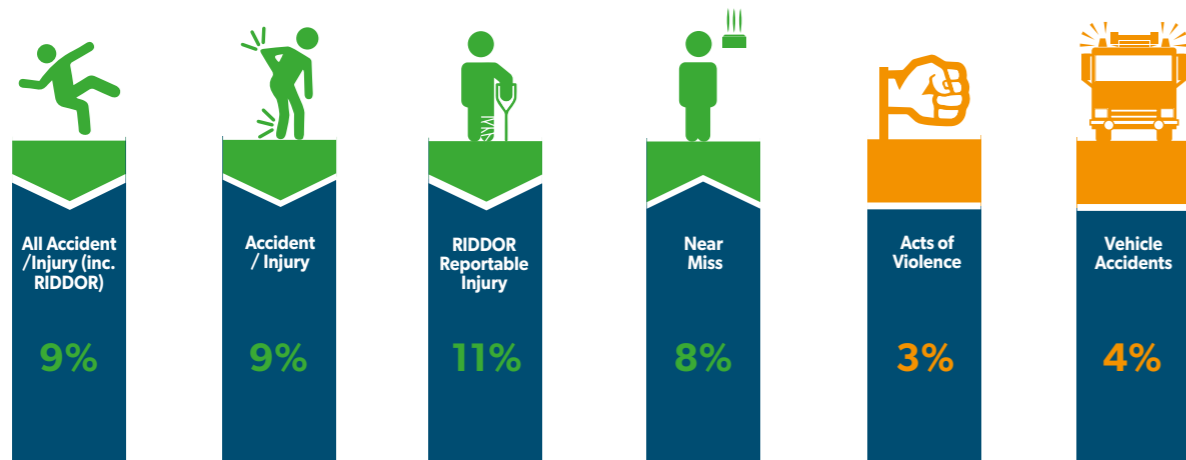


Figure 1: Trend Comparisons 2019/20

\*Note -A deviation of +/- 5% falls within the expected variance and is therefore represented as no change.

The table below shows year-to-date totals to the end of each year from 2017/18 onwards.

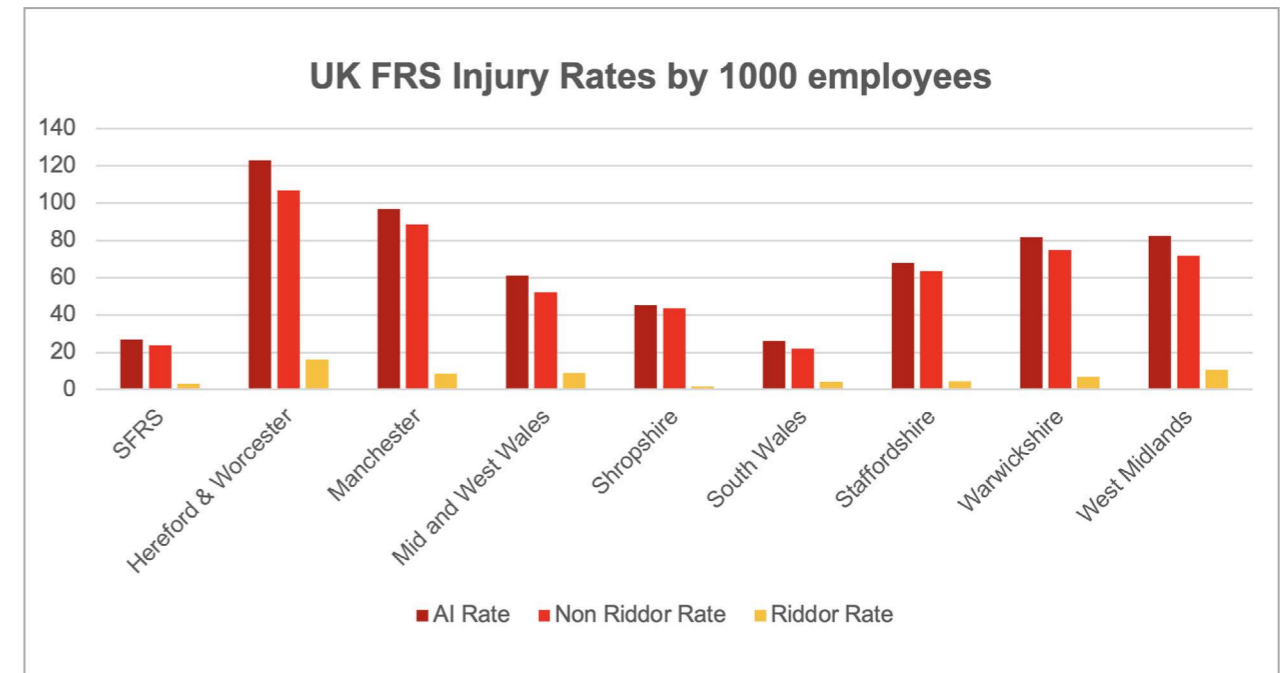
Event Category	2017/18	2018/19	2019/20
<b>Accident or Injury</b>	223	190	186
<b>RIDDOR-Reportable Injury</b>	35	37	26
<b>Near Miss</b>	168	203	199
<b>Acts of Violence</b>	61	83	56
<b>Vehicle Accident</b>	230	241	249
<b>Total</b>	<b>717</b>	<b>754</b>	<b>716</b>

Table 2: Total Events by Year

Further detail on each event type and causation is contained within the relevant sections of this report.

## 9. UK FIRE AND RESCUE SERVICE COMPARISON

2015/16 saw the introduction of benchmarking against other UK Fire and Rescue Services (FRS). We continue to carry out the benchmarking exercise. There are 53 FRS within the UK, usable data was received from 8 FRS this year.



Graph 1: UK FRS Injury Rate 2019/20

In comparison with the 8 UK FRS that provided usable data, we can see that the SFRS holds a strong position sitting second in the table in relation to the total number of overall accident/injury (27 in 1000 employees), non RIDDOR injury (24 in 1000 employees) and RIDDOR (3 in 1000 employees) rates.

We will seek to gather further information from other UK FRS in the forthcoming years and share performance information across the UK. We are committed to working with all UK FRS in order to share best practice with the aim of enhancing Ff safety.

## 10. SFRS PERFORMANCE OVERVIEW

The spark lines below show the three - year trend. The dotted line on each panel gives an indication of overall trends. In some cases, these may differ from the trend arrows on the summary infographic, which are based on comparisons of cumulative totals averaged over two-year periods.

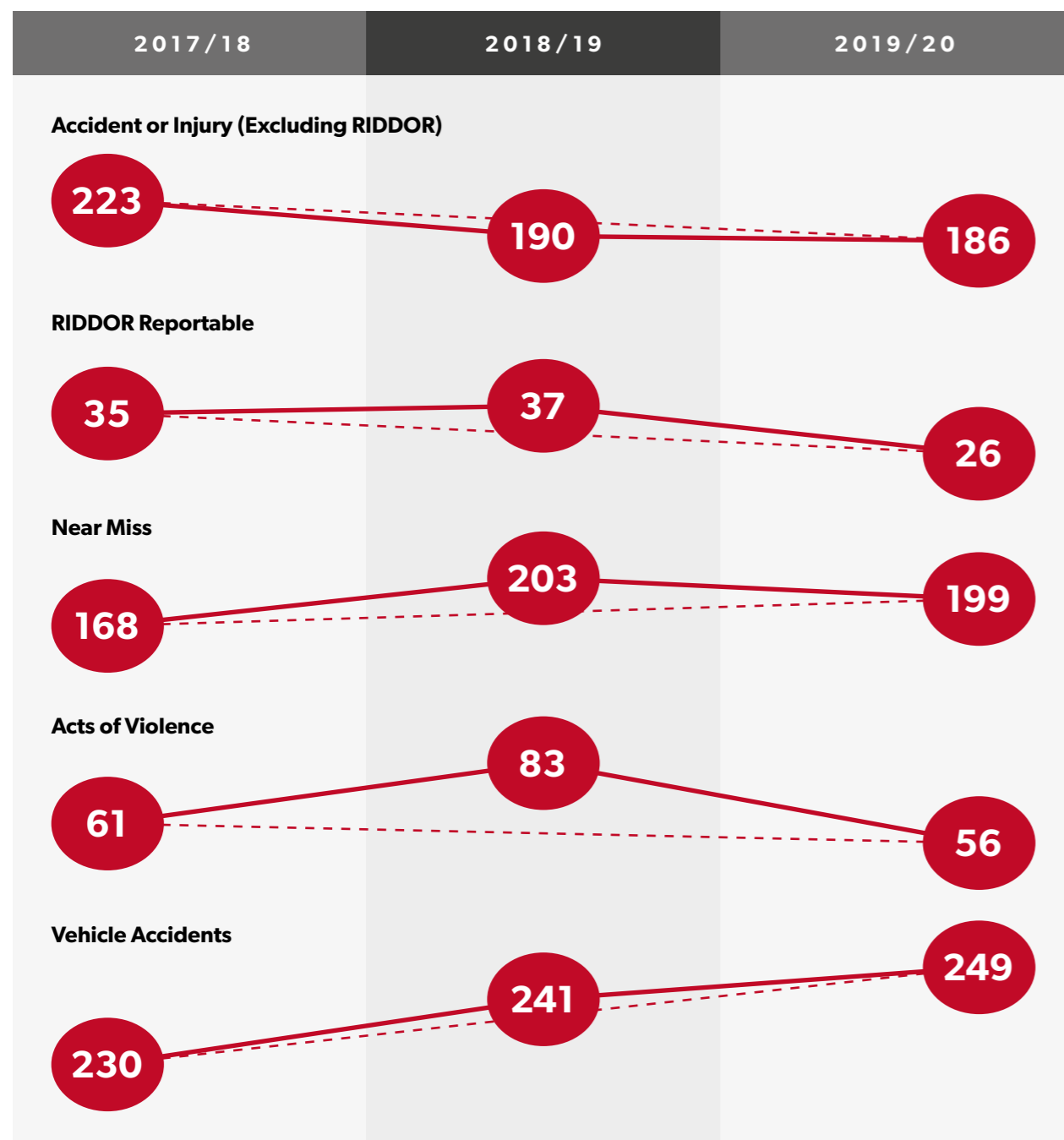


Figure 2: Event KPI Totals from 2017/18 to 2019/20

The three-year trend is positive for Accidents/injuries, RIDDOR Reportable Injuries, Near Misses, AOV, however Vehicle Accidents show an increasing trend. Further analysis of all key performance indicators can be found in the related sections of this report.



### Accident and Injuries (excluding RIDDOR) by SDA/Directorate

SDA/Directorate	2017/18	2018/19	2019/20	RAG	% Change
North SDA	47	38	39	Red	+3%
East SDA	81	56	41	Green	-27%
West SDA	41	53	60	Red	+13%
Strategic Planning, Performance and Communications	3	0	0	Green	-
Finance and Contractual Services	8	9	6	Green	-33%
People and Organisational Development	1	2	2	Green	-
Prevention and Protection	1	1	1	Green	-
Response and Resilience	5	3	4	Red	+33%
Training and Employee Development	36	28	33	Red	+18%
<b>Total</b>	<b>223</b>	<b>190</b>	<b>186</b>	<b>Green</b>	<b>-2%</b>

Table 3: Accidents/injuries excluding RIDDOR Annual Totals

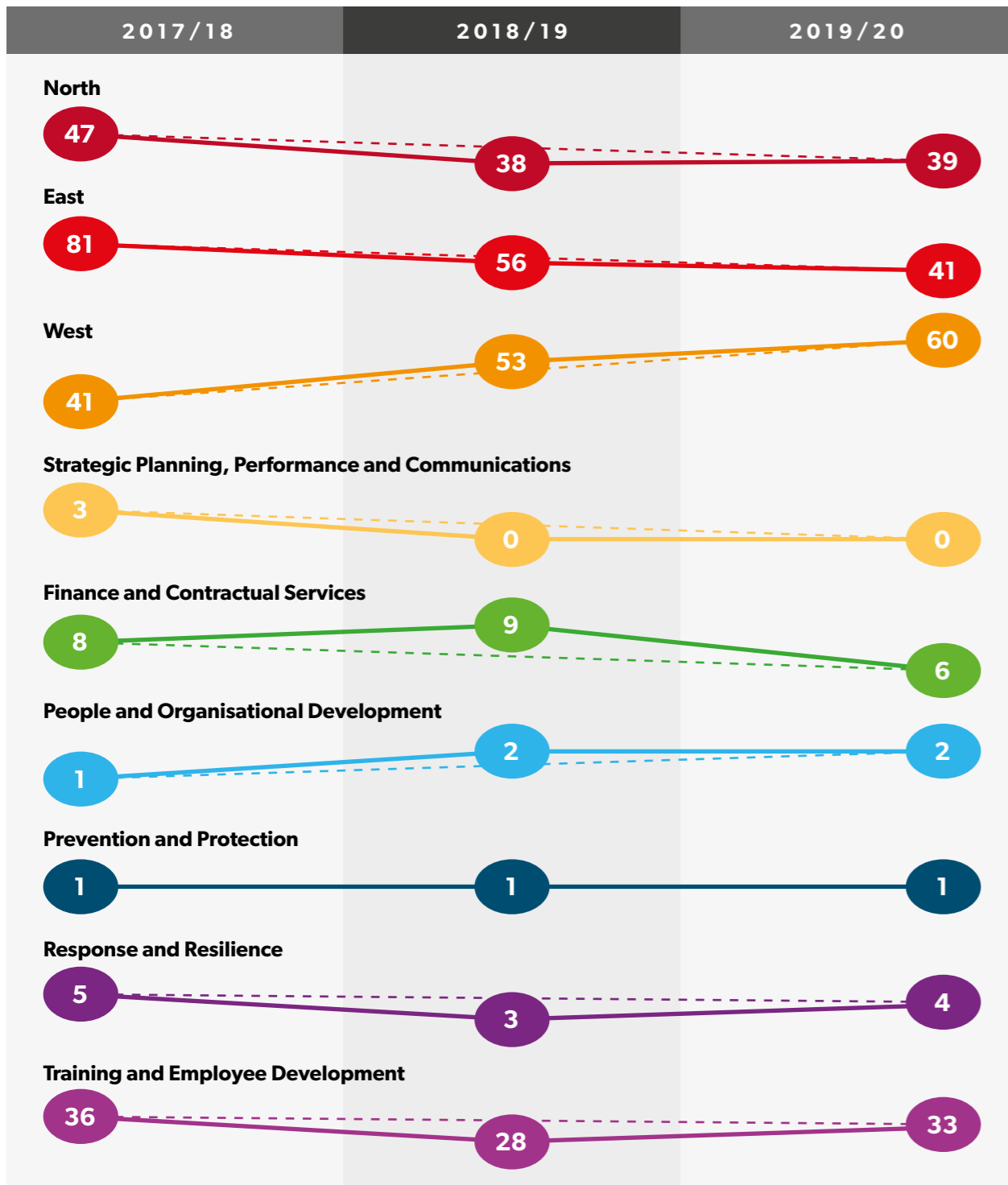


Figure 3: Accidents/injuries excluding RIDDOR Totals from 2017/18 to 2019/20

Overall SFRS accident Injuries show an improving trend over the three - year period. The most notable improvement is seen within the ESDA, this improvement is attributed to Mid and East Lothian and the Borders, and Falkirk and West Lothian with 33% and 76% decreases respectively. Conversely, the WSDA shows a rising trend over the three-year period, with East, North and South Ayrshire, Glasgow City and Dumfries and Galloway all showing a rising trend albeit numerically, the increases are very low.



### HSE Reportable Accidents/injuries by SDA/Directorate

Accidents/injuries reported to the HSE under RIDDOR are provided below.

SDA/Directorate	2017/18	2018/19	2019/20
North	6	4	2
East	11	12	13
West	8	16	8
Strategic Planning, Performance and Communications	0	0	0
Finance and Contractual Services	2	0	0
People and Organisational Development	0	0	0
Prevention and Protection	0	0	0
Response and Resilience	0	0	2
Training and Employee Development	8	5	1
<b>Total</b>	<b>35</b>	<b>37</b>	<b>26</b>

Table 4: RIDDOR Reportable Accidents/injuries

The total number of accidents/injuries reported to the HSE under RIDDOR shows an improvement over the three-year period, with a 30% decrease noted when comparing to 2018/19 figures. Whilst numerically the values are low, improvements are recorded within TED and the WSDA. These can be attributed to a reduction in BA training related RIDDOR reportable events within TED (4 to 0) and a reduction (10 to 5) in operational activity and (5 to 2) in SDA led training within the WSDA when comparing to previous reporting year.

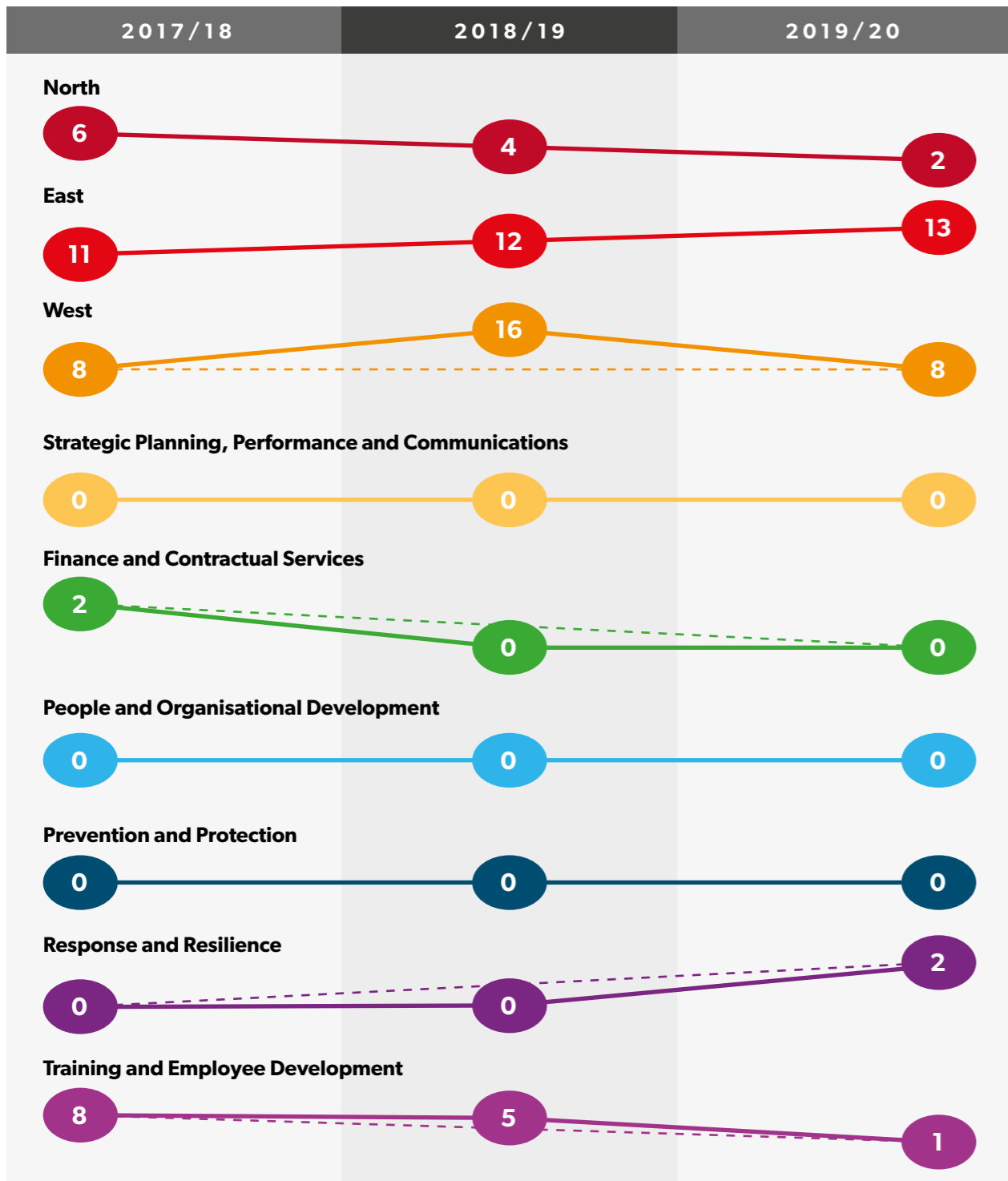


Figure 4: Total RIDDOR-Reportable Injuries by SDA/Directorate 2017/18 to 2019/20

There were 3 specified injuries during the reporting year compared to 2 the previous reporting year. The 3 specified injuries were;

- A dislocation/fracture injury sustained to the arm through a workplace transport event;
- A crush/loss of digit or part, sustained through a BA Search and Rescue training event; and
- A fractured rib, due to a slip trip and fall in an appliance bay.

Over 7-day accidents/injuries accounted for 88% (23 of 26) all RIDDOR reportable events representing a 7% decrease when comparing to the previous reporting year. 70% (16 of 23) of over 7-day accidents/injuries reported to the HSE were associated with manual handling and/or body movement representing a 24% increase in this category when comparing to the previous reporting year, however it should be noted that numerically there was 1 less manual handling accident/injury reported to the HSE. A further 26% (6 of 23) of over 7-day accidents/injuries were as a result of slips, trips and falls representing a 1% increase in this category when comparing to the previous reporting year. 57% (13 of 23) of over 7-day accidents/injuries occurred at operational incidents, representing a 3% decrease in this category when comparing to the previous reporting year. 77% (10 of 13) of over 7-day operational accidents/injuries occurred during the initial or developing stage of the incident representing 1% increase when comparing to the previous reporting year. Finally, 35% (8 of 23) of over 7-day accidents/injuries were attributed to training activities all of which occurred during refresher training, 33% during swift water rescue training and a further 33% during BA Search and Rescue training, representing a 2% decrease when comparing to the previous reporting year.

We will continue to promote the completion of manual handling assessments and associated safe systems of work. The SFRS MSK Injury Reduction Group will continue to work closely with business partners to reduce MSK injuries.



#### Operational Accidents/injuries 2017/18 to 2019/20

There is a notable improvement in operational accidents/injuries over the three-year period.

The majority, 49% (40 of 81), of operational related accidents/injuries occurred whilst attending Fire Damage Reports (FDRs) representing an increase of 6% in this category, when comparing to previous reporting year, numerically this equates to 3 additional events.

14% (11 of 81) operational accident injuries occurred at secondary fires, representing 9% decrease in this category when comparing to previous reporting year, numerically this equates to 16 less events.

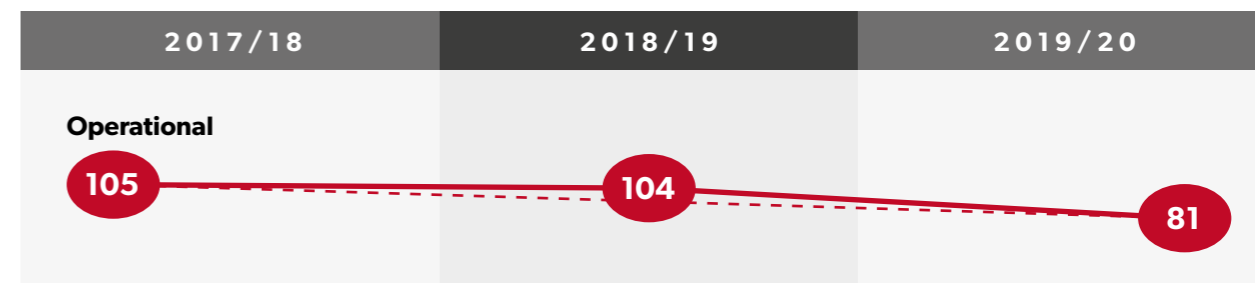


Figure 5: Operational Accidents/injuries 2017/18 to 2019/20

**Operational Accidents/injuries by Phase of the Incident**

SDA	Mobilising	Initial	Developing	Closing	Returning	Total
North	1	7	10	5	0	23
East	3	4	15	5	0	27
West	4	9	11	5	2	31
<b>Total</b>	<b>8</b>	<b>20</b>	<b>36</b>	<b>15</b>	<b>2</b>	<b>81</b>

Table 5: 2019/20 Totals by Stage of Operational Incident

When consider operational accidents/injuries by the stage of the incident the data shows the majority, 44% (36 of 81), occurred during the developing stage of the incident, representing a 6% increase in this category, numerically there has been a decrease of 3 when comparing to previous reporting year. These can be attributed to slips and trips on uneven/wet ground, struck by objects and manual handling injuries which include the moving of bariatric patients. A further 25% (20 of 81) occurred during the initial stage of the incident representing a decrease of 10% in this category and numerically a decrease of 16 when comparing to the previous reporting year. These can be attributed to forcing entry, slipping on uneven ground and burns.

**Non-Operational Accidents/injuries - 2017/18 to 2019/20**

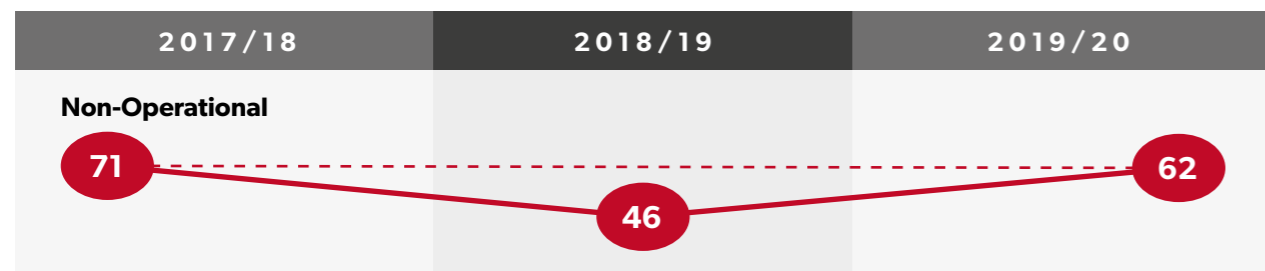


Figure 6: Non-Operational Accidents/injuries 2017/18 to 2019/20

The three-year trend shows a continuing improvement in relation to non-operational accidents/injuries.

16% (10 of 62) of all non-operational accidents/injuries occurred within appliance bays, 14% (9 of 62) occurred within station kitchens with the majority of these 89% (8 of 9) occurring whilst cooking.

A further 13% (8 of 62) of the total reported occurred whilst carrying out daily/monthly checks and finally 10% (6 of 62) involved mounting/dismounting/appliances or coming out from working under appliances.

**Training Accidents/injuries - 2017/18 to 2019/20**

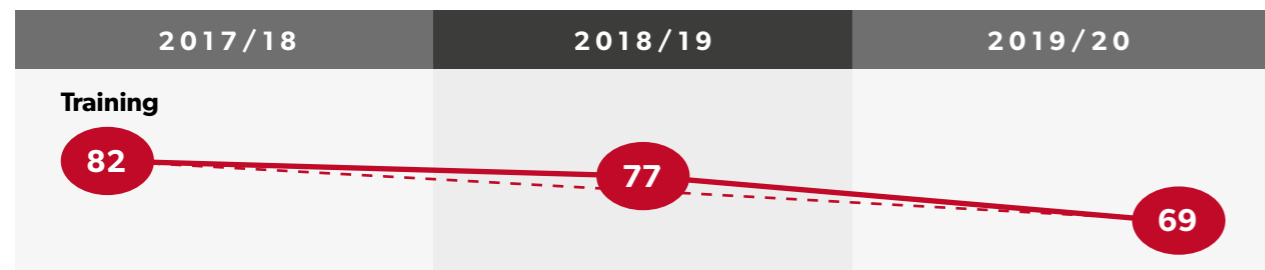


Figure 7: Training Accidents/injuries 2017/18 to 2019/20

There is a noted improvement in the three-year trend for training related accidents/injuries.

33% (69 of 212) of accidents/injuries reported during 2019/20 occurred during training related activities showing a 5% decrease when comparing to the previous reporting year.

67% (46 of 69) of the total reported occurred during refresher training, representing a 12% increase in this category and a numerical increase of 3 events.

Further analysis shows 37% (17 of 46) of refresher training accidents/injuries occurred during BA related training, representing an 8% increase in this category and a numerical increase of 3. A further 24% (11 of 46) occurred during Core Skills training such as ladder drills and pump drills representing a 1% increase in this category and a numerical decrease of 1. Finally, 15% (7 of 46) occurred during swift water rescue training representing a decrease of 1% when comparing to the previous reporting year and a numerical reduction of 1.

We will continue to work with training colleagues to implement further controls measures including enhanced risk assessments and safety systems of work to continue the positive trend.

**All Accidents/Injuries (including RIDDOR) to Uniformed Staff by SDA/Directorate**

SDA/Directorate	2017/18	2018/19	2019/20
North	50	41	38
East	89	66	53
West	47	67	67
Strategic Planning, Performance and Communications	0	0	0
Finance and Contractual Services	0	0	0
People and Organisational Development	1	1	1
Prevention and Protection	1	1	1
Response and Resilience	5	2	4
Training and Employee Development	42	33	31
<b>Total</b>	<b>235</b>	<b>211</b>	<b>195</b>

Table 6: Accidents/Injuries (including RIDDOR) to Uniformed Staff

When considering uniformed staff across SFRS, in 2019/20 we see a Ff is injured every 1,130 operational incidents attended compared with 885 in 2018/19 and 1 in every 857 in 2017/18.

42% (81 of 195) of all accidents/injuries to uniformed staff occurred attending operational incidents representing an 8% decrease in this category and numerically 23 fewer accidents/injuries recorded when comparing to the previous reporting year. A further 35% (69 of 195) occurred during training, representing a 5% decrease and numerically 9 fewer when comparing to the previous reporting year.

When considering the type of incident being attended data shows 49% (40 of 81) occurred whilst attending FDRs representing a 25% increase in this category, numerically 15 more, when comparing to the previous reporting year. A further 22% (18 of 81) occurred at special services representing a 2% decrease in this category, numerically 7 less when comparing to previous reporting year. 14% (11 of 81) of the injuries occurred as a result of False Alarms an increase of 3% in this category although numerically the number of events reports remains the same when comparing to the previous reporting year. 14% (11 of 81) occurred at secondary fires a decrease of 9% in this category,

numerically 13 less events, when comparing to the previous reporting year. The final 1% (1 of 81) was as a result of other out duties, no percentage or numerical change when comparing to previous reporting year. The most notable improvement is a 9% decrease – 13 less events - in the secondary fire accidents/injuries category.

44% (36 of 81) of the total occurred during the developing stage of the operational incident, representing a 6% increase in this category, however, numerically a decrease of 3 is noted when comparing to the previous reporting year. A further 25% (20 of 81) occurred during the initial stage of the operational incident, representing a 10% decrease from previous reporting year, with numerically 16 less accidents/injuries reported.

23% (45 of 195) occurring during non-operational activities representing a 1% increase, when comparing to the previous reporting year. 89% (40 of 45) of those reported were attributed to a lack of situational awareness e.g. walking into objects, working in kitchens and equipment poorly stowed, representing a 30% increase in this category.

35% (69 of 195) of all accidents/injuries to uniformed staff occurred during training, representing a decrease of 1% in this activity when comparing to the previous reporting year. 35% (24 of 69) related to BA training Search and Rescue and Carbonaceous training representing a 12% increase when comparing to the previous reporting year. A further 23% (16 of 69) were attributed to Core Skill training representing a 6% decrease when comparing to the previous reporting year. 54% (37 of 69) was SDA led training representing a 9% increase when comparing to the previous reporting year. Swift Water Rescue training recorded 13% (9 of 69) training injuries, this is comparable to the 2018/19 figure of 12% (9 of 77).

Following continuing monitoring of HS standards in the training environment and the review of risk assessments and safe systems of work, the previously established working group will continue to identify further improvements and address emerging trends.

**All Accidents/Injuries (including RIDDOR) to non-uniformed staff by SDA/Directorate**

SDA/Directorate	2017/18	2018/19	2019/20
North	3	1	3
East	3	2	1
West	2	2	1
Strategic Planning, Performance and Communications	3	0	0
Finance and Contractual Services	10	9	6
People and Organisational Development	0	1	2
Prevention and Protection	0	0	0
Response and Resilience	0	1	2
Training and Employee Development	2	0	2
<b>Total</b>	<b>23</b>	<b>16</b>	<b>17</b>

Table 7: Accidents/Injuries (inc RIDDOR) to non-uniformed staff - Annual Totals

24% (4 of 17) of non-uniformed accidents/injuries occurred within Fleet Workshops representing a decrease of 16% and a numerical decrease of 5 when comparing to the previous reporting year. 12% (2 of 17) occurred whilst carrying out Community Safety work representing an increase of 6% and a numerical increase of 1 when comparing to the previous reporting year. 82% (14 of 17) of the total reported were attributed to a lack of situational awareness e.g. walking into doors, bumping heads, working in kitchens and slips and trips representing an increase of 7% and a numerical increase of 2 when comparing to previous reporting year.

**SFRS Working Days Lost Due to Accidents/injuries - 2017/18 to 2019/20**

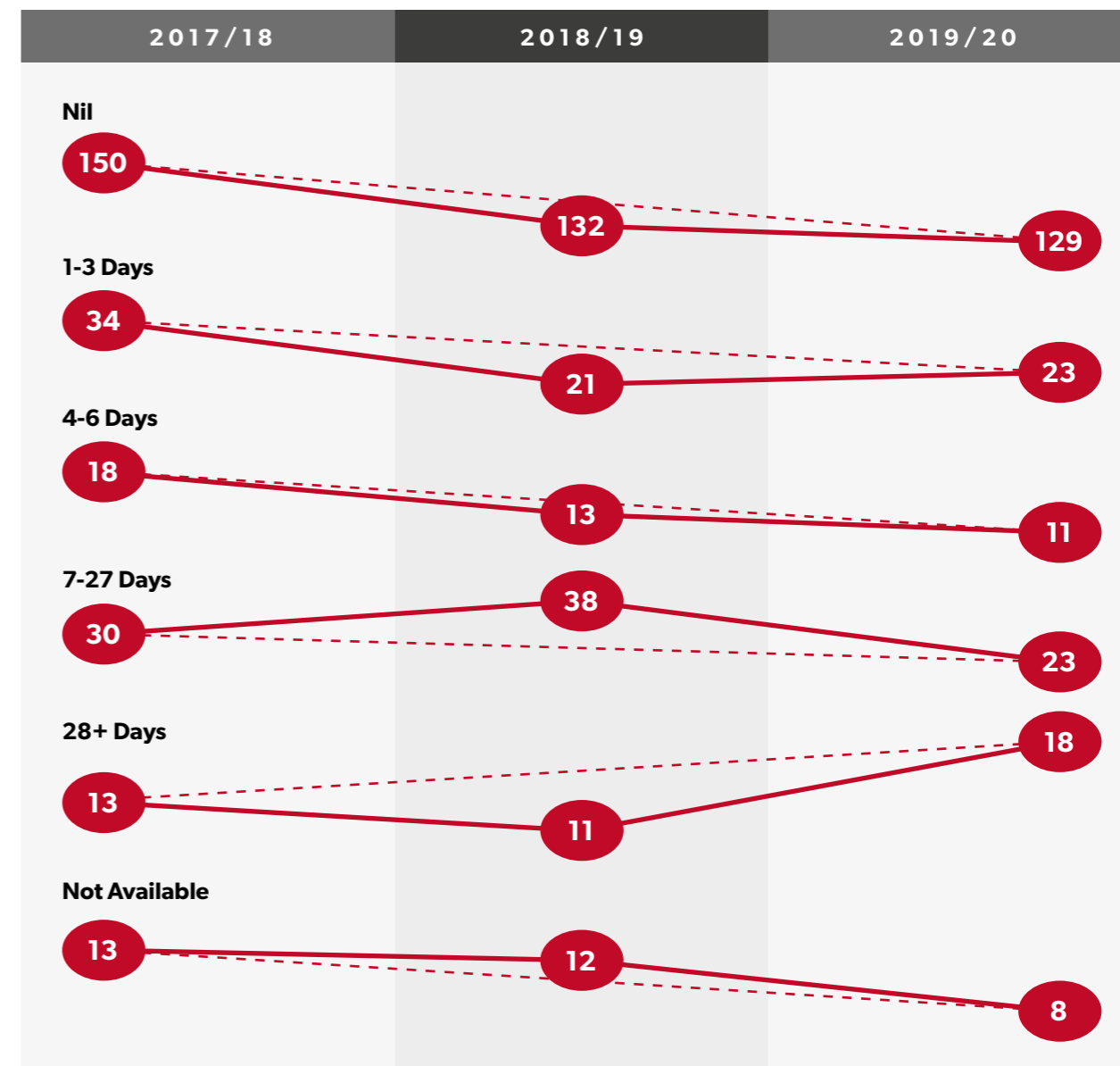


Figure 8: Working Day Lost 2017/18 to 2019/20

All categories, except for the 28+ day category show a positive trend. The 28+ days category shows an increased absence pattern for 2019/20.

We will work with POD colleagues to gather further information on the causation of 28+ accidents/injuries as well as the reasons for limited or no information on the exact number of days lost.

**Action Points:**

- HS to consider the root causes of 28+ day accidents this financial year and work with business partners to identify improvements; and
- Managers to ensure that complete information is recorded within the health and safety management system in relation to lost working time.

### Three Most Common Accident/Injury by Causation

2017/18		2018/19		2019/20	
Manual Handling/ Body Movement	55	Manual Handling/ Body Movement	81	Manual Handling/ Body Movement	77
Slips, Trips & Falls	57	Slips, Trips & Falls	36	Slips, Trips & Falls	24
Hot / Cold	29	Hot / Cold	20	Hot / Cold	24

Table 8: Three Most Common Accident/Injury by Causation

The most common cause of accidents/injuries across the SFRS remains manual handling/body movements accounting for 36% (77 of 212) of the total reported. The percentage falling into this category is consistent with the previous reporting year however numerically there were 4 less manual handling/body movement related accidents/injuries reported.

Further analysis shows 39% (30 of 77) of all manual handling/body movement accident /injuries occurred during operational incidents representing an increase of 8% in this category and a numerical increase of 1 when comparing to previous reporting year. A further 38% (29 of 77) occurring whilst undertaking training representing a decrease of 11% in this category and a numerical decrease of 11 when comparing to previous reporting year. 23% (18 of 77) occurred whilst undertaking non-operational duties representing an increase of 8% and a numerical increase of 6 when comparing to previous reporting year.

10% (8 of 77) occurred whilst using ladders, 62% (5 of 8) of which occurred whilst undertaking training. Using hose, casualty handling and the lifting of BA sets each accounted for 8% (6 of 77) of the total.

Data shows that a manual handling/body movement accident/injury is sustained every 3,054 operational incidents attended representing an increase of 4% in this category and a numerical increase of 130 when comparing to the previous reporting year.

Slips, trips and falls, the second most common cause of accidents/injuries accounting for 11% (24 of 212) of the total accidents/injuries reported during 2019/20 representing a decrease of 5% in this category and a numerical decrease of 12 when comparing to previous reporting year. 42% (10 of 24) of the total reported occurred at operational incidents representing a decrease of 16% and numerical decrease of 11 when compared to the previous reporting year. A further 33% (8 of 24) occurred whilst undertaking non-operational duties representing an increase of 5% and a numerical increase of 2 when comparing to previous reporting year, with 75% (6 of 8) occurring in either SFRS car parks or appliance bays representing a 25% increase and numerical increase of 1 when comparing to previous reporting year. Finally, 25% of slips, trips and falls (6 of 24) occurred whilst undertaking training representing an increase of 11% and numerical increase of 1 when comparing to previous reporting year, with the majority, 67% (4 of 6) occurring during SDA led training, all occurred during refresher BA Search and Rescue and Swift Water training representing an increase of 27% and numerical increase of 2 when comparing to previous reporting year.

A slip, trip and fall accident /injury occurs every 9,161 operational incidents attended a 11% decrease from previous reporting year which recorded 1 in every 8,395 operational incidents. 33% (8 of 24) of slips, trip and falls were attributed to non-operational duties representing an increase of 5% in this category and a numerical decrease of 2 when comparing to the previous reporting year.

The third most common cause of accidents/injuries reported to date is hot/cold accounting for 11% (24 of 212) of all accidents/injuries reported representing a 1% increase from the previous reporting year. All events reported occurred within the station kitchen area with 50% (4 of 8) attributed to using an oven.

### Action Points:

- Health and Wellbeing have re-established the MSK Injury Reduction Group, they will continue to look at further risk reduction actions;
- Training standards to include safe manual handling and body movement;
- SDAs to promote operational situational awareness and behavioural safety in relation to manual handling/body movement; and
- Catering risk assessment and a suite of safe systems of work to be developed.



### SFRS NEAR MISSES BY SDA/DIRECTORATE

When considering the number of near misses in relation to the number of RIDDOR reportable events we see a ratio of 8:1 which is an improvement on the 5:1 ratio reporting for previous reporting year.

#### Near Misses by SDA/Directorate - 2017/18 to 2019/20

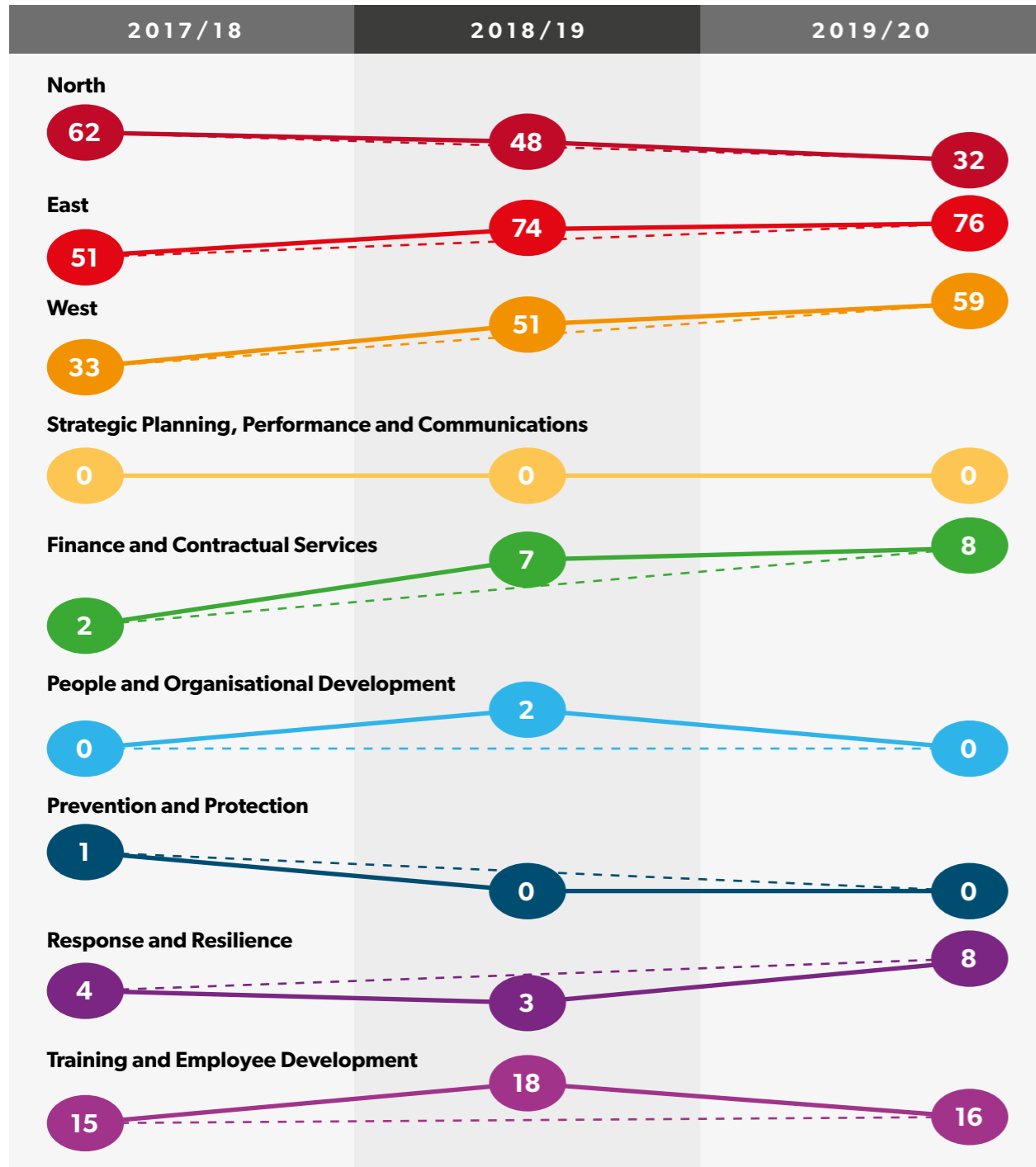


Figure 9: Near Misses by SDA/Directorate 2017/18 to 2019/20

Near Miss reporting continues to increase over the three-year period within the ESDA, WSDA, Finance and Contractual Services (FCS), R&R, and TED, although the numerical values within FCS and R&R are very low.

#### Near Misses by SDA/Directorate

SDA/Directorate	2017/18	2018/19	2019/20
North	62	48	32
East	51	74	76
West	33	51	59
Strategic Planning, Performance and Communications	0	0	0
Finance and Contractual Services	2	7	8
People and Organisational Development	0	2	0
Prevention and Protection	1	0	0
Response and Resilience	4	3	8
Training and Employee Development	15	18	16
<b>Total</b>	<b>168</b>	<b>203</b>	<b>199</b>

Table 9: Annual Near Miss Totals

Operational near misses accounted for 36% (71 of 199) of the total reported representing a 4% decrease in this category and a numerical reduction of 9 when comparing to the previous reporting year. However, given the corresponding reduction in operational related accidents/injuries this reduction is considered a positive trend.

30% (59 of 199) of near miss events occurred during non-operational activities, representing a 2% decrease and a numerical reduction of 3 from the previous reporting year. 14% (8 of 59) related to property issues e.g. tiles falling and 10% (6 of 59) related to contractors e.g. disturbing building fabric, representing a 6% increase in property related near miss from previous reporting year, there were no other notable trends.

35% (69 of 199) of all near misses reported were associated with training activities, representing a 5% increase in this category and a numerical increase of 8 when comparing to the previous reporting year.

81% (56 of 69) occurred during SDA led training an increase of 9% and a numerical increase of 12 on the previous reporting year, with 88% (49 of 56) occurring during refresher training an increase of 2%

and a numerical increase of 11 when comparing to the previous reporting year.

19% (13 of 69) occurred during TED led training with 54% (7 of 13) occurring during refresher and 46% (6 of 13) initial training.

The most common type of training being carried out when a near miss event occurred was during BA related training, 40% (28 of 69) with 71% (20 of 28) occurring during SDA led training. 25% (5 of 20) of these occurred in Dumfries LSO area and were suspected free flow incidents, however this could not be replicated under test conditions.

#### Action Points:

- Managers to ensure that all staff are reminded of the need for reporting of near miss events and the benefits of doing so;
- TED will continue to monitor event trends through regional HSLOs in conjunction with Health and Safety; and
- SDAs to consider the relationship between accident injuries and near miss reporting.





## SFRS ACTS OF VIOLENCE

### Acts of Violence by SDA/Directorate - 2017/18 to 2019/20

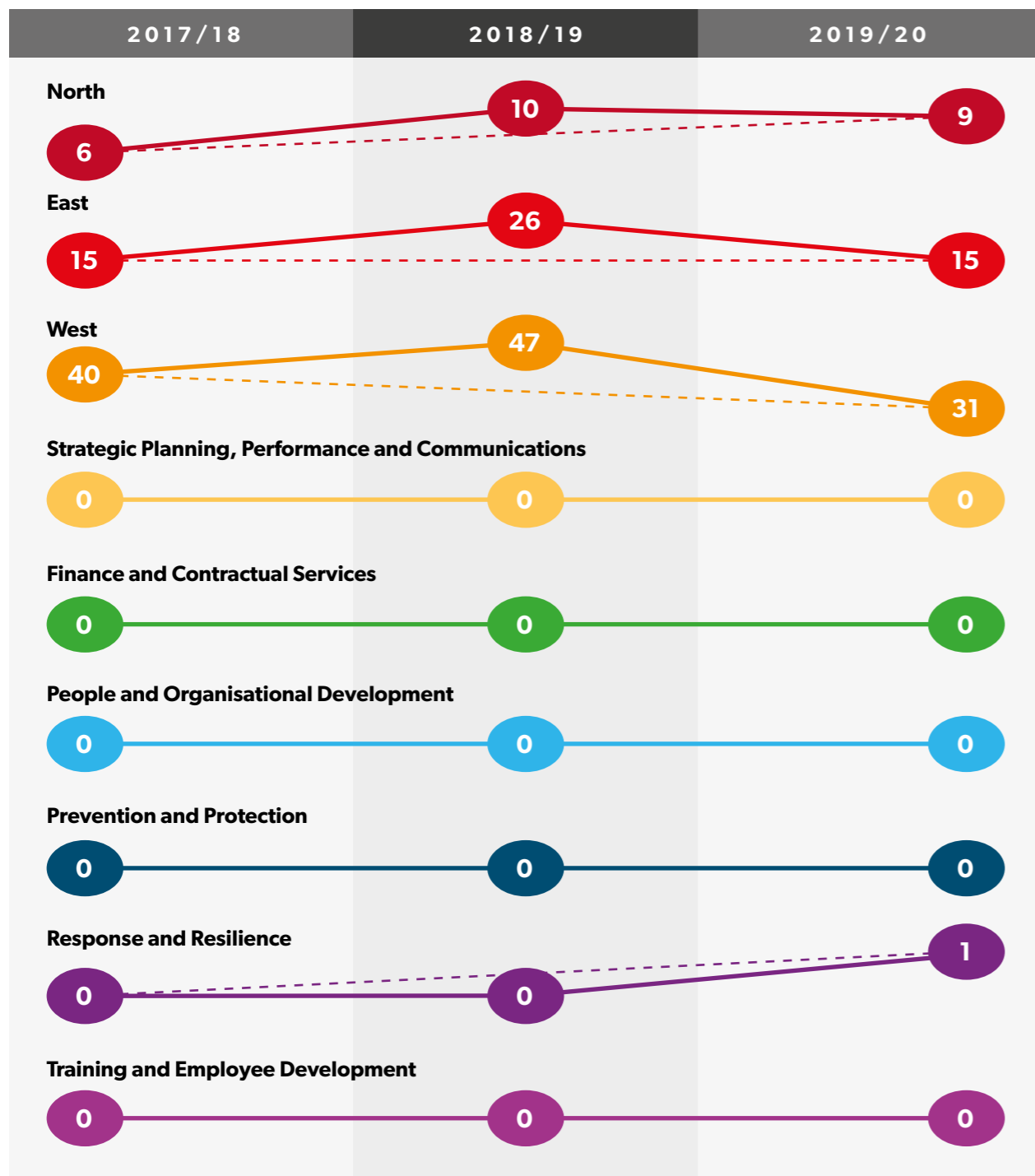


Figure 10: Quarterly Totals Chart for Acts of Violence by SDA/Directorate 2017/18 to 2019/20

There has been a steady underlying decreasing trend of AOV reported over the three-year period, with the exception of the NSDA and R&R showing an increasing trend, albeit the numerical value for the Directorate is extremely low.

Bonfire night period (01/11 – 09/11) accounted for 18% (10 of 56) of AOV, this shows a decrease of 2% when comparing to the previous reporting year. 80% (8 of 10) occurred within the WSDA showing an increase of 15% and a numerical increase of 7 for that period in the previous reporting year.

### Acts of Violence by SDA/Directorate

SDA/Directorate	2017/18	2018/19	2019/20
North	6	10	9
East	15	26	15
West	40	47	31
Strategic Planning, Performance and Communications	0	0	0
Finance and Contractual Services	0	0	0
People and Organisational Development	0	0	0
Prevention and Protection	0	0	0
Response and Resilience	0	0	1
Training and Employee Development	0	0	0
<b>Total</b>	<b>61</b>	<b>83</b>	<b>56</b>

Table 10: AOV Annual Totals

The total number AOV reported shows improvement of 33% (83 to 56) when comparing to the previous reporting year. This is associated with the significant decrease in AOV in both ESDA and WSDA, this is attributed to SDAs continual engagement with partner agencies in working to reduce AOV.

61% (34 of 56) of the total AOV reported involved missiles or thrown objects representing a 1% increase in this category and a numerical decrease of 14 when comparing to the previous reporting year.

A further 18% (10 of 56) were attributed to verbal abuse to crews representing an 8% decrease in this category and a numerical decrease of 11 when comparing to the previous reporting year. 18% (10 of 56) were physical assault by a person representing a 6% increase in this category with no numerical change when comparing to the previous reporting year. One of the physical AOV reported resulted in a Ff sustaining a back injury after being struck by a van. Police attendance was requested in 60% (6 of 10) of the physical AOV with 40% (4 of 10) considered as Reportable under the Emergency Workers (Scotland) Act 2005. However, to date there have been no associated prosecutions.

95% (53 of 56) of AOV reported occurred at operational incidents, representing an 8% increase in this category and a numerical increase of 19 events when comparing to the previous reporting year. 66% (35 of 53) occurred at secondary fires representing a decrease of 10% from the previous reporting year, with 20 less events. 15% (8 of 53) in response to FDRs which is consistent with the previous reporting year. Data shows a 100% increase in AOV reported at special service with 6 events reported, 50% (3 of 6) were attributed to physical by person which included a Ff being struck by a vehicle.

A Ff was subjected to an AOV every 1,636 operational incidents attended, compared with every 1,117 in 2018/19 and 1 every 1,698 in 2017/18.

Police assistance was requested in 84% (47 of 56) of AOV with 18% (10 of 56) considered as Reportable under the Emergency Workers (Scotland) Act 2005. However, there have been no associated prosecutions.

**Action Points:**

- SDAs to reinforce the need for crews under attack to request assistance of Police Scotland using the following messages:
- 'Immediate Police assistance required, crews under attack' or 'Police assistance required, crews under threat of attack' this is outlined within SFRS SOPs and SFRS Awareness Briefing – Request for Police Scotland Assistance at Operational Incidents' (6/12/2016); and
- SDA to continue meaningful engagement with partner agencies to further develop and enhance current arrangements to support the reduction of AOV.



**VEHICLE ACCIDENTS**

Analysis shows that 56% (140 of 249) of vehicle accident were attributed to operational incidents, this is consistent with the previous reporting year. A further 33% (83 of 249) were attributed to non-operational activities again this is consistent with the previous reporting year. Finally, 11% (26 of 249) were attributed to training, representing an 4% increase in this category and a numerical increase of 10.

**Vehicle Accidents by SDA/Directorate - 2017/18 to 2019/20**

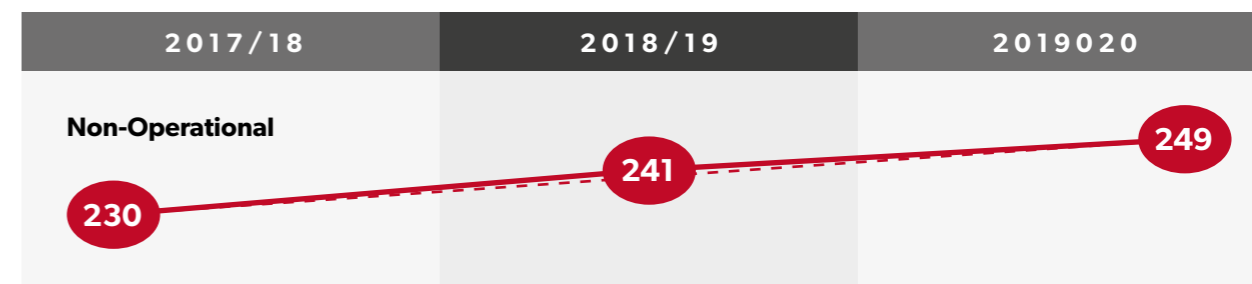


Figure 11: Vehicle Accidents by SDA/Directorate 2017/18 to 2019/20

**Vehicle Accidents by SDA/Directorate**

SDA/Directorate	2017/18	2018/19	2019/20
North	59	52	42
East	58	74	72
West	99	94	116
Strategic Planning, Performance and Communications	0	0	1
Finance and Contractual Services	5	6	8
People and Organisational Development	0	1	0
Prevention and Protection	2	1	1
Response and Resilience	1	2	3
Training and Employee Development	6	11	6
<b>Total</b>	<b>230</b>	<b>241</b>	<b>249</b>

Table 11: Vehicle Accidents Annual Totals

There has been a 3% increase in vehicle accidents compared to the previous reporting year with low speed manoeuvres being the most common accident type across all areas. The most significant increase has been in the WSDA which has seen a 23% increase over the period and the most significant improvement has been seen within the NSDA where there has been a 19% decrease in vehicle accidents.

**Vehicle Accidents by SDA/Directorate by Activity**

SDA/Directorate	Non-Operational	Operational	Training	Total
North	6	28	8	42
East	21	42	9	72
West	39	70	7	116
Strategic Planning, Performance and Communications	1	0	0	1
Finance and Contractual Services	8	0	0	8
People and Organisational Development	0	0	0	0
Prevention and Protection	1	0	0	1
Response and Resilience	3	0	0	3
Training and Employee Development	4	0	2	6
<b>Total</b>	<b>83</b>	<b>140</b>	<b>26</b>	<b>249</b>

Table 12: Activity Undertaken Annual Totals

Operational related vehicle accidents remain the most common accounting for 56% (140 of 249) of the total reported during 2019/20. However, this represents a 4% decrease in this category when comparing to the previous reporting year and a numerical decrease of 5 events.

A vehicle accident is reported every 654 operational incidents attended representing a 3% decrease in this category and a numerical decrease of 17 when comparing to the previous reporting year. When considering the data by SDA a vehicle accident occurred every 667 operational incidents attended in the NSDA compared to 677 and remaining consistent percentage wise with the previous reporting year. In the WSDA a vehicle accident occurred every 639 operational incidents attended compared with 664 the previous reporting year, this represents an increase of 4%. Finally, in the ESDA a vehicle accident occurred every 673 operational incidents compared to 578 in the previous reporting year which is a decrease of 16%.



Figure 12: Phases of Operational Incidents Annual Totals

48% (67 of 140) of operational related vehicle accidents were attributed to mobilising representing a 2% increase in this category and a numerical decrease of 6 when comparing to the previous reporting year. Initial and returning phase vehicle accidents both increased by 2%, the developing phases decreased by 2% and closing phase vehicle accidents remained the same when compared to the previous reporting year.

Of the vehicle accidents attributed to operational incidents, 53% (74 of 140) occurred at slow speed representing an 11% decrease in this category and numerical decrease of 19 when comparing to the previous reporting year. 77% (57 of 74) of slow speed vehicle accidents occurred whilst moving forward an increase of 2% in this category and numerically 13 less events when comparing to the previous reporting year. 41% (30 of 74) of slow speed manoeuvres occurred during the returning phase of the incident with 80% (24 of 30) of these as a result of hitting something fixed or stationary e.g. parked cars.

A further 34% (47 of 140) of operational related vehicle accidents were attributed to driving under blue light conditions representing an increase of 5% in this category and a numerical increase of 3 when comparing to the previous reporting year.

26% (36 of 140) of the operational events reported occurred on A roads, representing an increase of 10% in this category and a numerical increase of 15 when comparing to the previous reporting year. 25% (35 of 140) occurred on urban roads representing a decrease of 1% in this category and a numerical decrease of 4.

15% (21 of 140) occurred on B roads representing a decrease of 2% and a numerical decrease of 4. A further 13% (18 of 140) occurred off road representing a decrease of 2% and a numerical decrease of 2.

11% (16 of 140) occurred in appliance bays representing a decrease of 1% in this category and a numerical decrease of 3.

Driver assistants were being used in 22% (31 of 140) of the vehicle accidents reported, this is consistent with the previous reporting year.

33% (83 of 249) of vehicle accident reported were attributed to non-operational activities, this is consistent with the previous reporting year. 45% (37 of 83) of which were attributed to other activities not specified representing an increase of 9% in this category and a numerical increase of 8 events when comparing to the previous reporting year.

A further 28% (23 of 83) were attributed to other duties, this is consistent with the previous reporting year. Finally, 24% (20 of 83) were attributed to community fire safety activities representing a 10% decrease in this category and a numerical decrease of 7 events when comparing to the previous reporting year.

69% (57 of 83) of the non-operational vehicle accidents involved the use of Fire Appliances representing an increase of 3% in this category and a numerical increase of 5 when comparing to previous reporting year. A further 20% (17 of 83) involved the use of SFRS white fleet representing a decrease of 1% in this category and numerically an increase of 2 when comparing to previous reporting year. The remaining 11% (9 of 83) involved private cars representing an increase of 4% in this category and a numerical increase of 3 events when comparing to the previous reporting year.

Finally, 11% (26 of 249) of vehicle accidents reported were attributed to training activities. 65% (17 of 26) were attributed to attending refresher training representing a 4% decrease in this category and a numerical increase of 6 events when comparing to the previous reporting year. 41% (7 of 17) occurred whilst attending Swift Water Rescue training representing an increase of 14% in this category and numerical increase of 4 when comparing to the previous reporting year.

86% (6 of 7) of training related vehicle accident involved boats during Swift Water Rescue training representing an 14 % decrease in this category and a numerical increase of 3 when comparing to the previous reporting year. All of these events resulted in damage to the prop guard.

## 11. CLAIMS

### Vehicle Accidents by SDA/Directorate by Cause

SDA/Directorate	Hit Something Fixed or Stationery	Hit or Hit by a Moving Vehicle	Other	Total
North	23	6	13	42
East	37	10	25	72
West	85	11	20	116
Strategic Planning, Performance and Communications	1	0	0	1
Finance and Contractual Services	4	1	3	8
People and Organisational Development	0	0	0	0
Prevention and Protection	1	0	0	1
Response and Resilience	0	0	3	3
Training and Employee Development	1	2	3	6
<b>Total</b>	<b>152</b>	<b>30</b>	<b>67</b>	<b>249</b>

Table 13: Vehicle Accidents Cause Totals

The most common cause of vehicle accidents across the SFRS continues to be 'hit something fixed or stationary, accounting for 61% (152 of 249) of the total reported compared to 74% (178 of 241) when considering the previous reporting year.

56% (85 of 152) occurred in the WSDA representing an increase of 19% in this category and numerically 20 more events when comparing to the previous reporting year. 65% (55 of 85) of the WSDA vehicle accidents reported occurred at slow speed, with 80% (44 of 55) occurring while the vehicle was travelling forward.

#### Action Points:

- SDAs to promote the use of driving assistants in accordance with SFRS standards particularly Awareness Briefing 'Slow Speed Maneuvers' (14/11/18) to all staff;
- SDAs to ensure the position of driving assistants and statements from driving assistants are provided in all event reports;
- Health and Safety to work with the WSDA in tackling low speed forward manoeuvres; and
- Health and Safety to develop LCMS training package specifically related to low speed manoeuvres.

The following table outlines claims settled in 2019/20 associated with health and safety standards within the SFRS:

Claim type	Nos of claims	Total cost	Reason(s) for settlement
Employee liability	2	£24,200.16	Vicarious liability for the negligent act omission of the staff member who spilt and left water in situ.
Vehicle accidents	62	£98,912.00	Fully to blame/Accidental Damage Motor Only

Table 14: Settled claims

## 12. SIGNIFICANT EVENTS

The table below shows the number of significant investigations initiated during the 2019/20 reporting period and status of the associated investigation.

Investigation Level	Number of Significant Investigations	Number Complete	% Complete
Level 2	27	13	48
Level 3	7	1	14
Level 4	2	1	50
<b>Total</b>	<b>36</b>	<b>15</b>	<b>42</b>

Table 15: Number of Significant Investigations Initiated and status of the associated investigation

Details of ongoing Level 3 and Level 4 investigations 2019/20 are provided below.

Event Type	Level	Status (as at 29/04/2020)
<b>Near Miss</b>	<b>4</b>	Ongoing
		<b>West SDA – Operational Incident</b> – BA Team of 4 became disorientated within tenement building. BA emergency declared.
<b>Vehicle Accident</b>	<b>3</b>	Ongoing
		<b>North SDA – Operational Incident</b> – RRU vehicle sustained heat damage while rescuing a member of the public who had proceed into the path of an ongoing hill fire incident.
<b>Accident Injury</b>	<b>3</b>	Ongoing
		<b>North SDA – Operational Incident</b> – HAZMAT (Special Service) Uncontrolled ammonia leak. 2 Ffs suffered effects of exposure to ammonia.
<b>Near Miss</b>	<b>3</b>	Ongoing
		<b>West SDA – Operational Incident</b> – Loss of water; hose and branch failures.
<b>Near Miss</b>	<b>3</b>	Ongoing
		<b>East SDA – Operational</b> – Crews working in potentially unsafe structure.
<b>Near Miss</b>	<b>3</b>	Ongoing
		<b>West SDA – Training</b> – Following damage to prop guard, training continued resulting in further health and safety events occurring.
<b>Accident Injury</b>	<b>3</b>	Ongoing
		<b>North SDA – Training</b> – During an exercise involving BA Search and Rescue operations, the Injured Person sustained partial amputation of ring finger of the left hand.

Table 16: Details on ongoing Level 3 and Level 4 Investigations

## 13. LOOKING FORWARD 2020/21

### Health and Safety Functional Plan 2020/21

During 2020/21, the newly titled Safety and Assurance Function will continue to work towards our objectives for this year, with a view to increasing the effectiveness of the HS management requirements as follows:

#### Deliver rolling programme of SFRS HS Improvement Plans across the organisation

- Develop the SFRS Annual Health and Safety Plan and bespoke SDA/Directorate Improvement Plans; and
- Facilitate the completion of plans through robust engagement and advice to business partners.

#### Develop and implement a suite of Management Arrangements and where required supporting LCMS to provide managers with the tools to support legal compliance .

- Develop Warehousing/Storage Management Arrangements and supporting LCMS module;
- Develop Lift Trucks Management Arrangements and supporting LCMS module;
- Develop Pressure Systems Management Arrangements and supporting LCMS module;
- Develop Confined Space Management Arrangements and supporting LCMS module; and
- Develop Organised Events Management Arrangements and supporting LCMS.

#### Promote health and safety requirements through Service Transformation

- Liaise with Response and Resilience to review and develop new documentation, primarily GRAs and SOPs.

#### Develop and implement business processes that promote efficiency and compliance with GDPR

- Develop and implement Safety and Assurance function internal business protocols handbook.

#### Develop and implement ICT solutions to enhance HS

- Develop various modules and liaise with ICT to create SFRS bespoke Health and Safety Management System, Think, Act, Stay Safe (TASS); and
- Develop “In Phase” to enhance the reporting functionality of the improvement plans.

#### Develop and facilitate implementation of various risk reduction strategies

- Manage a programme of hand-arm vibration and noise measurements;
- Advise on the implementation of face-fit testing for all respiratory protective equipment, excluding BA; and
- Support the work of the SFRS Contaminants Group by coordinating and developing responses to produce progress reports.

## 14. GLOSSARY OF TERMS

The following glossary is an alphabetical list of terms and/or abbreviations contained within the report with their corresponding meanings or explanations.

Terms and/or abbreviations	Definitions and/or meanings
Accident/injury rate	The total number of reported accidents/injuries divided by total number of employees multiplied by 1,000 to give the accident injury rate per employee
AOV	Acts of Violence
BA	Breathing Apparatus
Critical Incident	As defined within the Control Operating Procedures for declaring critical incidents
DRA/ARA	Dynamic Risk Assessment and Analytical Risk Assessment
EHSMS	Electronic Health and Safety Management System
ESDA	East Service Delivery Area
Ff	Firefighter
GRA	Generic Risk Assessment
HR	Human Resources
HSE	Health and Safety Executive
HRE	Hydraulic Rescue Equipment
HS	Health and Safety
HSLO	Health and Safety Liaison Officer
HW	Health and Wellbeing
IC	Incident Command
LDV	Lung Demand Valves

LSO	Local Senior Officer
MSK	Musculoskeletal
Musculoskeletal	Referring to the musculoskeletal system including bones, ligaments, muscles, tendons, nerves and other connective tissues
NSDA	North Service Delivery Area
Operational Accident/Injury rate	Total number of reported accidents/injuries divided by total number of incidents multiplied by 100 to give the accident injury rate per incident attended
P&P	Prevention and Protection
POD	People and Organisational Development
R&R	Response and Resilience
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
RIG	Regional Improvement Group
RTC	Road Traffic Collision
SDA	Service Delivery Area
SFRS	Scottish Fire and Rescue Service
SOP	Standard Operating Procedure
SSOW	Safe System of Work
TED	Training and Employee Development
UIG	User Intelligence Group
WSDA	West Service Delivery Area



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Report No: B/TSA/02-21

Agenda Item: 20

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>24 JUNE 2021</b>						
<b>Report Title:</b>	<b>HEALTH AND SAFETY POLICY AND POLICY STATEMENT</b>						
<b>Report Classification:</b>	<b>For Information Only</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to advise the Scottish Fire and Rescue (SFRS) Board on the content of the Health and Safety Policy and Health and Safety Policy Statement which form part of the SFRS Health and Safety Management System (HSMS).						
<b>2</b>	<b>Background</b>						
2.1	The SFRS has developed a Health and Safety Policy and supporting Management Arrangements to address areas of risk identified previously through legislative compliance audits and event management.						
2.2	The Health and Safety Policy is designed to provide detail of the management of health and safety within SFRS and to outline standards and responsibilities.						
2.3	The implementation of the Health and Safety Policy is facilitated through the Annual Health and Safety Improvement Plans.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	The Health and Safety Policy has been developed to ensure compliance with the content and spirit of the Health and Safety at Work etc. Act 1974 and all associated applicable legislation, regulations and guidance. The Policy has been updated to reflect the new structure in place within the SFRS and the Safety and Assurance Engagement and Governance Management Arrangement.						
3.2	The Health and Safety Policy outlines: <ul style="list-style-type: none"> <li>• The commitment of the SFRS to ensuring, so far as is reasonably practicable, the health and safety of staff and those affected by our activities;</li> <li>• The key principles and responsibilities for firefighter safety; and</li> <li>• The organisation of Health and Safety within the SFRS and the associated responsibilities.</li> </ul>						
3.3	This Health and Safety Policy and Policy Statement applies to all SFRS premises and work activities.						



<b>4</b>	<b>Recommendation</b>
4.1	That the SFRS Board note the content of the Health and Safety Policy and Policy Statement and embedment into the HSMS.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	There is a risk of civil or criminal litigation associated with non-compliance with specified legislation.
5.2	<b>Financial</b>
5.2.1	There are no immediate financial implications associated with the recommendations contained within the report. Any financial implication associated with the implementation of the Health and Safety Policy will be considered by the risk owner and raised through the appropriate governance route by risk owners.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no implications that require to be noted.
5.4	<b>Workforce</b>
5.4.1	There are no implications that require to be noted.
5.5	<b>Health &amp; Safety</b>
5.5.1	The implementation of the recommendation made within this report will enhance the SFRS compliance with the Health and Safety at Work etc. Act 1974 and subordinate legislation.
5.6	<b>Training</b>
5.6.1	The Health and Safety Policy is supported by a suite of Management Arrangements and where required LCMS modules.
5.7	<b>Timing</b>
5.7.1	The implementation of policy will be agreed with business partners through the development of Health and Safety Improvement Plans.
5.8	<b>Performance</b>
5.8.1	The implementation of this policy is undertaken through the improvement plans. The progress of improvement plans is reported on quarterly through the National Safety and Assurance Board (NSAB).
5.9	<b>Communications &amp; Engagement</b>
5.9.1	Further engagement will take place with Directorates and Service Delivery Areas through the Health and Safety Improvement Plans.
5.10	<b>Legal</b>
5.10.1	If the Health and Safety Policy is not progressed there is a risk that the SFRS may not comply with its statutory duties under the Health and Safety at Work etc. Act 1974 and subordinate legislation.
5.11	<b>Information Governance</b>
5.11.1	There are no implications that require to be noted.
5.12	<b>Equalities</b>
5.12.1	There are no implications that require to be noted.

5.13	<b>Service Delivery</b>	
5.13.1	Any impact on service delivery will be discussed through Service Delivery Improvement Groups prior to agreement and action.	
<b>6</b>	<b>Core Brief</b>	
6.1	The SFRS continues to harmonise and develop a suite of health and safety management arrangements. These arrangements provide all SFRS management with the tools required to promote legal compliance within their area of responsibility. The SFRS Board continue to support the implementation of the Health and Safety Policy and associated management arrangements.	
<b>7</b>	<b>Appendices/Further Reading</b>	
7.1	Appendix A contains the Health and Safety Policy.	
7.2	Appendix B contains the Health and Safety Policy Statement	
<b>Prepared by:</b>	Jim Holden, Senior Health and Safety Adviser	
<b>Sponsored by:</b>	Julie Harkins, T/Head of Safety and Assurance	
<b>Presented by:</b>	John Dickie, Director of Training, Safety and Assurance	
<b>Links to Strategy and Corporate Values</b>		
Strategic Plan 2019-2022: Outcome 3 - 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.		
Safety Value: Safety of ourselves and others is something we take very seriously. Whether that be on the incident ground, in the office or as we go about our business in the community, safety is always at the core of what we do.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>TSA Directorate Management Team</i>	<i>24 March 2021</i>	<i>For Decision</i>
<i>National Safety and Assurance Board</i>	<i>08 April 2021</i>	<i>For Decision</i>
<i>Strategic Leadership Team</i>	<i>28 April 2021</i>	<i>For Decision</i>
<i>Safety and Assurance Sub Group</i>	<i>13 May 2021</i>	<i>For Information Only</i>
<i>Employee Partnership Forum</i>	<i>20 May 2021</i>	<i>For Information Only</i>
<i>Staff Governance Committee</i>	<i>02 June 2021</i>	<i>For Scrutiny</i>
<i>SFRS Board</i>	<i>24 June 2021</i>	<i>For Information Only</i>

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**SCOTTISH  
FIRE AND RESCUE SERVICE**

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# **HEALTH and SAFETY POLICY**

Original Author/Role	Jim Holden, Senior Health and Safety Adviser
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	
Date of Impact Assessment (commenced)	N/A
Date of Impact Assessment (concluded)	N/A
Quality Control (name)	Julie Harkins, Deputy Head of Safety and Assurance
Authorised (name and date)	
Date for Next Review	

**VERSION HISTORY**

<b>Version</b>	<b>Change</b>	<b>Who</b>	<b>When</b>
1.0	First version issued		

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## **INTRODUCTION**

The Scottish Fire and Rescue Service (SFRS) recognises the beneficial impact that a positive health and safety culture can have on the Service.

We are committed to the promotion of sensible and proportionate health and safety recognising the need to balance operational risk control measures against firefighter and public safety.

To achieve this, the SFRS is committed to continuous improvement in all aspects of health and safety.

## **POLICY STATEMENT**

The SFRS recognises that our staff are central to the delivery of our service and we are fully committed to ensuring, so far as is reasonably practicable, the health and safety of staff and those affected by our activities.

### **We will:**

- As an absolute minimum acceptable standard, comply with the content and spirit of the Health and Safety at Work etc. Act 1974 and all associated applicable legislation, regulations and guidance;
- Ensure, so far as is reasonably practicable, the health and safety of our staff and other people who may be affected by our acts or omissions;
- Provide visible leadership to support the safety value of the SFRS;
- Make provision for the health and safety requirements of staff who may be at specific risk e.g. pregnant women, young people, staff with a disability or those returning to work following ill-health or injury;
- Develop, implement and promote proactive, sensible and proportionate health and safety arrangements which align to relevant standards and guidance such as the Health and Safety Executive's (HSE) HS(G) 65 'Managing for Health and Safety';
- Employ a risk based approach to ensure effective management of health and safety through commitment, co-operative effort, communication and engagement with all SFRS stakeholders including staff and their representatives;
- Investigate all health and safety events to prevent reoccurrence and drive improvement in health and safety management;
- Protect and enhance staff safety within the workplace with recognition to the higher risk, dynamic and often complex environments our firefighters encounter at operational incidents;



**NOT PROTECTIVELY MARKED**

- Integrate the management of health and safety into all aspects of work undertaken by SFRS or others undertaking work on behalf of the SFRS;
- Provide information, instruction, training and supervision to ensure staff have the skills and knowledge needed to safely perform their role;
- Provide assets and equipment which are suitable for the task and fit for purpose; and
- Develop and implement robust monitoring, audit and review against agreed objectives and targets.

**We aim to:**

- Prevent injury or ill-health, from work related hazards, through the identification and management of associated risks;
- Reduce workplace injury and illness; and
- Continually improve our health and safety performance by raising awareness and learning lessons through the early reporting and investigation of all health and safety events.

**Signature (Chief Officer):**

**Signature (Chair of Board):**

**Date:**

**Date:**

## **FIREFIGHTER SAFETY**

The SFRS recognises that operational incidents present the highest risk environment encountered by its staff. Whilst there is a degree of foreseeable risk, it is acknowledged that each incident will have its own specific hazards and associated risks due to unique and unforeseeable environmental factors. To manage this risk to firefighters, the SFRS endorses and promotes the [Health, Safety and Welfare Framework for the operational environment](#) for the operational environment and the safe person principles contained within.

To secure these fundamental principles of effective health and safety management and safe and effective operations, SFRS will ensure our staff have support through a combination of the following:

### Organisational Responsibilities:

- Providing a robust and effective recruitment and selection process for new employees and promotions;
- Ensuring suitable arrangements for the acquisition and maintenance of competence through training and development;
- Ensuring suitable arrangements for the maintenance and recording of the incident command skill and competence of supervisors, managers, and commanders;
- Providing guidance and Safe Systems of Work (SSOW) for operational incidents;
- Providing and maintaining suitable appliances, equipment and Personal Protective Equipment (PPE) required for operational incidents;
- Gathering and reviewing operational risk information including post-event analysis; and
- Ensuring the provision of sufficient welfare arrangements.

Individual Responsibilities:

- Ensuring competency to perform assigned tasks is maintained and staff are self-disciplined to work sensibly and responsibly within the command and control arrangements;
- Recognising physical limitations to perform a task and personal limitations in knowledge and experience and to ensure that they have the necessary information to perform safely and effectively;
- Being observant and constantly aware of their situation for personal safety and the safety of team members;
- Being decisive about hazards and risks and communicating safety information to supervisors and commanders and where appropriate offering alternative courses of action;
- Mitigating risk by taking action to reduce personal and team exposure to risk;
- Communicating unexpected developments within the operational environment to support team members, supervisors and commanders; and
- Recognising hazards and their role in command and control arrangements to provide relevant and timely information about unknown or unexpected developments.

The principles outlined above ensure that operational personnel make informed professional risk based decisions that are reasonable, logical and defensible.

The SFRS will also encourage a culture of delegated authority, empowerment and acceptance of responsibility ensuring systems and processes are in place to effectively prepare Incident Commanders at every level in incident command and management of risk.

The SFRS is a learning organisation and will collate, review and analyse incident information using Operational Assurance (OA) processes and health and safety event investigation.

## **ORGANISATION OF HEALTH AND SAFETY**

This section outlines the responsibilities of all stakeholders to ensure our commitment to health and safety is being achieved.

### **The Board**

The Board will be responsible for:

- Providing strategic direction, support and guidance on the management of health and safety within the service;
- Ensuring that health and safety is given the necessary due attention when making board decisions;
- Scrutinising health and safety performance;
- Holding the Chief Officer and Strategic Leadership Team (SLT) to account on health and safety matters; and
- Promoting a positive health and safety culture.

### **Chief Officer**

The Chief Officer is responsible for the discharging of the SFRS legal obligations.

To achieve this, the Chief Officer will:

- Determine and resource the strategic direction of health and safety throughout the Service;
- Detail the SFRS organisational structure through which this Policy, Health and Safety Management Systems and Health and Safety Improvement Plans are implemented; and
- Always promote a positive safety culture.

## **Deputy Chief Officer**

In the absence of the Chief Officer, the Deputy Chief Officer is responsible for discharging the legal obligations in all areas of health and safety matters.

## **Strategic Leadership Team (SLT)**

The SLT are responsible for:

- Developing a positive safety culture within SFRS by ensuring that health and safety is integrated into all SFRS business processes and key decisions;
- Ensuring the availability of resources to meet the requirements of this policy; and
- Visibly demonstrating a commitment to health and safety through the promoting, implementing and monitoring of associated SFRS arrangements.

## **National Safety and Assurance Board (NSAB)**

The NSAB is responsible for:

- Assisting the Chief Officer in the discharge of their health and safety responsibilities;
- Determining the strategic direction of health and safety matters and operational readiness and effectiveness;
- Seeking endorsement from and advising the SLT on current or emerging risk as required;
- Reviewing and monitoring of health and safety performance including operational performance; and
- Promoting positive aspects and identifying areas for improvement.

## **Director of Training, Safety and Assurance**

In addition to the responsibilities listed under ACOs, Directors, and Heads of Function, the Director of Training, Safety and Assurance has a delegated duty to act on behalf of the Chief Officer in relation to health and safety matters and is responsible for:

- Promoting and monitoring the development of the Health and Safety Policy, the associated Health and Safety Management System, , Health and Safety Improvement Plans, and all associated arrangements to ensure the effective management of health and safety risk; and
- Ensuring that the Board and SLT are advised of aspects of health and safety performance.

## **Director of People and Organisational Development (POD)**

In addition to those responsibilities listed under ACO, Directors, and Heads of Function, the Director of POD has a delegated duty to act on behalf of the Chief Officer in relation to health and safety matters and is responsible for:

- Ensuring Health and Wellbeing undertake a programme of health surveillance for all relevant staff;
- Ensure Health and Wellbeing undertake a programme of medical and fitness assessment to support Firefighter safety
- Initiating a risk assessment process for any health conditions that may impact on staff ability to safely undertake a role; and
- Implementing a system to monitor exposure to workplace hazards, e.g. noise, vibration, hazardous substances.

**Strategic Managers (ACO, Directors, Heads of Function, Department Managers, Area Commanders)**

Strategic Managers are responsible for:

- Promoting, resourcing, implementing and monitoring the Health and Safety Policy, Management Arrangements and improvement plans within their area of responsibility;
- Appointing Safety and Assurance Co-ordinators (SACs) and Safety and Assurance Liaison Officers (SALOs);
- Ensuring SACs and SALOs progress the completion of health and safety improvement plans, the implementation of the Health and Safety Management System and ensuring health and safety considerations are integrated into all management processes and decisions; and
- Ensuring the monitoring and continuous improvement of health and safety, providing adequate resources to comply with legislation and constantly work towards an improved health and safety standard and safety culture.

**Middle/Supervisory Managers (Group Commanders, Station Commanders etc.)**

Middle/Supervisory Managers are responsible for:

- The implementation, monitoring and review of the Health and Safety Policy, Management Arrangements and Health and Safety Improvement Plan within their area of responsibility;
- Ensuring health and safety is considered in all work activities and that risk controls are considered in all stages of the business process; and
- Consulting with Trade Unions or staff representatives on health and safety matters.

## **Safety and Assurance Function (Health and Safety)**

The Safety and Assurance Function's principal aim is to promote the health and safety of every member of SFRS staff.

The Head of Function is deemed to be the SFRS 'competent person' as required by the Management of Health and Safety at Work Regulations 1999 and has primary responsibility for:

- Developing, maintaining, auditing and reviewing Health and Safety Policy, the associated Health and Safety Management System, Health and Safety Improvement Plans and any other supporting arrangements within the SFRS;
- Providing sensible and proportionate health and safety advice and guidance to the SFRS Board, Chief Officer, SLT members and SFRS staff as necessary;
- Developing, measuring and reviewing health and safety performance indicators and producing management reports which assist in the undertaking of risk based decisions; and
- Liaising with internal and external stakeholders, including Trade Unions and the HSE.



## **Safety and Assurance Co-ordinators (SAC)**

The SAC has delegated authority from the Strategic Manager and is responsible for:

- Promoting continuous improvement in health and safety;
- Appointing and co-ordinating SALOs from within each of their Local Senior Officer (LSO)/Directorate areas;
- Co-ordinating the completion of health and safety improvement plans and actions from the National Safety and Assurance Board, through a formalised meeting structure including health and safety staff and Trade Union Representation; and
- Monitoring the application and effectiveness of health and safety measures across their area of responsibility and addressing any areas of improvement including the completion of health and safety investigations.

## **Safety and Assurance Liaison Officers (SALOs)**

The SALO - must be of Department Manager/Group Commander level - is responsible for:

- Facilitating the completion of all actions stemming from the health and safety improvement plan;
- Monitoring and reviewing the effectiveness of health and safety measures taken and addressing any areas of improvement;
- Monitoring and where required, undertaking health and safety investigations to ensure lessons to be learnt are identified and improvements made;
- Liaising with the Health and Safety Department to ensure the achievement of SFRS health and safety standards; and
- Providing management reports on health and safety performance and emerging risk in their areas of responsibility.

## Employees

Whilst at work, every SFRS employee is responsible for:

- Taking reasonable care of their own health and safety and of other persons who may be affected by their acts or omissions;
- Co-operating with the SFRS by complying with the Service's Health and Safety Policy and associated arrangements, including periodic inspections, SSOW, Standard Operating Procedures (SOPs), Incident Command, Risk Information and associated training;
- Not intentionally or recklessly interfering with, or misusing anything provided in the interest of health and safety;
- Immediately reporting any damage or defects to premises, vehicles or equipment;
- Advising their line manager, of any situation that represents serious or immediate danger because of any shortfalls in health and safety measures;
- Recognising their limitations to perform a task;
- Reporting all events including accidents, near misses, hazards, cases of ill health and dangerous occurrences;
- Immediately reporting to their line manager any new or changing medical condition and/or medication taken that may affect their ability to fulfil their duties safely;
- Only operating SFRS equipment they have been authorised to use and that they are trained to operate;
- Maintaining good housekeeping principles and adopting clean and tidy working methods;
- Being familiar with the emergency procedures, including first aid and emergency fire action plans e.g. escape routes and assembly points, relative to their place of work;
- Adopting and maintaining a proactive approach to their personal fitness (operational staff); and

- Maintaining situational awareness regarding personal safety and the safety of others.

## **Trade Unions**

SFRS is committed to working in partnership with employees and will consult with employees through their relevant Trade Union Representatives. If an employee is not represented by a Trade Union, employees may communicate health and safety issues directly with their line manager.

Trade Unions are responsible for:

- Promoting a positive health, safety and wellbeing culture within SFRS;
- Cooperating with the SFRS to ensure effective Health and Safety Management Arrangements, as outlined within this document, are effectively implemented;
- Ensuring health and safety concerns and issues are reported in accordance with local meetings arrangements;
- Consulting with management on health and safety issues and concerns;
- Encouraging staff to cooperate and comply with Health and Safety Management Arrangements, e.g. Generic Risk Assessments (GRAs), SOPs, SSOW and other procedures in place for health and safety;
- Communicating health and safety critical information to staff appropriately; and
- Collaborating with the Safety and Assurance Function to continuously improve the health and safety performance and culture of the SFRS.

The SFRS will provide such facilities, training and assistance as Safety Representatives may reasonably require, to perform their functions and in accordance with SFRS Time off for Trade Union Duties Policy.

## **PLANNING FOR HEALTH AND SAFETY**

Planning is essential to ensure that our health and safety arrangements are embedded into all aspects of service delivery. The planning process results in the identification of risk based priorities, setting key objectives, and reviewing lessons learned to continually improve performance.

### **The SFRS will:**

- Ensure health and safety is considered in its strategic planning processes;
- Ensure that Health and Safety Department is consulted at all stages of the development, review and implementation of working practices;
- Produce an annual health and safety improvement plan that identifies objectives that are realistic, measurable and achievable; and
- Develop and implement a management system that provides the SFRS with a suite of management tools to achieve legal compliance in relation to health and safety matters.

## **IMPLEMENTATION OF HEALTH AND SAFETY**

The Safety and Assurance Function will liaise with Directorates and Service Delivery Areas to produce bespoke annual health and safety improvement plans that contribute to the overall achievement of the SFRS Health and Safety Improvement Plan. These plans will be delivered through a formalised meeting structure with the SACs, SALOs, Trade Unions and the Safety and Assurance Function.

## **MONITORING PERFORMANCE**

To ensure active monitoring and highlighting of any areas for improvement within the management of health and safety across Directorates and Service Delivery Areas (SDA), the following will be implemented:

## **Directorate/SDA/Function**

- Monitor the progress of their Health and Safety Improvement Plan and the effectiveness of any controls implemented;
- Scrutinise management information and identify any areas of good practice or areas for improvement; and
- Undertake inspections/audits to determine the effective application of the Health and Safety Management System and legislative compliance.

## **Safety and Assurance Function**

- Actively engage with risk owners to assist in the completion of the SFRS Health and Safety Improvement Plan;
- Produce health and safety quarterly and annual performance reports for the SFRS;
- Promote thematic campaigns to raise awareness of identified risks;
- Develop training and awareness content for staff;
- Review operational debriefs and review analytical risk assessments;
- Undertake audits and inspections to determine the application of the Health and Safety Management System;
- Monitor all health and safety events; and
- Review and assure all aspects of operational activity across SFRS to influence future practices, enhance firefighter safety and improve performance in support of strategic objectives.

## **AUDIT**

Formal audit arrangements are essential in identifying good practice and areas for improvement to ensure we are a learning organisation. Furthermore, they offer a structured means of evaluating SFRS compliance with its statutory duties.

The Safety and Assurance Function will undertake audits on the efficiency and effectiveness of the Health and Safety Management System.

OA will undertake audits of identified incidents and emerging trends from health and safety events that may impact within the operational environment.

Thematic audits may be undertaken by Health and Safety and/or OA as appropriate to any identified emerging risk or trends.

To ensure continual improvement, outcomes from audit processes will be reviewed and where required documents will be reviewed and actions added to the relevant Health and Safety Improvement Plan(s)

## **REVIEW**

The SFRS is fully committed to continuous improvement of health and safety performance.

This Policy will be subject to review at no more than 5 yearly intervals or as a result of:

- Changes to existing, or introduction of new legislation;
- Changes in technology;
- Changes to organisation of SFRS;
- Significant learning following implementation of SFRS health and safety arrangements;
- Significant learning following outcomes of major accident investigations;
- At the request of the HSE; and
- As a result of emerging research or guidance relating to SFRS health and safety matters.

All records of revisions to the Policy and Arrangements will be retained for future reference and subject to audit as required.

## **FURTHER INFORMATION**

Please contact the email address below for further information:

Health and Safety Department

[SFRS.HealthandSafety@firescotland.gov.uk](mailto:SFRS.HealthandSafety@firescotland.gov.uk)

**SFRS BOARD FORWARD PLAN**

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p align="center"><b>26 August 2021</b></p>	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies For Absence</li> <li>• Consideration of/Decision on Private Items</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair's Report</li> <li>• Chief Officer's Report (incl MTA Approach until further notice)</li> <li>• DCO – Change Portfolio Update</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Grenfell Fire Update</li> <li>• ARAC Committee Annual Report to Accountable Officer</li> <li>• Business Cases</li> </ul>	<ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Combined Risk and Performance Report Q1 Progress Report</li> <li>• Annual Performance Review 2020/21</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Procurement Report 2020/21</li> <li>• SFRS Long Term Strategic Vision</li> </ul>
<p align="center"><b>28 October 2021</b></p>	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies For Absence</li> <li>• Consideration of/Decision on Private Items</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair's Report</li> </ul>	<ul style="list-style-type: none"> <li>• Grenfell Fire Update</li> </ul>	<ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Capital Budget Outturn Report 2020/21</li> <li>• Resource Budget Outturn Report 2020/21</li> <li>• Final Report for Grenfell Fire</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Board Forward Plan Schedule 2022/23</li> <li>• Annual Report and Accounts 2020/21 (PRIVATE)</li> <li>•</li> </ul>



**SFRS BOARD FORWARD PLAN**

<b>BOARD MEETING</b>	<b>STANDING ITEM</b>	<b>FOR INFORMATION ONLY</b>	<b>FOR SCRUTINY</b>	<b>FOR RECOMMENDATION</b>	<b>FOR DECISION</b>
	<ul style="list-style-type: none"> <li>• Chief Officer's Report (incl MTA Approach until further notice)</li> <li>• DCO – Change Portfolio Update</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>				
<b>16 December 2021</b>	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies For Absence</li> <li>• Consideration of/Decision on Private Items</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair's Report</li> <li>• Chief Officer's Report (incl MTA Approach until further notice)</li> <li>• DCO – Change Portfolio Update</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Grenfell Fire Update</li> </ul>	<ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Combined Risk and Performance Report Q2 Progress Report</li> <li>• AFA Final Option (UFAS)</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Budget Strategy 2022-23</li> <li>•</li> </ul>

**SFRS BOARD FORWARD PLAN**

<b>BOARD MEETING</b>	<b>STANDING ITEM</b>	<b>FOR INFORMATION ONLY</b>	<b>FOR SCRUTINY</b>	<b>FOR RECOMMENDATION</b>	<b>FOR DECISION</b>
<p align="center"><b>24 March 2022</b></p>	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies For Absence</li> <li>• Consideration of/Decision on Private Items</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair's Report</li> <li>• Chief Officer's Report (incl MTA Approach until further notice)</li> <li>• DCO – Change Portfolio Update</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>		<ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Combined Risk and Performance Report Q3 Progress Report</li> <li>• Annual Operating Plan 2022/23 Development</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Resource Budget 2022/23</li> <li>• Capital Programme 2022-2025</li> <li>•</li> </ul>