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SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

19 August 2021

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

Dear Member

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

**Date:** Thursday 26 August 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 26 AUGUST 2021 @ 1000 HOURS  
CONFERENCE FACILITIES**

**AGENDA**

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

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

- 5 MINUTES OF PREVIOUS MEETING: THURSDAY 24 JUNE 2021** *K Darwent*  
*(attached)*

*The Board is asked to approve the minutes of the previous meeting.*

- 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** R Haggart  
*(verbal)*
- The Board is asked to note the verbal report.*
- 11 COMMITTEE REPORTS:**
- The Board is asked to note the following updates:*
- 11.1 **Change Committee**
- *Update of Meeting: 5 August 2021 (verbal)* F Thorburn
- 11.2 **Audit & Risk Assurance Committee** B Baverstock
- *Draft Minute of Meeting: 8 July 2021 (attached)*
  - *Audit and Risk Assurance Committee Annual Report to the Board and Accountable Officer (attached)*
- 11.3 **People Committee:** M Wylie
- 11.4 **Service Delivery Committee:** N Barr
- 12 ANNUAL PROCUREMENT REPORT FOR THE PERIOD** J Thomson  
**1 APRIL 2020-31 MARCH 2021** *(attached)*
- The Board is asked to approve the report.*
- 13 SFRS LONG TERM STRATEGIC VISION: CONSULTATION**  
**FEEDBACK REPORT** *(attached)* M McAteer
- The Board is asked to approve the report.*
- 14 RESOURCE BUDGET MONITORING REPORT – JULY 2021** *(attached)* J Thomson
- The Board is asked to approve the report.*
- 15 CAPITAL MONITORING REPORT 2021/22 – JULY 2021** *(attached)* J Thomson
- The Board is asked to approve the report.*
- 16 COMBINED RISK AND PERFORMANCE REPORT - Q1 2021/22** M McAteer  
*(attached)*
- The Board is asked to scrutinise the report.*
- 17 RISK THEMES** *(verbal)* K Darwent
- The Board is asked to reflect on any risk themes identified during this meeting.*

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- 18 FORWARD PLAN** *(attached)* A Cameron  
*The Board is asked to note the update.*

- 19 DATE OF NEXT MEETING**  
Thursday 28 October 2021

**PRIVATE SESSION**

- 20 MINUTES OF PREVIOUS PRIVATE MEETING:  
THURSDAY 24 JUNE 2021** *(attached)* K Darwent  
*The Board is asked to approve the minutes of the previous private meeting.*

- 21 ANNUAL PERFORMANCE REVIEW REPORT 2020/21** *(attached)* M McAteer  
*The Board is asked to approve the report.*

- 22 REQUEST AUTHORISATION FOR SETTLEMENT OF INSURANCE  
CLAIM** *(attached)* J Thomson  
*The Board is asked to approve the report.*



## PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 24 JUNE 2021 @ 1000 HRS

### BY CONFERENCE FACILITIES

#### PRESENT:

Kirsty Darwent, Chair (KD)  
 Nick Barr (NB)  
 Lesley Bloomer (LBI)  
 Marieke Dwarshuis (MD)  
 Malcolm Payton (MP)  
 Tim Wright (TW)

Fiona Thorburn, Deputy Chair (FT)  
 Brian Baverstock (BB)  
 Anne Buchanan (AB)  
 Bill McQueen (BMcQ)  
 Primrose Stark (PS)  
 Mhairi Wylie (MW)

#### IN ATTENDANCE:

Martin Blunden (MB)	Chief Officer
Ross Haggart (RH)	Deputy Chief Officer
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
Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
John Thomson (JT)	Acting Director of Finance and Procurement
Scott Semple (SSe)	Head of People and Organisational Development
Marysia Waters (MWA)	Head of Corporate Communications (Item 14 & 25)
Roy Dunsire (RD)	Group Commander Prevention and Protection (Item 14 & 25)
Julie Harkins (JH)	Acting Head of Safety and Assurance (Item 19 & 20)
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Alasdair Cameron (AC)	Group Commander Board Support
Debbie Hadow (DH)	Board Support/Minutes

#### OBSERVERS:

None

### 1 CHAIR'S WELCOME

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

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

1.2

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

### 2 APOLOGIES

2.1 Liz Barnes, Director of People and Organisational Development

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- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 3.1 The Board agreed that the *Draft UFAS Consultation Document: Proposal For Responding to Automatic Fire Alarms* and the *Draft Fire and Rescue Framework for Scotland 2021-22* would be taken in private due to confidential matters (Standing Order 9G).
- 3.2 The Board also agreed that the *Chief Officer's Report (Item 9 – verbal update)* would also be taken in private due to confidential commercial matters (Standing Order 9E).
- 4 DECLARATION OF INTERESTS**
- 4.1 None.
- 5 MINUTES OF PREVIOUS MEETING:**
- 5.1 **Thursday 29 April 2021**
- 5.1.1 The minutes were agreed as an accurate record of the meeting.
- 5.2 **Thursday 27 May 2021 (Special)**
- 5.2.1 Subject to minor typographical errors, the minutes were agreed as an accurate record of the special meeting.
- 5.3 **Subject to amendments, the minutes of the meeting held on 29 April 2021 and 27 May 2021 were approved as a true record of the meeting.**
- 6 ACTION LOG**
- 6.1 The Board considered the action log and noted the updates.
- 6.2 **Members noted the updated Action Log and approved the removal of completed actions.**
- 7 DECISION LOG**
- 7.1 The Board considered the Decision Log. It was highlighted that following an Internal Audit recommendation, individual impact assessment sections had been included from April 2021 and would be reviewed on a rolling 12 months period.
- 7.2 **Members noted the updated Decision Log.**
- 8 CHAIR'S REPORT**
- 8.1 The Chair presented her report noting events which had occurred since the Board meeting held on 29 April 2021. The following key points were highlighting:
- Recent National Joint Council (NJC) meetings. Firefighter pay settlement (1.5%) offered from July 2021. Fire Brigade Union (FBU) currently consulting with members.
  - Informal meetings held with NJC to discuss wider industrial relation at a UK level.
- 8.2 In regard to the FBU's formal recommendation (pay offer), KD advised that no timescale had been announced yet.
- 8.3 KD advised that her meeting with Gillian Russell, Director of Health Workforce, was an opportunity to discuss and share good practice around industrial relations, challenges across the public sector with terms and conditions and how to move forward in a post Covid environment.
- 8.4 **The Board noted the report.**

**DRAFT - OFFICIAL****9 CHIEF OFFICER'S REPORT**

9.1 The Chief Officer presented his report noting events which had occurred since the Board meeting held on 29 April 2021.

9.2 **The Board noted the report.**

**10 CHANGE PORTFOLIO UPDATE**

10.1 RH updated Members in regard to Change Portfolio matters which had occurred since the Board meeting held on 29 April 2021, highlighting the following:

- Head of Portfolio Office has carried out an appraisal of the Portfolio Office and wider organisation, on the ability to delivery significant change. To inform his appraisal, the Head of the Portfolio Office had observed the Senior Management Board (SMB), met with key stakeholders, considered the Gateway review (February 2020) and the Strategic review. The findings of this appraisal have been presented to the SMB and Strategic Leadership Team (SLT) and would be taken to the Change Committee Workshop (20 July).
- Head of Portfolio Office to produce a Development Portfolio Function Roadmap, to be enacted in 2021/22, to determine the actions required to develop to Portfolio Office function and the wider organisation's capability/capacity to delivery change.
- Consideration to be given to the role of the SMB whilst remaining mindful of the role of the Change Committee.
- Evaluation of the 5 Watch Duty System project completed. Along with the evaluation findings from the Rural Full Time Post (RFTP) and Rapid Response Unit (RRU) projects, a combined action plan had been developed and would be submitted to the Change Committee for scrutiny.

10.2 In regard to the Portfolio Office structure, RH reminded the Board of the notional reviews previously considered by the SLT. Since his appointment, the Head of Portfolio Office had undertaken a gap analysis and identified some gaps in key roles/capability. Recruitment had already commenced to fill one of these key roles.

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

**11 COMMITTEE UPDATES****11.1 Audit and Risk Assurance Committee (ARAC)**

11.1.1 BB noted that the draft minutes from 24 March 2021 already been presented and reported that the next public meeting is scheduled for 8 August 2021.

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

**11.4 Change Projects Committee (CC)**

11.4.1 FT reported that the Committee held a public meeting on 6 May 2021 and referred the Board to the attached draft minutes. She highlighted the following:

- Head of Portfolio Office valuable addition to the function.
- Committee Workshop (20 July 2021) looking at the Portfolio Office and change management roadmap.
- Command and Control Futures project (CCF) - Future strategy day session scheduled

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

**11.3 People Committee (PC)**

11.3.1 PS reported that the Committee held a public meeting on 2 June 2021 and referred the Board to the attached draft minutes. She highlighted the following:

- Equality Pay and Gender Pay Gap report showing good progress and favourable comparison to UK/legacy fire and rescue services.

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- Health and Wellbeing – Challenging year has resulted in significant backlog. Business cases have been approved to address this.
- Employee Wellbeing Survey carried out Q4 and a subsequent action plan was developed.
- People, Training, Finance and Assets programme – New contract secured with existing supplier HR providers to ensure stability until a new system was in place.
- Consistently low percentage of exit interviews being carried out, review to be undertaken.
- Innovation used to allow the continued delivery of training throughout the challenging year.
- Main risks were identified as capacity of resources to deliver training and capacity within facilities (social distancing).
- Update on the response to HMFSI audit.
- Progress continued to be made with Health and Safety Improvement Plans.
- Scrutinised the Health and Safety Policy Statement and Annual Report.
- Approved the Committee's Value Added Statement.
- Acknowledged the efforts and additional work undertaken within both the Training, Safety and Assurance and People and Organisational Development Directorates, throughout this particularly challenging year.

### 11.3.2 **The Board noted the draft minutes and verbal update.**

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

11.2.1 NB reported that the Committee held a public meeting on 26 May 2021 and referred the Board to the attached draft minutes. He highlighted the following:

- Service Delivery Update – Update on existing Operations Control equipment to be submitted to next meeting.
- Quarterly Performance Report Q4.
- Action Plan and Closing Report – Content with assurances provided and Committee commented on the importance of focusing on the original recommendations.
- Unwanted Fire Alarm Signals (UFAS) – Committee impressed by the standard and depth of work undertaken.
- Clinical governance review by Scottish Ambulance Service.
- Live demonstrations of InPhase risk reporting module.
- Risk Spotlight on Fire Safety Enforcement and the impact of Covid including changes to delivery method. Future session to be arranged so the Committee can be updated regarding the legal framework and recent developments.
- Response and Resilience Review presentation
- Future areas of focus to include Operational Strategy, Fire Safety Enforcement, Outcome of Clinical Governance Review.

### 11.2.2 Grenfell Tower Fire Update

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

- Update Report 7 presented to the Committee included details of some relevant personnel changes within the working group.
- Detailed stocktake of progress against the action plan had been undertaken and route to completion had been identified.
- Impact of Covid on the ability to progress some actions.
- Detailed action plan presented and included RAG status and specific position updates on individual recommendations. Highlighted that the spirit of some recommendations has already been met, however, further actions have been identified and would now be also be undertaken prior to closing.



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- During the reporting period, 6 actions have been closed and timescale for 13 actions have been extended to September 2021. Reminder that the original timescale for completing the action plan (June 2021) was set by the Service and prior to the ongoing pandemic.
- Successfully undertook the Fire Survival Guidance exercise and the outcomes would be disseminated throughout the Service.
- Transferred one recommendation to the Command and Control Mobilising System project. This recommendation related to accessing the command and control system by other blue light partners.
- HMFSI have commenced a thematic audit of High Rise Firefighting and Response to Grenfell.
- Overall summary of the 44 actions – 26 actions completed, 17 remain outstanding, one transferred.

### 11.2.3 **The Board noted the draft minutes and verbal update.**

## **12 BOARD MEMBERS APPOINTMENTS AND REVIEW OF COMMITTEE STRUCTURE**

12.1 MMCA presented a report to the Board seeking approval of the revised Committee Structure, following the appointment of new Board Members and imminent retirement of existing Board Members, to ensure the continued effectiveness of the Board.

12.2 During discussions it was noted that the formal announcement was still awaited from the Minister's office, however, the Chair of the SFRS Board had considered and identified the new Committee structures. A further review would be carried out early 2022 to identify any wider restructuring requirements.

12.3 **The Board approved the proposals in order to assist towards ensuring the continued effectiveness of the governance arrangements of the SFRS Board and its Committees.**

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

13.1 MMCA presented a report to the Board advising and seeking approval of the proposed arrangements for reviewing the effectiveness of the Board. The following key points were highlighted:

- Corporate Governance Framework currently being developed and would supersede the existing Code of Corporate Governance.
- Impact of Covid on the operations of the Board and noted the work and support provided by the Board Support Team during this challenging period.
- At the early stages of the pandemic, positive action had been taken in relation to the delegated powers of the Chief Officer, standing orders and scheme of delegation.
- Internal Audit of Corporate Governance resulted in satisfactory assurance and 2 recommendations being made. The recommendations related to impact assessments to ensure effectiveness of Board decisions and review of Committee structures.
- Board Strategy and Information days and Committee workshops were extremely beneficial and continue to strengthen our governance.
- Continuing commitment to improve and provide training/learning materials.
- Board appraisals used to identify strengths and weaknesses which help to inform future succession planning arrangements.
- Continued commitment to maintain gender representation and balance on the Board.

13.2 The Board commented on the importance placed and high level of governance arrangements within the Service.

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13.3 In regard to training/development opportunities, it was suggested that a training log for Board Members be developed for reference or review purposes. The limited training/development opportunities available through Public Appointments/Scottish Government had previously been noted and feedback to Scottish Government. MMcA agreed to review the training materials available through NHS Education for Scotland and identify whether this could be made available to Board members.

**ACTION: MMcA**

13.4 The Board suggested that consideration be given to the future presentation (ie, tabular style). MMcA noted this comment and would consider for future reports.

13.5 In regard to gender diversity, the Board acknowledged the diversity within the current Board but noted that this was not reflective across the wider public sector. The Board further commented that diversity was not limited to gender equality. The Board reiterated the importance of development opportunities for Board members and also the importance of proactive engagement, etc to encourage and support future appointments from more diverse backgrounds an approach taken for the most recent round of SFRS Board Member recruitment earlier in the year.

13.6 The Board thanked the Board Support Team for their continuing support which allowed members to be more effective in their role and to review their contribution to the Service and communities of Scotland.

13.7 **The Board approved the arrangements for reviewing the effectiveness of the Board.**

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

#### **14 UNWANTED FIRE ALARM SIGNALS (UFAS) CONSULTATION: PROPOSALS FOR RESPONDING TO AUTOMATIC FIRE ALARMS**

14.1 SS presented a report to the Board seeking approval of the proposed plans for consulting on 3 options, commencing 19 July 2021, and also the draft Mandate for Consultation. RD highlighted the following key points:

- Detailed overview of appraisal options stages to help develop and inform the options to be consulted on.
- Key decisions have been influenced through the staff and stakeholder workshop, UFAS Review Project Board, SLT and SDC provided scrutiny.
- Independent facilitated workshop allowed staff and stakeholders to test, assess and score the shortlisted options and also provided a platform to express their views.
- Outcomes of the staff and stakeholder workshops resulting in recommendations to discount 2 options.
- Consultation and communications plan has been developed by the Communications and Engagement Team, to ensure wide awareness of the exercise and the plan would be continued reviewed during the consultation.
- Consultation mandate sets out the scope and purpose of the consultation.
- Consultation to commence on 19 July 2021.

14.2 The Board commended the quality of work undertaken by all those involved throughout the process and in the development of the options. The Board further commended the overall pacing and clarity of the process.

14.3 The Board were given assurances that Operational Control (OC) staff have been fully involved throughout the process and were represented on both the working group and project board. RD clarified that the potential moral dilemma for OC staff would be to not mobilise a response to confirmed false alarms.

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- 14.4 In regard to benefits, the Board noted the importance of highlighting the non-cashable savings. SS noted that the cashable and non-cashable benefits were set out in the consultation document and would be discussed under Agenda Item 26.
- 14.5 The Board welcomed the production of a British Sign Language (BSL) video, however, it was noted that this represented a smaller percentage of the population than non-English speakers. MWa noted that the BSL community were active and had previously engaged with the Service. MWa further noted that the Service has engaged with a company who would be able to translate documents at short notice, if this was necessary and Google translate was an alternative backup option.
- 14.6 In regard to call challenging and the potential need for an interpreter, SS informed the Board that, as with the current policy, should call challenging not be possible due to language difficulties, then the Service would always mobilise.
- 14.7 In regard to consulting with an adequate representative sample, MWa stated that there were definitive rules. However, the Service ensured that the number of internal and external stakeholders were appropriately balanced and included high interest/high influence stakeholders.
- 14.8 SS confirmed 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 and this was not always forthcoming. The Service target these premises with fire safety enforcement activities to proactively engage and make them aware of their responsibilities.
- 14.9 The Board commented on the potential impact on response times due to call challenging and whether any adjustments would be made when collating this data. SS confirmed that he anticipated response times increasing, however, this would be outweighed by the benefits. MMcA also confirmed that the Data Team would rebaseline the indicator to take note of any changes.
- 14.10 MWa informed the Board of the extensive consultation stakeholder list which included Chambers of Commerce and the Federation of Small Businesses. The list would remain constantly under review and updated as necessary.
- 14.11 It was acknowledged that the Service would be launching two consecutive consultations, however the targeted stakeholder groups and type of consultation were different.
- 14.12 RD provided clarity on optimism bias levels and how this had been factored into the proposed options.
- 14.13 **The Board approved the proposed plans for consulting on 3 options, commencing 19 July 2021, and also the draft Mandate for Consultation.**
- 15 RESOURCE BUDGET MONITORING REPORT – MAY 2021**
- 15.1 JT presented a report advising the Board of the resource budget position for the period ending 31 May 2021. JT outlined the analysis of the financial position and referred Members to Appendix A of the report, which identified the current resource position showing a current year to date overspend of £0.060m and a forecasted year-end underspend of £0.259 million. This forecast position is on the basis that additional funding is received to support the Services investment in Conference of Parties (COP26). Trace & Protect and Emergency Service Mobile Communications Programme (ESMCP). The following key points were highlighted:
- Budget virement section added to provide more visibility to budget allocations to date and to show comparison against the approved budget. These include

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refinements up to 31 March 2021 and also the allocation for business cases approved by SLT in April 2021.

- Year to date overspend of £0.060m.
- Uniformed pay offer (1.5%) not reflected in the budget until confirmation received.
- Wholetime Firefighters forecasted overspend (£0.128m), Control Firefighters forecasted underspend (£0.092m), Retained/Volunteer Firefighters forecasted underspend (£0.142m).
- Property costs forecasted underspend £0.153 due to the early sale of Thornton.
- Risks areas highlighted and SLT have agreed actions to address and manage them.
- Overriding financial risk is the current underspend across both the resource and capital budget.

- 15.2 In regard to Support staff vacancies, SSe noted that the Service would always endeavour to fill vacancies with substantive appointments and noted the alternative methods being explored to recruitment staff. He commented on the impact of Covid on the availability of agency staff. RH reminded the Board of the business cases, supported by SLT, to undertake focussed recruitment for both permanent and temporary staff. The working group were identifying how the recruitment process could be streamlined and a full update would be brought to a future Board Strategy Day. It was noted that it would be helpful for the financial aspects to be introduced and presented alongside the staffing levels within the PC reporting.
- 15.3 In regard to overtime costs associated with COP 26, JT confirmed that the overtime directly attributable would be captured and recovered.
- 15.4 RH briefly outlined the key areas to be supported through the business cases. These included People and Organisational Development (to support other recruitment), Prevention and Protection (both community and legislative), Health and Safety, Training and the People, Training, Finance and Assets programme (to backfill roles in order to release existing staff).
- 15.5 The Board queried and where provided with the reasons for the increased security, and associated costs, at the Newbridge site.
- 15.6 With reference to earlier discussions relating to support staff vacancies, it was noted that a greater understanding of the nature of the vacancies, whether long term and the impact of Covid would be beneficial for the PC. MB reminded the Board that a review was undertaken in 2019 to identify all vacancies within the Service, however due to Covid, this was unable to be progressed. It was felt that the increased flexibility/agile framework, resulting from Covid, may impact positively on future recruitment. It was noted that this would be discussed further at a future Board Strategy Day.
- 15.7 The Board commented on the potential for setting delegated limits for virements. Future Strategy Day session scheduled to discuss financial information and scrutiny which will include virements and potential delegated limits.
- 15.8 The Board commented on the material changes made to the budget within a relatively short period of time after Board approval and queried whether this could have been foreseen. JT stated that the budget was based on the February forecast and this was continually refined up to the end of March. The material changes relate to employee costs and apprenticeship levy income. JT noted the reallocation of budget costs which reflected the business cases, previously discussed, and this would be discussed at a future Board Strategy Day.
- 15.9 JT reiterated the requirement to provide an approved budget prior to the beginning of the financial year, accepting that changes may be required and should be made within a reasonable period.

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15.10 The Board welcomed the additional degree of visibility of budget changes and the future strategy day discussions.

15.11 **The Board scrutinised the resource budget position for the period ending 31 May 2021.**

**16 CAPITAL MONITORING REPORT 2021/22 – MAY 2021**

16.1 JT presented a report advising the Board of the actual and committed expenditure against the 2021/22 capital budget position for the period ending 31 May 2021. It was anticipated that the revised budget of £34.778 million would be spent by the end of the financial year. The following key points were highlighted:

- Budget virement section added to highlight any changes to the budget. Changes include capital receipts from the sale of Thornton and reallocation of funds into the Portlethen Training Facility Project to accelerate the project delivery.
- Significant risk in terms of delivering the capital programme. Focus would remain on the deliverable spend with the awareness of significant challenges ie delays in delivery or fleet and ICT which could lead to expenditure being later than planned and the uncertainty surrounding increasing construction costs.

16.2 In regard to the increasing construction costs, JT advised that the anticipated increase could range between 10-30%. IM advised the Board that potential increased costs were attributable to the global lockdown, restricted availability of raw materials, reduced manufacturing and reducing workforce/tradespeople following the recent exit from the EU. Covid restrictions have also impacted on capacity of construction staff allowed on sites which have been in place longer than anticipated.

16.3 IM informed the Board that contracts awarded through the NEC3 contract, have a facility for increasing costs due to abnormal circumstances ie worldwide pandemic, increased costs in raw materials, etc. IM further explained the increase in prelim costs due to the extended contract period.

16.4 A strategic overview on the impact was currently being prepared and this would be presented to the SLT and Board in due course. IM noted that the 3-year capital programme would not change, however elements may be rescheduled to ensure the budget is fully realised.

16.5 In regard to the programme for electric vehicles, IM advised the Board that the Service had secured funding to trial and test a prototype electric appliance. He noted that the Service were working closely with Scottish Government (SG) ambitions to meet the carbon reduction targets and with the industry technology. The Service would also continue to work closely with other emergency services to progress a blue light charging infrastructure. IM reassured that Board that due diligence would be undertaken to ensure that any electric vehicles were fit for purpose and would maintain operational capability.

16.6 JT noted the ongoing positive relationship with SG and the Service's involvement with previous pilot schemes and our ability to secure and utilise funding.

16.7 The Board welcomed the focus and explanation of risk within the presentation of this report.

16.8 **The Board scrutinised the level of actual and committed expenditure for the period ending 31 May 2021.**

**DRAFT - OFFICIAL****17 COMBINED RISK AND PERFORMANCE QUARTER 4 PROGRESS REPORT**

17.1 MMcA presented a report advising the Board of the quarterly progress made against the strategic outcomes and objectives. He noted that individual Committees undertook detailed scrutiny of performance and risk and this report presented a high-level overview to the Board. Future intentions were to develop an annual report to help identify trends, etc and supplement quarterly reporting. The following key points were highlighted:

- Four strategic risks were currently reporting Very High (red) and 5 were reporting High (amber).
- Annual Operating Plan (AOP) streamlined to include 42 actions, of which 23 were complete (green), 16 (amber) due to slippage in timescale and 3 (red) not progressed.
- Performance measures (17 No.) noting:
  - Overall attendance at incidents reduced by 17.1% including 19% reduction in UFAS and 33% reduction in Road Traffic Collisions (RTC's).
  - Reduction in Accidental Dwelling Fires (5%)
  - Reduction in number of non-fatal casualties (30%).
  - Increase in number of fatalities in comparison to the previous year, however, this remained comparable to the 3-year rolling average.
  - Home Fire Safety Visits (HFSv's) focused remained on high risk households.
  - Due to Covid, Fire Safety Audits were below target, however these were now progressing well.
  - Availability figure remains high: Retained/Volunteer Duty System (RVDS) (88%), Wholetime (97.7%)
  - Absence figures remain consistently low for all staffing groups and compared favourably to other public and emergency services.
  - Response Times - Detailed presentation to be brought to a future Strategy Day (September).

17.2 **The Board scrutinised the Combined Risk and Performance Quarter 4 Progress Report.**

**18 CHIEF OFFICER'S REPORT TO THE BOARD 2020/21**

18.1 MB presented the Chief Officer's Report to the Board 2020/21 for information and comment. The report highlighted the volume and quality of work carried out across the Service during the previous 12 months. MB confirmed that, once finalised, the report would be published.

18.2 The Board commended the report for highlighting the depth and complexity of the positive good work undertaken throughout the extremely challenging year. The following comments and suggestions were made:

- Honest, informative and reflective report.
- Discussion regarding the purpose of the report and intended audience. Potential in its current form this may overshadow other formal annual reporting documents.
- Consideration to be given to add or extend sections for: Leadership Development Framework, areas of best practice, awards and recognitions, corporate parenting, youth volunteering, community planning/Justice agenda and future ambitions.
- CO acknowledged this report was very much a first iteration and welcomed Board feedback, highlighting further consideration would be given to the overall length of the document and its content/focus/purpose.

18.3 **The Board noted the Chief Officer's Report to the Board 2020/21.**

**19 HEALTH AND SAFETY ANNUAL REPORT 2019/20**

19.1 JD presented the Health and Safety Annual Report 2019-20 to Board for information. The report outlined the analysis of key areas of performance and risk reduction approaches, ie driver safety and musculoskeletal injuries, during the reporting year.

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- 19.2 In relation to firefighter injuries, it was noted that injuries occurred during UFAS incident were also captured and recorded within these figures. In comparison to the previous reporting year, there was an overall reduction of 1% in accidents/injuries.
- 19.3 In relation to Health and Safety Improvement Plans action, JD confirmed that Covid had a direct impact on the completion of these action plans, however, this was now starting to improve. JD reminded the Board that the action plans were closely monitored and regularly reviewed.
- 19.4 The Board commented on the improvements and reprioritisation in regard to Health and Safety (H&S), particularly during the previous challenging year, and commended all those involved.
- 19.5 The Board discussed whether the scrutiny and assurances provided by the PC on H&S was appropriate and whether there was benefit from formalising the reporting this type of assurance. PS confirmed that the level of scrutiny and assurance was appropriate and noted that the SDC also scrutinised elements of H&S, if appropriate. It was noted that future Committee value added statements could be amended to include areas of scrutiny/assurance and further discussions would be held at the Integrated Governance Forum (IGF).

19.6 **The Board noted the content of the Health and Safety Annual report.**

## **20 HEALTH AND SAFETY POLICY AND POLICY STATEMENT**

20.1 JD presented the Health and Safety Policy and Policy Statement to the Board for information noting the policy had been updated to reflect the revised structure and governance processes.

20.2 **The Board noted the report.**

## **21 RISK THEMES**

- 21.1 There were no new or emerging issues identified during this meeting.
- 21.2 The Board were reminded that a new risk (FRS012 – Supply Chain Shortages) had been added to the risk register.

## **22 FORWARD PLAN**

- 22.1 The Forward Plan was noted and would be kept under review.
- 22.2 The following items would be taken to the Integrated Governance Forum:
- Committee Level Scrutiny of Key Topics

## **23 DATE OF NEXT MEETING**

- 23.1 The next formal meeting of the Board is scheduled to take place on Thursday 26 August 2021 at 1000 hrs.
- 23.2 On behalf of the Board, KD thanked retiring Board members, Anne Buchanan, Marieke Dwarshuis, Bill McQueen and Primrose Stark for this outstanding individual contributions, experience, professionalism and support throughout their tenure on the Board and wished them well for the future.
- 23.3 The retiring Board Members individually thanked the, Senior Leaders, Board colleagues, Board Support Team and wider staff for everyone's contribution, expressing their honour and privilege in being part of such a positive and professional organisation.
- 23.4 There being no further matters to discuss in public, the meeting closed at 1330 hours.

**PRIVATE SESSION****24 MINUTES OF PREVIOUS PRIVATE MEETING:****24.1 Thursday 29 April 2021**

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

**24.2 Thursday 27 May 2021 (Special)**

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

**24.3 The minutes of the private meetings held on 29 April 2021 and 27 May 2021 were approved as a true record of the meeting.****25 DRAFT UFAS CONSULTATION DOCUMENT: PROPOSALS FOR RESPONDING TO AUTOMATIC FIRE ALARMS**

25.1 SS presented a report to the Board seeking approval of the draft consultation document, which sets out proposals for responding to Automatic Fire Alarms (AFA). He noted that the consultation document sets out the business case and the compelling need for change.

25.2 **The Board approved the draft Consultation Document, subject to any final amendment as deemed appropriate.**

**26 DRAFT FIRE AND RESCUE FRAMEWORK FOR SCOTLAND 2021**

26.1 MMcA presented a report to the Board for information and comment on the pre-consultation draft new Fire and Rescue Framework for Scotland 2021 which had been shared by the Sponsor Unit.

26.2 **The Board noted the report and were asked to reflect on the draft framework and feedback by Monday 30 June 2021.**

**9 CHIEF OFFICER'S REPORT**

9.1 MB provided a verbal update to the Board and referenced the single issue which was required to be taken in private. The following key areas were highlighted:

- Potential for future reporting of resource budget and capital programme to be presented by John Thomson and Iain Morris, respectively.
- Head of Service Delivery (North of Scotland) Andy Watt to represent the Service on the National Fire Protection Association's Fire Section Board.
- Project Updates
  - McDonald Road increased costs identified and change request will be submitted to the CC in due course.
  - Portlethen Training Centre nearing handover.
  - West Asset Resource Centre - Lesson learnt from other projects would be applied. Awaiting cost certainty before committing.
  - Dignified facilities have been progressed in Inverness, Stirling and Alloa.
  - Reinforced Autoclaved Aerated Concrete (RAAC) panels not progressed due to funding. Service Delivery Model Programme/Community Risk Index Model (SDMP/CRIM) will inform the rationale.
- Fleet Strategy
  - Final procurement stage for the medium sized rescue pump (14 tonnes). Awarded by the end of June 2021.
  - Launch of new boats for water rescue and new electric vehicles for Rural Full Time Posts (RFTP).
- Citizen Firefighter 20-year university event.



**DRAFT - OFFICIAL**

- 9.2 Key areas of risk:
- Financial risk (previously discussed) and the additional new strategic risk.
  - Timeline and funding of ESCMP project. SG to consider funding in the spring budget review.
  - COP26 (funding/overtime).
- 9.3 MB updated the Board on the current position with the Command and Control Futures Project and the proposals going forward
- 9.4 **The Board noted the verbal report.**

## SFRS BOARD MEETING – ROLLING ACTION LOG



### Background and Purpose

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

The status of Actions are categorised as follows:

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

### Actions/recommendations

Currently the rolling action log contains 5 Actions. A total of 4 of these actions have been completed.

The Board is therefore asked to approve the removal of the one actions noted as completed (Blue status), note the zero actions are categorised as Green status and note the one action categorised as Yellow status on the action log.

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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	September 2021 (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. <b>Update (26/08/21):</b> Discussion took place at the July strategy day and will be followed by further input regarding financial strategy and reporting at the September strategy day. Virements detail still to be agreed.
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		August 2021	<b>Update (24/06/2021):</b> Internal Audit will provide agreed timescales to the Audit & Risk Assurance Committee (8 July 2021). <b>Completed (26/08/21):</b> Audit timetable for 2021/22, including timescales for Audit C4 Programme Office, circulated to Board members on 12 August 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		August 2021	<b>Update (24/06/2021):</b> EIA is in final stages of development and being reviewed by the E&D team following which this will be circulated to the Board. <b>Completed (26/08/21):</b> On receipt of the EIA, the E&D Team has advised that an EIA is not required for the Annual Operating Plan itself. It may be that some of the Actions contained within it will require an EIA but these will be carried out by the Action owners. The AOP document is considered a process and, as such, has no impact on equalities.

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<b>Item 16.4</b>	<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.	<b>MMcA/ BB</b>	<b>June 2021</b>		<b>August 2021</b>	<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. <b>Completed (26/08/21):</b> Meeting has taken place and agreed development progress over the year. Action to be closed.
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**Board Meeting: 24 June 2021**

<b>Agenda Item</b>	<b>Actions Arising</b>	<b>Lead</b>	<b>Due Date</b>	<b>Status</b>	<b>Completion Date</b>	<b>Position Statement</b>
<b>Item 13.3</b>	<b>Arrangements for Reviewing the Effectiveness of the Board:</b> MMcA agreed to review the training materials available through NHS Education for Scotland and identify whether this could be made available to Board members.	<b>MMcA</b>	<b>August 2021</b>		<b>August 2021</b>	<b>Completed (26/08/21):</b> The training materials have been reviewed and any appropriate resources will be made available. Further discussions with the team from NHS Education will take place to pursue matters further.



## 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.

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>

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>

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>



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>

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

<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>

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 25 February 2021 (Special)</b>				
<b>ITEM 5</b>	<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>
<b>ITEM 7</b>	<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>				
<b>ITEM 12</b>	<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>

<b>ITEM 13</b>	<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>
<b>ITEM 14</b>	<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>
<b>ITEM 15</b>	<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>

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 29 April 2021</b>				
ITEM 12	<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>				
ITEM 13	<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>				

<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>				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 24 June 2021</b>				
ITEM 12	<b>BOARD MEMBER APPOINTMENTS AND REVIEW OF COMMITTEE STRUCTURE</b>	The Director of Strategic Planning, Performance and Communications presented the report for approval 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>The Board approved the proposals, in order to assist towards ensuring the continued effectiveness of the governance arrangements of the SFRS Board and its Committees.</b>	<b>December 2021</b>
<b>Impact Assessment for Board Decision (Review Date - 06/2022):</b>				
ITEM 13	<b>ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD</b>	The Director of Strategic Planning, Performance and Communications presented the report asking for approval on the arrangements for reviewing the effectiveness of the Scottish Fire and Rescue Service Board.	<b>The Board approved the arrangements for reviewing the effectiveness of the SFRS Board.</b>	<b>December 2021</b>
<b>Impact Assessment for Board Decision (Review Date - 06/2022):</b>				
ITEM 14	<b>UNWANTED FIRE ALARM SIGNALS (UFAS) CONSULTATION: PROPOSALS FOR</b>	The Director of Service Delivery presented the report to recommend that the Board note the outcomes of the review of the Staff and Stakeholder Workshops and sought approval for the plans for consulting on three options,	<b>The Board approved the proposed plans for consulting on 3 options, commencing 19 July 2021, and also the draft Mandate for Consultation.</b>	<b>December 2021</b>



	<b>RESPONDING TO AUTOMATIC FIRE ALARMS</b>	commencing 19 July 2021, and also the Draft Mandate for Consultation.		
<b>Impact Assessment for Board Decision (Review Date - 06/2022):</b>				
<b>ITEM 25</b>	<b>DRAFT UFAS CONSULTATION DOCUMENT: PROPOSALS FOR RESPONDING TO AUTOMATIC FIRE ALARMS (PRIVATE)</b>	The Director of Service Delivery presented the Draft Public Consultation document, setting out proposals for responding to automatic fire alarm (AFA), for approval.	<b>The Board approved the draft Consultation Document, subject to any final amendment as deemed appropriate.</b>	<b>December 2021</b>
<b>Impact Assessment for Board Decision (Review Date - 06/2022):</b>				

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE  
THURSDAY 26 AUGUST 2021**

**CHAIR'S UPDATE – JULY-AUGUST 2021**

**Tuesday 6 July 2021**

Regular meeting with Robert Scott, HMFSI and CO Blunden

**Wednesday 7 July 2021**

Introductory meetings with new Board Members (x3)

**Thursday 8 July 2021**

Audit & Risk Assurance Committee meeting  
Integrated Governance Forum meeting

**Friday 9 July 2021**

Introductory meeting with new Board Member

**Wednesday 14 July 2021**

SFRS Induction Day 1

**Thursday 15 July 2021**

SFRS Induction Day 2

**Tuesday 20 July 2021**

SFRS Induction Day 4  
Change Committee Workshop

**Wednesday 21 July 2021**

Regular Chair/Board Support Team meeting

**Thursday 22 July 2021**

Meeting with CO Blunden to discuss SFRS/Justice portfolio  
Dismissal Appeal Hearing

**Friday 23 July 2021**

Exit Interview (x2) – Bill McQueen and M Dwarshuis

**Tuesday 27 July 2021**

Exercise Vepsish

**Thursday 29 July 2021**

Introductory Meeting – All Board members  
SFRS Board Information/Development Day

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**Tuesday 3 August 2021**

Regular meeting with Don McGillivray, Interim Director of Safer Communities and CO Blunden  
Regular 1:1 meeting with Don McGillivray, Interim Director of Safer Communities

**Wednesday 4 August 2021**

SFRS Board Strategy Day

**Thursday 5 August 2021**

Change Committee

**Monday 16 August 2021**

SFRS Board Pre- Agenda Meeting

**Tuesday 17 August 2021**

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

**Thursday 19 August 2021**

Reform Collaboration Group

**Monday 23 August 2021**

Group meeting with new Board members and Fiona Thorburn, Deputy Chair

**Tuesday 24 August 2021**

Regular meeting with Robert Scott, HMFSI and CO Blunden

**Wednesday 25 August 2021**

Kilbirnie Street Commemorative event

Regular meeting with Don McGillivray, Interim Director of Safer Communities and CO Blunden

Regular 1:1 meeting with Don McGillivray, Interim Director of Safer Communities

Regular Chair/Board Support Team meeting

**Thursday 26 August 2021**

SFRS Board meeting

Audit & Risk Assurance Committee (Special) 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 26 AUGUST 2021**

**CHIEF OFFICER'S UPDATE – July/August 2021**

**Thursday 1 July 2021**

Monthly Meeting with Sponsor Unit  
National Fire Chiefs Council (NFCC) H&S Lead Handover Meeting  
Regular Director 1:1

**Friday 2 July 2021**

Introductory welcome for Career Ready initiative  
Comms for Albert Drive Learning Video  
Meeting with NIFRS CO  
Regular Director 1:1

**Monday 5 July 2021**

NFCC H&S Group Meeting  
Staff Officer 1:1  
Meeting with Director of Engagement & Fundraising, Fire Fighters Charity  
SFRS Vision Consultation Video  
Address new recruits - Newbridge

**Tuesday 6 July 2021**

Meeting to discuss Scottish Membership of FEU  
Meeting with Chair and HMFSI  
UFAS Launch Video  
Regular Director 1:1

**Wednesday 7 July 2021**

Informal SLT meeting  
Regular Director 1:1  
Commendation Certificate Presentation – SC Kevin Ketchen  
Reform Collaboration Group Meeting

**Thursday 8 July 2021**

ARAC  
ARAC Private Session  
IGF

**Monday 12 July 2021**

Future Vision Course, Windsor, Royal Berkshire

**Tuesday 13 – Monday 19 July 2021**

Annual Leave

**Tuesday 20 July 2021**

New board member induction session  
999 Cenotaph Directors meeting  
Regular Director 1:1 x 2 sessions

**Wednesday 21 2021**

Formal SLT Meeting

**Thursday 22 July 2021**

SFRS & Justice Portfolio Meeting  
ADSU Prototype presentation  
Board report writing

**Friday 23 July 2021**

Regular Director 1:1  
Regular DCO catch up meetings  
Forward Planning

**Monday 26 July 2021**

Gold Meeting (water fatalities)  
Albert Drive Learning Video  
Regular Director 1:1

**Tuesday 27 July 2021**

Exercise Vepsish  
Briefing re forthcoming DACO interviews  
Meeting with CO of Merseyside FRS re FBU & Covid

**Wednesday 27 July 2021**

Meeting with HMFSI  
NFCC H&S - PPE & Clothing Meeting  
Meeting with Fire Knowledge  
NFCC internal meeting re PPE

**Thursday 28 June 2021**

Board Strategy Day  
Telephone call with Chief Constable  
Telephone Call with Duty Gold, SAS

**Friday 29 June 2021**

Visit to Maryhill FS - rescue boat

**Monday 2 August 2021**

Regular Meeting with Sponsor Unit

**Tuesday 3 August 2021**

Staff Officer Briefing  
Chief & Chair Regular Meeting with Director of Safer Communities  
Technical Reading  
Director Meeting re CCF

**Wednesday 4 August 2021**

Board Strategy Day  
Director Meeting

**Thursday 5 August 2021**

NFCC H&S related work  
Informal SLT

**Friday 6 August 2021**

Leaving presentation for SC Samantha Seeds

**Monday 9 August 2021**

Annual Leave

**Tuesday 10 August 2021**

Regular Director 1:1 x 2 sessions

Catch-up with Wendy Wilkinson, Deputy Director Safer Communities

Telephone call Jagtar Singh, AFSA

Telephone call Andy Dark, FBU

**Wednesday 11 August 2021**

Regular Director 1:1

Pre-Meet to discuss Water Safety & Prevention of Drowning

Ministerial Meeting Re UK Drowning Prevention

**Thursday 12 August 2021**

Regular Director 1:1

Reading: DACO interview packs

**Friday 13 August 2021**

Annual Leave

**Monday 16 August 2021**

Regular Director 1:1

SFRS Board Pre-Agenda Meeting

Firesport UK Meeting

**Tuesday 17 August 2021**

DACO Shortlisting

Meeting with Minister

**Wednesday 18 August 2021**

Formal SLT

**Thursday 19 August 2021**

Regular Director 1:1

RCG Meeting

**Friday 20 August 2021**

Planning Session

Monthly CPD

**Monday 23 August 2021**

Regular Director 1:1

Agile Working Session

**Tuesday 24 August 2021**

Regular Director 1:1

Regular meeting with HMFSI

NFCC Steering Group Representation Meeting

**Wednesday 25 August 2021**

Kirlburnie Street Commemoration Event

Chief & Chair regular meeting with Director of Safer Communities

## OFFICIAL

**Thursday 26 August 2021**

SFRS Board Meeting  
Fire Standards Chairs Meeting  
ARAC

**Friday 27 August 2021**

Forward Planning Session  
Technical Reading

**Monday 30 August – Monday 6 September 2021**

Annual Leave



## PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE

THURSDAY 8 JULY 2021 @ 1000 HRS

### BY CONFERENCE FACILITIES

#### PRESENT:

Brian Baverstock, Chair (BB)                      L Bloomer, Deputy Chair (LBI)  
Mhairi Wylie (MW)

#### IN ATTENDANCE:

Martin Blunden (MB)	Chief Officer
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
John Thomson (JTh)	Acting Director of Finance and Procurement
Iain Morris (IM)	Acting Director of Asset Management
David Johnston (DJ)	Risk and Audit Manager
Gary Devlin (GD)	Internal Audit (Azets)
Matthew Swann (MS)	Internal Audit (Azets)
Gillian Callaghan (GC)	Internal Audit (Azets)
Caroline Jamieson (CJ)	External Audit (Deloitte)
Robert Scott (RS)	HMFSI
Kirsty Darwent (KD)	Chair of SFRS Board
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Alasdair Cameron (AC)	Group Commander Board Support
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

#### OBSERVERS:

Alan Duncan, Finance Manager  
Karen Horrocks, Assistant Verification and Risk Officer  
Ijaz Bashir, Asset Governance and Performance Manager

#### 1 CHAIR'S WELCOME

1.1 The Chair opened the meeting and welcomed those participating via conference facilities, in particular, Robert Scott who has recently been appointed as the new Chief Inspector of the Fire Service (HMFSI).

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

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

For record purposes: It should be noted that due connectivity issues, LBI took over the chairing of the meeting for short periods of time to allow BB to reconnect to the meeting.



## 2 APOLOGIES

2.1

Bill McQueen, Board Member  
Tim Wright, Board Member

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

3.1

With the exception of the previous private minutes, no other items were identified as being required to be taken in private.

## 4 DECLARATION OF INTERESTS

4.1

None.

## 5 MINUTES OF LAST PUBLIC MEETING: 24 MARCH 2021

5.1

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

### 5.2 Matters Arising

5.2.1

There were no matters arising.

5.3 **The minutes of the public meeting held on 24 March 2021 were approved as a true record of the meeting.**

## 6 ACTION LOG

6.1

The Committee considered the action log and noted the updates.

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

## 7 COMMITTEE ANNUAL REPORT 2020/21 TO THE BOARD AND ACCOUNTABLE OFFICER OF SCOTTISH FIRE AND RESCUE SERVICE

7.1

BB presented the report to the Committee for approval and highlighted the report provided comment on the key sources of assurance such as Internal Audit, External Audit, HMFSI, risk management, financial control and the Committee's effectiveness.

7.2 BB noted the ongoing development of the risk management and reporting and commended David Johnson for his work in this area.

7.3 In conclusion, the report concluded that the Service has effective risk management, governance and internal control arrangements in place.

7.4 The Committee thanked the Board Support Team, wider Executive Colleagues, Auditors and Inspector for their support and contributions throughout the unprecedented challenging year.

7.5 **The Committee approved the report and noted that it would presented at the Board meeting (26 August 2021) for information.**

## 8 SFRS ANNUAL GOVERNANCE STATEMENT 2020/21

8.1

MB presented the report to the Committee advising of the Annual Governance Statement (AGS) inclusion into the Annual Report and Accounts for year ending 31 March 2021. MB noted that the evidence used to support the preparation of the AGS had been drawn from the 4 key assurance providers outlined in the Scottish Public Finance Manual (SPFM).

8.2 In response to Covid-19, MD highlighted the measures and controls put into place to ensure the Service continued to respond and delivery against its strategic objectives. He noted the positive report provided by the HMFSI on the Service's Preparedness and Planning along with both Internal and External Audit's opinion on the Service's performance during this challenging year.

8.3 MB thanked Group Commanders Ally Cameron and Hilary Sangster for their contributions in drafting this document and echoed the earlier commending of David Johnston's involvement in the development of risk management within the Service.

8.4 Following a brief discussion, it was agreed that consideration would be given to amending the Key Highlights of the Board Decisions During 2020-21 section and for the inclusion of a Risk Appetite section.

**ACTION: MB**

8.5 **The Committee scrutinise the comprehensive report.**

## 9 INTERNAL AUDIT

### 9.1 SFRS Internal Audit Progress Report 2020/21

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

- Successful completion of the 2020/21 Audit Plan with 4 final reports being presented to the Committee today.
- Impact of Covid-19 resulted in audits being undertaken remotely.
- KPI Status – KPI5 status was incorrectly recorded as achieved and will be amended, it should be Amber (within 15% of target).

9.1.2 In regard to the Internal Audit Progress Report 2021/22, MS advised the Committee that discussions were still ongoing to finalise the programme and prioritisation of reviews. The 2021/22 audit plan will be a risk focused audit plan; therefore, it is important that the reviews are undertaken at the appropriate time to ensure maximum value for the Service. MS offered to circulate the 2021/22 Audit Plan, once finalised, to the Committee.

**ACTION: MS**

9.1.3 MB acknowledged Internal Audit's recognition of the constraints and ongoing pressures within the Service and appreciated their willingness to adjust the programming the 2021/22 Audit Plan accordingly.

### 9.1.4 Final Report – SFRS Expenses Policy

MS advised the Committee of the outcomes of the audit which found the overall processes were working well and identified 2 areas of improvement within the control framework. MS noted that although the Service's policy encouraged individuals to consider environmental friendly methods of travel, it does not exclude individuals from using their own vehicles.

9.1.5 JT acknowledged the positive audit and noted the recommended areas of improvements which have since been completed. In regard to business travel, JT commented on the behavioural changes required across the Service to consider and encourage more environmentally friendly choices. These choices were supported by the Service's investment within the electric vehicle infrastructure.

9.1.6 The Committee queried whether the Service would penalise individuals for using their own vehicles. JT stated that the policy facilitated individuals to make the right environmental travel choice for business travel.

9.1.7 In regard to employee self-service expenses portal, JT noted the improvements in the processing/reimbursement of expenses and the effective controls and consistency applied by the verification team. JT provided a brief overview of the role and resourcing of the verification team.

9.1.8 JT confirmed that managers were required to authorise claims after payment. The audit found some instances where managers were not reviewing nor identifying any inaccuracies to the verification team. In these instances, JT advised the Committee that the verification

team had identified and corrected any inaccuracies which highlighted the effectiveness and robust processes in place.

- 9.1.9 MS confirmed the typographical error within Section 2.1, the sentence should read *“In 9 out of 24 (38% of our sample) cases that we checked there was no evidence that the line manager had reviewed the claims post verification team review”*.
- 9.1.10 Final Report – SFRS Procurement and Tendering  
MS advised the Committee of the outcomes of the audit which recognised the overall good working control environment and noted the 2 recommendations for improvement. These related to maintenance of training records and appropriate alignment with KPIs being reported in a SMART format. MS noted that the revised Procurement Strategy was in development whilst this audit was undertaken and as such no specific comment has been made about the contents of the new document.
- 9.1.11 JT acknowledged the positive audit which highlights the robust policies and procedures and supports the Service’s work with the Procurement and Commercial Improvement Programme (PCIP) processes. He informed the Committee that one recommendation had already been completed.
- 9.1.12 Final report – Estates Asset Management and Maintenance  
GC advised the Committee of the outcomes following the audit, noting the Service’s estate management processes in relation to planned preventative and reactive maintenance reflected good practice, with two areas of improvement identified. These related to the lack of a long-term estates strategy and appropriate policy and procedures to effectively manage the estate.
- 9.1.13 The recently appointed Asset Governance and Performance Manager, Ijaz Bashir, was introduced to the Committee by IM and key areas of work were noted.
- 9.1.14 IM acknowledged the audit recommendations and thanked Azets for their professional approach to the audit during the pandemic. IM noted that the outcomes of the Service Delivery Model Programme (SDMP) would influence the Estates Strategy and confirmed that an interim Estates Strategy would be developed in the intervening period. IM further noted that a review and refresh of the existing policies and procedures would be undertaken.
- 9.1.15 IM informed the Committee that the Estate, Equipment and Fleet Strategies would be completed by early 2022 and noted the governance route up to the Strategic Leadership Team.
- 9.1.16 The Committee were informed of the strategic contribution by the Estates team into the SDMP. This includes conditional survey for all estates, impact of changes to function and footprint of stations and identifying opportunities for shared facilities. Individual financial investment plans would be developed, as required, following the finalisation of the SDMP.
- 9.1.17 IM acknowledged the ideals of the SDMP and the standard station design, however, the Service were realistic and would, if necessary, apply a hybrid and affordable approach.
- 9.1.18 MB reminded the Committee of the current capital backlog, noted the SDMP would inform the modern footprint for the Service and the significant challenges and funding that will be required.
- 9.1.19 The Committee sought assurance on any risks, in particular in relation to health and safety, associated with the outdated policies and procedures. IM advised the Committee that a Health and Safety business partner has been seconded into Asset Management to review and refresh all aspects of health and safety and risk management.

#### 9.1.20 Final Report – Operational Equipment

GC advised the Committee of the outcomes of the audit noting the Service's processes for the maintenance and recording arrangements to establish if they were operating effectively. Three areas of improvement were identified and related to defect reporting documentation, Operational Equipment Strategy and performance reporting arrangements to the Asset Management Liaison Board.

9.1.21 IM informed the Committee that one recommendation had already been addressed. He further noted that a full review of all performance indicators would be undertaken.

9.1.22 The Committee were reminded of the governance arrangements relating to regular scrutiny and updates on the progress and implementation of the recommendations.

9.1.23 IM updated the Committee on the Operational Equipment Strategy noting the work with Service Delivery Areas to identify concepts of operation and future vision, SDMP and the previous work undertaken to standardised equipment/approach.

9.1.24 **The Committee scrutinised the progress report and the four subject reports.**

### 9.2 **Internal Audit Annual Report 2020/21**

9.2.1 GD presented a report to the Committee to provide an overview of the work undertaken in respect of the 2020/21 internal audit programme and provide an overall annual opinion that the Service has a framework of governance, risk management and controls that provides reasonable assurance regarding the effective and efficient achievement of objectives. The following key areas were highlighted:

- Summary of audit programme including breakdown of allocated number of days.
- Good progress in regard to closing outstanding actions.
- Emerging key themes included ICT/Data security, operational equipment and estate management and maintenance.
- Confirmation of Azets independence status from the Service.
- In recognition of Covid-19, appropriate working arrangements put in place to ensure continued ability to deliver audits.
- Confirmation of Azets conformance with the Public Sector Internal Audit Standards.
- Inclusion of Azets' Internal Quality Assurance Assessment (for information).
- Performance against KPIs set by Management and the Committee.

9.2.2 **The Committee scrutinised and noted the Internal Audit Annual Report 2020/21.**

### 9.3 **Progress Update – Internal Audit Recommendations**

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

- Five recommendations closed since previous meeting.
- Total of 31 recommendations still to be completed, including 15 actions with revised timescales.
- Majority of recommendations outstanding were Grade 2 or lower.

9.3.2 The Committee queried the criteria used when deciding whether actions should be reclassified from green to amber, etc and whether there was a clear definition/timescale of "slight delay". GC noted the status key within the report which detailed the criteria for reclassification of actions. GD noted that the definition of slight delay could be clearer, however, he added a note of caution around setting timescales which would be at the discretion of management. He commented on the judgement that would need to be applied to individual actions, due to the potential impact on other areas/factors and the significance of any impact.

9.3.3 In regard to the ICT & Data Security Audit (Recommendation 2b), GC advised the Committee that a further update has been received and the recommendation was currently on target for completion within the advised timescale (July 2021).

9.3.4 In regard to Performance Management Arrangement Audit (Recommendation 2b), RW confirmed that the full evaluation of the implementation phase would be completed within the advised timescale (September 2021).

9.3.5 **The Committee welcomed the update and the progress being made.**

#### 9.4 **Internal Audit Progress Report 2021/22**

9.4.1 This item was covered under Agenda Item 9.1.

### 10 **EXTERNAL AUDIT**

#### 10.1 **2020/21 Audit Plan Progress Report**

10.1.1 CJ provided a verbal update to the Committee and highlighted the following key areas:

- Wider Scope report to be presented at a future special meeting.
- Financial statements work will be progressed once year end accounts were available (September).
- Currently reviewing pension information following feedback with a view to streamline processes.

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

*(The meeting broke at 1135 hrs and reconvened at 1140 hrs)*

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

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

- Audit and Inspection overview dashboard
- Audit Scotland Report (May 2018) – 29 actions complete to date with 4 actions outstanding.
  - Cancellation of Action 1a relating to negotiating pay package due to the offer being rejected
  - Action 2.5 (performance management training) relates to training on the InPhase system. The change in approach to InPhase with the Data Management Team managing the data scorecard on behalf of Directorates/functions, etc. Therefore, the need for training had diminished. It was proposed that this would be transferred to business as usual. It was noted that general performance management training and development programmes are available.
  - Extension to Action 5.3a and 5.3c.
- HMFSI Assessing the Effectiveness of Inspection Activity – No recommendations were made from this report.

11.2 The Committee noted and agreed with the proposed action cancellation and transfer to business as usual approach.

11.3 The Committee sought an update on the level of focus on performance management within the Service. MB indicated that this would be discussed, together with the wider impact of Covid, at a future Strategy Day session. Under the Business Intelligent Strategy, MMcA noted that the Data Management Team would be engaging with Service Delivery colleagues to develop scorecards to support local scrutiny and internal performance management.

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- 11.4 In relation to Actions 5.3a and 5.3c, the Committee were provided with clarity on the revised dates and RAG status.
- 11.5 MMcA intimated that the Audit Scotland Action Plan was nearing completion and anticipated to be concluded by the next meeting.
- 11.6 In regard to the HMFSI Assessing the Effectiveness of Inspection Activity, the Committee discussed the interpretation of the term “having regard”, importance of clear recommendations which add value and improvements to the Service, and that the Service take full consideration of any recommendations. RS noted that he had witnessed how recommendations were considered and progressed within the Service as well as the levels of scrutiny applied. RS outlined potential changes to post audit reviews and increased post audit communications to ensure that recommendations were clear and actionable.

11.7 **The Committee scrutinised the report.**

**12 INTERNAL CONTROLS UPDATE**

**12.1 a) Strategic Risk Register**

12.1.1 DJ presented the revised Strategic Risk Register (SRR) along with the aligned Directorate Risks to the Committee. DJ noted the ongoing work with the Data Management Team to develop the template and output reports, which improves the articulation of risk, transparency of controls and actions to improve scrutiny and incorporates information on closed risks/actions. DJ noted the removal and addition of several risks as detailed within the covering report.

12.1.2 Regarding SPPC006 (consultation and engagement), MMcA reminded the Committee that recruitment for the Insight and Engagement Team was currently underway.

12.1.3 Regarding SPPC013 (partnership working), RW noted that this risk was created following the merger of 2 previous risks and primarily focused on internal co-ordination and how this was managed. The Committee commented on the need to recognise the potential risks from external parties, particularly Community Planning Partnerships (CPPs) and how these would impact on the Service. RW confirmed that the Service recognised the differences/varying levels of scrutiny within CPPs, and noted that work had commenced to monitor reporting to CPPs to identify and ensure the value of same.

12.1.4 Regard SPPC012 (organisational security), RW explained that the creation of this risk was to provide focus and enable the Service to co-ordinate security arrangements.

12.1.5 **The Committee scrutinised the report.**

**12.2 Spotlight Risk Report SPPC008 Corporate Social Responsibility and Sustainability**

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

- Risk definition “There is the risk that the services is unable to demonstrate corporate social responsibility and sustainability due to a lack of a coordinated approach resulting in uncoordinated development and loss of workforce, stakeholder and public confidence.”
- Importance of demonstrating sustainability and corporate social responsibility. Confident that the Service does this through CPPs, equality duties, work with young people and climate change.
- Commitment to develop a framework to enable the Service to report with confidence on this work. The Sustainable Development Framework delayed due to resourcing issues but had recently recommenced.

12.2.2 The Committee noted the potential of losing focus on certain social elements ie corporate parenting, social responsibility, within the Sustainable Development Framework. RW

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stated that there was no intention to lose focus or sight on any elements and reminded the Committee that there were Service Champions identified for all these elements.

**12.2.2 The Committee scrutinised the report.**

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

12.3.1 JT noted that there were no issues to report.

**13 ANNUAL UPDATE REPORT ON HMFSI BUSINESS**

13.1 RS presented the annual report to the Committee to provide an update on HMSI's inspection and reporting activity during 2020/21 and the following key areas were noted:

- 13.1.1
- During 2020/21, 3 Local Area Inspections (LAI) and 3 Thematic Inspections were undertaken along with 2 additional reviews requested by Scottish Government.
    - The LAIs undertaken were City of Edinburgh, Midlothian and Argyll and Bute. Due to the impact of Covid-19, the Argyll and Bute LAI had been delayed and would form part of the 2021/22 plan.
    - Thematic Inspections were Training of Retained Duty System Personnel, Command and Control: Aspects of the SFRS Incident Command System and Assessing the Effectiveness of Inspection Activity.
    - Revisited the Management of Fleet and Equipment Function review (May 2019) and acknowledged the level of work undertaken by the Service to address the 32 recommendations.
  - Scheduled for 2021/22 were 2 LAIs and 3 Thematic Inspections.
  - Outlined intended proposals on how LAI would be carried out going forward. Consultation to be undertaken prior to any change.
  - Future Thematic Inspection work:
    - Health & Safety – An Operational Focus had commenced and the report would be published in August 2021.
    - Firefighting in High Rise Buildings would commence in July 2021 and the report would be published in March 2022.
    - UN Climate Change Conference – COP 26 commenced in June 2021 and the report would be published in September 2021.
    - Review of Operational and Protective equipment would commence in September 2021 and the report would be published in March 2022. Engaged with Internal Audit to identify any potential duplication of effort for this and future inspections.
  - Recent appointments and restructure: Rick Taylor, Assistant Inspector (October 2020) and Robert Scott, Chief Inspector (April 2021). Internal restructure of HMFSI team to align with Strategic Leadership Team counterparts to improve the overall working relationship. Proposed intentions to increase HMFSI team exposure to Committee/ Board members to develop wider relationships within the Service.

**13.1.2 The Committee noted the report and warmly welcomed the proposed approach.**

**14 QUARTERLY UPDATE OF GIFTS, HOSPITALITY AND INTERESTS REGISTER**

14.1 DJ presented the report to the Committee providing an update on the Gifts, Hospitality and Interests Register for Quarter 4 2020/21 and Quarter 1 2021/22. He noted that the new Gifts, Hospitality and Interests Policy had been launched and promulgated on the iHub. It was noted that the Service would continue to publicise, engage and promote the importance of proactive declaration and fraud awareness.

14.2 Within the next report, the Committee requested that consideration be given to include feedback on how this new policy was being received as well as any improvements identified.

**ACTION: DJ**

**14.3 The Committee noted the report.**

**DRAFT - OFFICIAL****15 REVIEW OF ACTIONS**

- 15.1 AC confirmed that three formal actions were recorded during the meeting.

**16 FORWARD PLANNING****16.1 a) Committee Forward Plan Review**

The Committee considered and noted the Forward Plan.

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

No items were noted.

**17 DATE OF NEXT MEETING**

- 17.1 The next meeting is scheduled to take place on Thursday 14 October 2021 at 1330 hrs. However, potential dates for a special Committee meeting were currently being identified and would be advised in due course.

- 17.2 On behalf of the Committee, BB thanked Bill McQueen for his contributions during his time on the Committee and wished him well for the future.

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

**PRIVATE SESSION****18 MINUTES OF LAST PRIVATE MEETING: 24 MARCH 2021**

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

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



Report No: B/ARAC/02-21

Agenda Item: 11.2

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>26 AUGUST 2021</b>						
<b>Report Title:</b>	<b>AUDIT AND RISK ASSURANCE COMMITTEE ANNUAL REPORT 2020/21 TO THE BOARD AND ACCOUNTABLE OFFICER OF SCOTTISH FIRE AND RESCUE SERVICE</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 present the review of the Audit and Risk Assurance Committee (ARAC) Annual Report 2020/21, to the Scottish Fire and Rescue Service (SFRS) Board 'For Information Only' following its approval at the ARAC on 8 July 2021.						
<b>2</b>	<b>Background</b>						
2.1	Consistent with the Scottish Government Audit and Assurance Committee Handbook, and generally accepted principles of good corporate governance, the Terms of Reference of the SFRS ARAC calls for an Annual Report to the Board and Accountable Officer of the SFRS, summarising the Committee's work for the year past, and its opinion of the overall assurances it has received and issues it has considered.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	The Annual Report assists with the preparation of the Accountable Officer's 2020/2021 Annual Governance Statement, which is being considered elsewhere on the agenda. Production of the Annual Report has therefore been timed to support the preparation of the Annual Governance Statement.						
3.2	Following scrutiny and approval by ARAC on 8 July 2021, the Committee Annual Report is submitted to the SFRS Board 'For Information Only'.						
<b>4</b>	<b>Recommendation</b>						
4.1	The Board are invited to consider the contents of the Audit and Risk Assurance Committee Annual Report 2020/21 as set out in Appendix A, and provide feedback to the ARAC should it be necessary.						
<b>5</b>	<b>Key Strategic Implications</b>						
5.1.1	<b>Risk</b> Evidence gathering in support of this report deems that no significant risks have been identified.						

5.2 5.2.1	<b>Financial</b> This report provides further assurance in support of the SFRS Annual Report and Audited Accounts for 2020/21 which is scheduled to be presented to the Board on 28 October 2021.
5.3 5.3.1	<b>Environmental &amp; Sustainability</b> There is no implication associated with the recommendations of this report.
5.4 5.4.1	<b>Workforce</b> There is no implication associated with the recommendations of this report.
5.5 5.5.1	<b>Health &amp; Safety</b> There is no implication associated with the recommendations of this report.
5.6 5.6.1	<b>Training</b> There is no implication associated with the recommendations of this report.
5.7 5.7.1	<b>Timing</b> This report has been produced in support of the SFRS Annual Governance Statement which is scheduled to be presented to the Board as a part of the Annual Report and Audited Accounts for 2020/21 on 28 October 2021.
5.8 5.8.1	<b>Performance</b> Information contained within this report demonstrates that there are no significant gaps in the performance of the Committee.
5.9 5.9.1	<b>Communications &amp; Engagement</b> This report provides an opportunity for Board members to review the contents and provide feedback to the ARAC if necessary.
5.10 5.10.1	<b>Legal</b> Production of this report is consistent with the Scottish Government Audit Committee Handbook, and generally accepted principles of good corporate governance.
5.11 5.11.1	<b>Information Governance</b> <i>DPIA not applicable as no personal information is contained within this report.</i>
5.12 5.12.1	<b>Equalities</b> The Equality Impact Assessment was reviewed April 2021 and there are no issues arising from the matters raised within this report.
5.13 5.13.1	<b>Service Delivery</b> There is no implications associated with the recommendations of this report.
<b>6</b>	<b>Core Brief</b>
6.1	The Chair of the Audit and Risk Assurance Committee (ARAC) asked the Board to note the contents of the ARAC Annual Report 2020/21. The ARAC Annual Report assists with the preparation of the organisation's 2020/21 Annual Governance Statement, prior to inclusion in the Annual Report and Accounts of the Scottish Fire and Rescue Service for 2020/21 all of which support good corporate governance arrangements.
<b>7</b>	<b>Appendices/Further Reading</b>
7.1	Appendix A – SFRS ARAC Annual Report 2020/21 to The Accountable Officer and Board of the Scottish Fire and Rescue Service.

<b>Prepared by:</b>	Alasdair Cameron, Group Commander, Board Support Manager	
<b>Sponsored by:</b>	Brian Baverstock, Chair of the SFRS Audit and Risk Assurance Committee	
<b>Presented by:</b>	Brian Baverstock, Chair of the SFRS Audit and Risk Assurance Committee	
<b>Links to Strategy and Corporate Values</b>		
This links to SFRS Strategic Plan 2019-22. Strategic 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>Audit and Risk Assurance Committee</i>	<i>8 July 2021</i>	<i>For Decision</i>
<i>SFRS Board</i>	<i>26 August 2021</i>	<i>For Information</i>



## **SFRS AUDIT AND RISK ASSURANCE COMMITTEE ANNUAL REPORT 2020/21**

**TO**

### **THE BOARD AND ACCOUNTABLE OFFICER OF THE SCOTTISH FIRE AND RESCUE SERVICE**

#### **1 Purpose**

- 1.1 In accordance with the Scottish Government's Audit and Assurance Committee Handbook and the Audit and Risk Assurance Committee's Terms of Reference as approved by the Scottish Fire and Rescue Service (SFRS) Board, this report submits to the Board and Accountable Officer the Annual Report of the Audit and Risk Assurance Committee, based on its evaluation of the internal control environment, to assist with the preparation of the Annual Governance Statement.

#### **2 Background**

- 2.1 The report summarises the Audit and Risk Assurance Committee's work for the year 2020/21 and its opinion on:
- The comprehensiveness of assurances in meeting the Board and Accountable Officer's needs;
  - The reliability and integrity of these assurances in relation to their accountability obligations;
  - The implication of these assurances for the overall management of risk;
  - Any issues the Audit and Risk Assurance Committee considers pertinent to the Annual Governance Statement and any long-term issues the Committee thinks the Board and/or Accountable Officer should give attention to;
  - Financial reporting for the year, and
  - The Audit and Risk Assurance Committee's view of its own effectiveness.

#### **3 Summary of Audit and Risk Assurance Committee's Work**

- 3.1 In the period from April 2020 to March 2021 the Audit and Risk Assurance Committee has met four times in public. This has been held through virtual meetings as a result of Covid-19. The Committee comprises of five Non-Executive members. It has a quorum of three members and all meetings were quorate. The Committee has the relevant skills and experience collectively to assess the issues within its terms of reference. This conclusion was confirmed at a virtual workshop on 16<sup>th</sup> February 2021 to review the Committees Terms of Reference and its overall effectiveness.

- 3.2 All meetings were attended by senior management of the SFRS. Deloitte representatives as the external auditors appointed by the Auditor General Scotland, Azets (formally known as Scott-Moncrieff) the Internal Auditors and Her Majesty's Fire Service Inspectorate (HMFSI) were also represented accordingly.
- 3.3 Azets presented their draft [Internal Audit Plan for 2021/22 in March 2021](#). The Committee recommended the Board approve the [2021/22 Internal Audit Plan](#), which it did in April 2021

Seven audit assignments were included in the plan:-

- Learning and development,
- Fire safety enforcement,
- Programme office,
- Environmental sustainability,
- Workforce planning and
- Remote working.
- Follow up work on ICT and data security.

Azets have also engaged with HMFSI, where they reviewed the HMFSI's plan for 2021/22 to identify and prevent any potential overlap or duplication of review activity.

- 3.4 The Committee also conducted business in a number of key areas as outlined in sections 4 to 10 below.

#### **4 Internal Audit**

- 4.1 Following the appointment of Azets as Internal Auditor partners for the next 4 years commencing 2020/21, replacing the Scottish Government Team. Progress reports were presented at every meeting of the Committee outlining the current status of the recommendations raised by Internal Audit (including those raised by the previous Scottish Government Team. The following key areas were highlighted:

- Majority of recommendations outstanding do relate to the 2020/21 or 2019/20 audits. This represents a marked improvement on previous years where there was historically a high level of outstanding recommendations.
- Due to the circumstances either directly or indirectly impacted by Covid, timelines had to be extended for several actions.
- It was noted by the Executive Leads the importance of setting realistic timelines and taking full cognisance of all business as usual commitments. The Committee welcomes this greater consideration when setting implementation timelines.

- 4.2 During the period under review, the Committee:

- Received and reviewed a comprehensive report on [Fraud Risk Arrangements](#).
- In response to the Committee's concerns around the Gateway Review of the Transformation Programme, Azets undertook a desk-based review of the position and reported this to the [Committee on 9 July 2020](#).
- Overall considered the assurance levels and recommendations in all the reports issued by Internal Audit and the management responses to them;

- Monitored the implementation of recommendations arising from current and prior year audits;
- Noted the slippage in the delivery against the audit plan as a result of the disruption caused by Covid. However, thanks to the efforts of Azets and the Executive Team all outstanding reports are being presented to the 8 July 2021 meeting of the Committee together with their Internal Audit Annual Report;
- Noted the overall opinion given by Internal Audit in its Annual Assurance Report, the Scottish Fire and Rescue Service has a framework of governance, risk management and controls that provides **reasonable assurance** regarding the effective and efficient achievement of objectives and
- Held a private session with Internal Audit in July 2020 no matters were raised that would require to be disclosed in this report. The next meeting is scheduled to take place in July 2021.

4.3 ***The Committee concluded that Internal Audit's work was appropriately focused and, despite in-year challenges as a result of Covid-19, was sufficiently resourced. Based on the Committee's review of audit reports and the Auditor's overall opinion we can conclude that controls are generally operating effectively.***

## 5 External Audit

5.1 Deloitte were SFRS's external auditors for 2020/21 as appointed by the Auditor General for Scotland.

5.2 During the period under review, the Committee:

- Agreed the scope, timetable for and planning of the external audit for 2020/21, through consideration of the Audit Plan; highlighting the following key areas:
  - Approach to Materiality, setting out the materiality calculated and the changes in controls.
  - Brief explanation of performance materiality.
  - Significant risk for current year including operating within the expenditure limit, management override of controls. Other areas of focus include pension liability.
  - Covid-19 impact on audit and new auditing standards coming into effect.
  - Wider Scope Audit to be brought to next meeting (July). This audit would cover financial sustainability and management, governance and transparency and value for money.
  - Details for audit fee and reaffirmation of their independence.
- Reviewed the draft 2019/20 annual report and external auditor's report, which provided an unqualified opinion.
- Held a private session with External Audit in October 2020, no matters were raised that would require to be disclosed in this report. The Committee will consider the 2020/21 Accounts at the October 2021 meeting.

## 6 Her Majesty's Fire Service Inspectorate

6.1 The HMFSI attends and presents progress update reports at each ARAC with an Annual Update Report, being presented to the ARAC in July 2021. The [HMFSI Annual Report 2020/21](#) provides an overview of their work during this period, in line with their Business Plan. Due to the significant impact of Covid-19 restrictions in 2020, their programme of inspection was restricted and anticipated timescales for inspection work had to be reviewed.

The work carried out during 2020/21 however included:-

Local Area Inspections:-

- City of Edinburgh
- Midlothian (Note; Inspection completed report published May'21)
- Argyll and Bute (Unable to conclude inspection work however final report due August '21)

In summary, the Inspectorate were pleased with the local progress being made in response to their report findings, particularly given the impact of the pandemic.

Thematic Reviews:-

- Training of Retained Duty System Personnel
- Inspection of 'Command and Control: Aspects of the Scottish Fire and Rescue Service Incident Command System'
- Assessing the Effectiveness of Inspection Activity
- SFRS's Management of its Fleet and Equipment Function

HMFSI also completed the following 'Fact Finding Inspections':

- 6.2 Report "No Deal Brexit – Review of SFRS Plans and Preparedness" was provided by HM Chief Inspector of the Scottish Fire and Rescue Service to the Director for Safer Communities on behalf of the Scottish Government (SG), and provided a follow-up report on the SFRS's readiness for exiting the European Union (EU). Concluding continued good practice within the SFRS, ensuring statutory duties and strategic objectives are achieved.
- 6.3 An overview of the key themes and focus for the forthcoming year 2021/22 is also set out within their annual report. HMFSI will also continue to maintain contact with both the Internal and External Auditors to progress areas of shared work which is essential to reduce any duplication of work where not necessary. The Reports themselves are published on the HMFSI [Website](#) which details the assurances and recommendation to the SFRS.
- 6.3 The Committee moving into 2021 welcomes the [Chief Inspector's Plan 2021-24](#), which outlines how HM Fire Service Inspectorate in Scotland (HMFSI) will meet its statutory purpose to inquire into the efficiency and effectiveness of the Scottish Fire and Rescue Service (SFRS) to assist in its continuous improvement.

## 7 Risk Management

7.1 During the year the Committee:

- Supported a review of the Strategic Risk Register (SRR) by the Strategic Leadership Team moving forward into 2020/21 to ensure that our approach to risk management reflects best practice.
- Reviewed regular updates on risk management arrangements and revisions to the SRR and alignment to the Directorate Risks (DR) with the new SRR identifying 9 strategic risks with 46 renewed DR's;
- Reviewed the SFRS Assurance Framework that will support the ongoing assurances required by the Committee, ensuring Internal Control processes are in place throughout the organisation and are being suitably managed. This is also detailed as part of the Annual Governance Statement. It is worth highlighting again that both External and

Internal Audit are of the opinion that a comprehensive structure of assurance is in place for the organisation.

- Continued as agreed previously, with a more standardised approach to spotlighting particular risks that are aligned to the business of each Committee of the Board asking the responsible risk owner to provide updates to each respective Committee which for ARAC during 2020/21, covered: -
  - SR4.9 Protection of SFRS Reputation
  - FCS10 Ability to link financial performance with Service Delivery Objectives
  - SPPC11 Reform Collaboration Group
  - SPPC6 Consultation and Engagement
- Noted that overall the SFRS continues to enhance the risk management arrangements and assurance framework. Reaffirmed by the [Internal Audit Risk Management Report](#) that concluded the SFRS risk management procedures are well designed and operating effectively, highlighting this would now benefit from a period of stability following several reviews in recent years in order to help fully embed an effective risk culture across the organisation.
- The Committee commends the excellent work that has been undertaken to further refine SFRS' risk management arrangements.

**7.2 Based on its scrutiny of risk, the Committee is satisfied that there is well developed and continually improving, risk management arrangements in place.**

## **8 Financial Reporting**

8.1 During the year the committee:

- Reviewed and approved the accounting policies that underpin the financial statements.
- Considered in more detail the accounting policies relating to items of materiality in the financial statements.
- Received assurances about the financial systems and controls that provide the figures for the accounts for 2019/20.

**8.2 The Committee is satisfied that the accounting policies adopted for the preparation of the 2020/21 accounts are appropriate.**

## **9 Audit and Risk Assurance Committee Effectiveness**

9.1 The Committee considers that it has operated in accordance with its terms of reference pursuing the appropriate issues of risk assurance and internal control, and that its challenge and scrutiny function continues to be robust.

9.2 The Committee terms of reference were reviewed at their workshop in February 2021 and amended and approved by the SFRS Board on 29 April 2021.

9.3 At the Committee's operational level, improvements continue to be made where appropriate to the management of meetings, including the forward planning of agendas of business for the year ahead. Specific forward planning and pre-agenda meetings were held to further support this approach.



- 9.4 Administrative arrangements continually improve with newly revised templates and guidance being provided for corporate level papers to ensure that reports contain an appropriate level of classification in order to assist Committee members scrutinise and challenge effectively, with risk being much more of a focus of when reporting to Committee and the Board in general.
- 9.5 Notable improvement has been made to the management and scrutiny process for independent audits and subsequent action plans. The Committee now have complete oversight of this through a high level dash board strengthening the governance in this areas and the level of scrutiny being applied.
- 9.6 The Committee's effectiveness relies heavily on the support provided by the Board Support Team and with the unprecedented demands the pandemic has had on us all we have still be able to function effectively on a virtual format.

## **10 Conclusions**

- 10.1 Based upon the work of the Committee during the period under review and the assurances received, the Committee is of the opinion that the SFRS has effective risk management, governance and internal control arrangements in place.
- 10.2 Looking ahead, COVID-19 has and will continue to have a significant impact on the organisation's risk profile for the foreseeable future and the Committee expects this being an important driver for our business over coming years. The threat of Cyber crime will also continue to be a key area of focus for the Committee.
- 10.3 Finally, I would like to record the Committees sincere thanks and appreciation for the excellent service provided over this last year and that of the wider Executive colleagues, Auditors and Inspectors who have together worked tirelessly to service the Committee despite all of the unprecedented challenges thrown at us during 2020/21.

**Brian Baverstock**  
**Chair of Audit and Risk Assurance Committee**  
**Scottish Fire and Rescue Service**

**8 July 2021**

# SCOTTISH FIRE AND RESCUE SERVICE

## The Board of Scottish Fire and Rescue Service



Report No: B/FCS/11-21

Agenda Item: 12

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>26 AUGUST 2021</b>						
<b>Report Title:</b>	<b>ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1<sup>ST</sup> APRIL 2020 – 31<sup>ST</sup> MARCH 2021</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</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 provide the Board for approval, the Annual Procurement Report for the period 1 <sup>st</sup> April 2020 – 31 <sup>st</sup> March 2021, which the Scottish Fire and Rescue Service (SFRS) is required to prepare and publish under the requirements of the Procurement Reform (Scotland) Act 2014.						
<b>2</b>	<b>Background</b>						
2.1	The Procurement Reform (Scotland) Act 2014 (“the Act”) provides a national legislative framework and states obligations for Scottish public bodies such as a sustainable procurement duty, community benefits requirements and additional duties that affect lower threshold procurement exercise referred to as “regulated procurements”.						
2.2	The Act requires contracting authorities with regulated procurement activity of £5 million or more per annum to have prepared a Procurement Strategy and subsequently to produce an Annual Procurement Report after the end of each financial year. The Annual Procurement Report reviews the contracting authority’s regulated procurement activities against its stated procurement strategy.						
2.3	For the purposes of the Act, the SFRS is a public sector contracting authority due to its annual regulated procurement spend and therefore is required to produce and publish an Annual Procurement Report as soon as reasonably practical after the end of its financial year.						
2.4	Scottish Procurement Practice Note (SPPN) 4/2021 has clarified that where a contracting authority’s financial years ends on 31 <sup>st</sup> March, then its Annual Procurement Report requires to be published no later than 31 August 2021.						
2.5	These individual annual procurement reports published by relevant public bodies in Scotland inform a separate annual report on public procurement activity across Scotland prepared each year by Scottish Ministers.						
2.6	The SFRS when preparing its Annual Procurement Report, must include the following:						
	(a) A summary of the regulated procurements that have been completed during the year covered by the report.						

	<p>(b) A review of whether those procurements complied with the contracting authority's procurement strategy.</p> <p>(c) To the extent that any regulated procurements did not comply, a statement of how the contracting authority intends to ensure that future regulated procurements do comply.</p> <p>(d) A summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the financial year covered by the report.</p> <p>(e) A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurement during the reporting period covered by the report.</p> <p>(f) A summary of the regulated procurements the authority expects to commence in the next two financial years.</p>
<b>3</b>	<b>Main Report/Detail</b>
3.1	The Annual Procurement Report for the period 1 <sup>st</sup> April 2020 – 31 <sup>st</sup> March 2021 has been prepared in accordance with reporting requirements and is attached at Appendix A.
3.2	Thirty-four regulated procurements were awarded during the year with a total estimated value of £42,825,742.
3.3	SFRS is committed to paying suppliers on time and we understand the importance of prompt payment to our supply base. SFRS achieved 97% of suppliers paid with 30 days and 82% within 10 days.
3.4	The benefits of collaborating with partner organisations is recognised and the SFRS Procurement Team continually seek new opportunities to undertake joint working where possible. In the reporting period, approximately 83% of total contract spend was through collaborative contracts such as Scottish Government, Scotland Excel, Crown Commercial Services or NFCC Frameworks.
3.5	We completed the assessment of contract management levels for existing contracts and we continue to implement our contract management policy, taking account of recognised best practice within the wider Scottish public-sector environment. Our approach proposes a proportionate and tailored approach to contract management which reflects the criticality of the supply or service and the potential impact on the resources required to undertake and monitor.
3.6	A review of the Procurement Structure was undertaken within the reporting period resulting in the creation of 4 Procurement Specialist posts, and three fixed term Trainee Procurement Officer posts. These posts reflect the continued investment in the procurement function by the SFRS and further enhances the capability and skills of the existing Procurement Team as well as providing an enhanced career path within the profession within the SFRS.
3.7	Audit undertaken by Azets looking at the procurement and tendering procedures in place concluded that the SFRS had a robust Procurement Strategy which was supported procurement procedures to ensure delivery of the strategy in compliance with applicable legislation, regulatory frameworks and best practice. It was noted that the SFRS procurement processes were well designed and covered all routes of the Scottish Government Procurement Journey

3.8	SFRS's continued commitment to deliver on its sustainability duty and demonstrate community benefits through the delivery of relevant procurement activity is described in detail in the report but the following highlights key achievements.
3.9	<b><u>Supplier Spend</u></b>
3.9.1	In financial year 2020/21, approximately 46.15% of the SFRS total spend was with suppliers based in Scotland and approximately 62% of our overall supplier base used in the reporting period can be classified as SME's.
3.10	<b><u>Electric Fleet and EV Charging Infrastructure</u></b>
3.10.1	SFRS continues to grow a comprehensive national electric vehicle (EV) fleet and associated charging network. SFRS received over £2 million in funding from the Scottish Government as part of the Switched-on Fleets initiative for the procurement of electric vehicles and charging infrastructure and we have invested significantly in our fleet to increase our current provision of electric cars.
3.11	<b><u>Carbon Management</u></b>
3.11.1	Within the reporting period, the SFRS has invested £1.5 million and has worked with our existing contractors to deliver 72 individual projects to support the delivery of our Carbon Management Plan
3.12	<b><u>Portlethen Training Centre</u></b>
3.12.1	This project has delivered significant community benefits which are fully detailed within Appendix Bi of the Annual Procurement Report. In summary they highlight the support provided in terms of apprenticeships and training opportunities together with significant engagement with schools and colleges.
3.13	<b><u>McDonald Road Modernisation</u></b>
3.13.1	This project has delivered significant community benefits which are fully detailed within Appendix Bii of the Annual Procurement Report. In summary they highlight the support provided in terms of apprenticeships and training opportunities together with significant engagement with schools and colleges.
3.14	<b><u>Supported Business</u></b>
3.14.1	From the 1 <sup>st</sup> April 2020 to 31 <sup>st</sup> March 2021, the SFRS total spend with supported businesses was £130,114, representing 50% increase on the spend in the previous financial year.
<b>4</b>	<b>Recommendation</b>
4.1	The Board is asked to approve the Annual Procurement for the period 1 <sup>st</sup> April 2020 – 31 <sup>st</sup> March 2021, as attached at Appendix A.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	There are no risks associated with the recommendations of this report.
5.2	<b>Financial</b>
5.2.1	As detailed within the Annual Procurement Report, the total value of Regulated Procurements undertaken within the reporting period is £42,825,742.
5.2.2	Savings of £1,700,000 were achieved across all procurement activity.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	The Procurement Reform (Scotland) Act 2014 states a requirement for all relevant bodies to observe a Sustainable Procurement Duty. The report details the SFRS performance in respect of Sustainability, Community Benefits and the use of Supported Business.

5.4 5.4.1	<b>Workforce</b> The regulated procurement activity undertaken by SFRS accounted for Fair Work Practices as detailed in the statutory guidance issued by Scottish Government.
5.5 5.5.1	<b>Health &amp; Safety</b> The regulated procurement activity undertaken by the SFRS accounts for the health and safety implications relevant to each individual project.
5.6 5.6.1	<b>Training</b> Training requirements continue to be delivered where a need is identified to maintain and improve procurement capability to ensure that all regulated procurement activity is undertaken in compliance with legislative requirements.
5.7 5.7.1	<b>Timing</b> The SFRS is required to publish its Annual Procurement Report no later than the end of August in accordance with Scottish Procurement Policy Note (SPPN) 4/2021.
5.8 5.8.1	<b>Performance</b> The Annual Procurement Report evidences the way the Corporate Procurement Strategy complies with legislative requirements and supports the delivery of the SFRS Strategic Plan, whilst also setting out key procurement objectives for financial year 2020-2021.
5.9 5.9.1	<b>Communications &amp; Engagement</b> Once presented to the Good Governance Board, Strategic Leadership team and the Board, the 2014 Act requires that the Annual Procurement Report is published and made available online, with the SFRS also required to notify Scottish Ministers where the report can be accessed
5.10 5.10.1	<b>Legal</b> Publication of the Annual Procurement Report is a requirement of the Procurement Reform (Scotland) Act 2014.
5.11 5.11.1 5.11.2	<b>Information Governance</b> DPIA completed – No If not applicable state reasons.  This report does not contain personal information.
5.12 5.12.1 5.12.2 5.12.3	<b>Equalities</b> EIA completed - No  This report provides details of the Annual Procurement Report for the period 1 <sup>st</sup> April 2020 – 31 <sup>st</sup> March 2021, which the SFRS is required to prepare and publish under the requirements of the Procurement Reform (Scotland) Act 2014 and does not in itself warrant an EIA.  The regulated procurement activity detailed in the Annual Procurement Report accounts for the requirements of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, in particular the following specific duty: <ul style="list-style-type: none"> <li>• Duty to consider award criteria and conditions in relation to public procurement</li> </ul>
5.13 5.13.1	<b>Service Delivery</b> The publication of the Annual Procurement Report highlights the way procurement activity assists in the delivery of the Strategic Plan, Annual Operating Plan and supports Scotland's National Outcomes.

<b>6</b>	<b>Core Brief</b>	
6.1	The Acting Director of Finance and Procurement presented the Annual Procurement Report for the period 1 <sup>st</sup> April 2020 – 31 <sup>st</sup> March 2021, as required under the Procurement Reform (Scotland) Act 2014.	
<b>7</b>	<b>Appendices/Further Reading</b>	
7.1	Appendix A - Annual Procurement Report for the Period 1 <sup>st</sup> April 2020 – 31 <sup>st</sup> March 2021	
<b>Prepared by:</b>	Stephen McDonagh, Procurement 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>		
Strategic 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>Good Governance Board</i>	<i>28 July 2021</i>	<i>For Decision</i>
<i>Strategic Leadership Team</i>	<i>18 August 2021</i>	<i>For Decision</i>
<i>SFRS Board</i>	<i>26 August 2021</i>	<i>For Decision</i>



**ANNUAL PROCUREMENT REPORT  
FOR THE PERIOD  
1<sup>st</sup> APRIL 2020 – 31<sup>ST</sup> MARCH 2021**

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## Section 1: Introduction

- 1.1 The Scottish Fire and Rescue Service (SFRS) is the world's fourth largest fire and rescue service, committed to ensuring the safety and wellbeing of the people of Scotland. We are a national organisation delivering our front-line services locally from three strategically positioned hubs based in the North, West and East of the country.
- 1.2 The strategic priorities for the Scottish Fire and Rescue Service (SFRS) set out within the Fire and Rescue Framework for Scotland 2016 and the SFRS Strategic Plan 2019-2022 sets out our commitments to the delivery of a first-class fire and rescue service for all the people of Scotland.
- 1.3 In delivering our services we recognise the significant role we play in helping to achieve the Scottish Government's purpose, which is to focus government and public services on creating a more successful country by increasing sustainable economic growth and providing opportunities for all of Scotland to flourish.
- 1.4 An Annual Operating Plan is produced each year to support the delivery of the SFRS Strategic Plan and uphold corporate values.
- 1.5 In accordance with its legislative obligations under the Procurement Reform (Scotland) Act 2014, the SFRS publishes a Corporate Procurement Strategy which is maintained by the SFRS Finance and Procurement Department and it aligns procurement activity with the SFRS Corporate Plan and Annual Operating Plan.
- 1.6 As required under section 15 of the Procurement Reform (Scotland) Act 2014 ("the Act"), the SFRS publishes an Annual Procurement Report, as required by section 18 of the Act.
- 1.7 The Annual Procurement Report monitors the authority's regulated procurement activities against delivery of its procurement strategy.

- 1.8 The Scottish Fire and Rescue Service is pleased to publish its Annual Procurement Report for the period 1<sup>st</sup> April 2020– 31<sup>st</sup> March 2021. The content of this Report covers all regulated procurements completed during this period and details how those procurements supported the objectives included within our Corporate Procurement Strategy.
- 1.9 The success in delivery of the Corporate Procurement Strategy is achieved only by working in partnership with colleagues across the Service and this positive commitment and contribution from all Directorates is highlighted within this report. We look forward to the continuation of this collaborative approach in the delivery of our new procurement strategy.
- 1.10 This report details six main areas, the first five cover mandatory reporting with the sixth discretionary, these being:
- i. Summary of Regulated Procurement Completed
  - ii. Review of Regulated Procurement Compliance
  - iii. Community Benefits Summary
  - iv. Supported Business Summary
  - v. Future Regulated Procurement
  - vi. Procurement Performance Analysis

We also take the opportunity within the report to detail the key achievements of our Procurement Team and our key priorities for the Team in financial year 2020-21.

**John Thomson**

**Acting Director of Finance and Procurement**

## Section 2: Summary of Regulated Procurement

- 2.1 Section 18(2)(a) of the Procurement Reform (Scotland) Act 2014 requires organisations to include: “a summary of the regulated procurements that have been completed during the year covered by the report”
- 2.2 The Procurement Reform (Scotland) Act Section 18 states that relevant bodies must prepare an annual procurement report on its regulated procurement activities as soon as reasonably practical after the end of the financial year. A regulated procurement as defined by the Act is any procurement for supplies or services with a value more than £50,000 and for works contracts with a value over £2million.
- 2.3 A regulated procurement is completed when the award notice is published or where the procurement process otherwise comes to an end. Regulated procurements can refer to new contracts and framework agreements but also to mini-competitions and call offs from existing framework agreements.
- 2.4 Wherever possible, the SFRS, has sought to make use of national, sectoral and local collaborative contracts and frameworks.
- 2.5 SFRS regulated procurement within the reporting period was undertaken across 6 categories of spend:
- i. Fleet
  - ii. Personal Protective Equipment
  - iii. Operational Equipment
  - iv. Property and Facilities
  - v. ICT
  - vi. Corporate
- 2.6 Table 1 below summaries the regulated procurement awarded by the Scottish Fire and Rescue Services in the period 1<sup>st</sup> April 2020 – 31<sup>st</sup> March 2021.

Table 1. Summary of Regulated Procurement

Number of Regulated Procurements Awarded	34
Total estimated value of awarded regulated procurements	£42,825,742

- 2.7 Full details of these regulated procurements can be found in Appendix A together with details of all other procurements with a value below those thresholds detailed in paragraph 2.2 above.

### Section 3: Review of Regulated Procurement Compliance

- 3.1 Section 17 of the Procurement Reform (Scotland) Act 2014 requires that regulated procurements be carried out in accordance with the organisation's procurement strategy, so far as reasonably practical.
- 3.2 Section 18(2) states that an annual procurement report must include, at 18(2)(b), "a review of whether those procurements complied with the authority's procurement strategy" and, at 18(2)(c), "to the extent that any regulated procurements did not comply, a statement of how the authority intends to ensure that future regulated procurements do comply".
- 3.3 The reporting period covers the final year of the Scottish Fire and Rescue Service Procurement Strategy, which was approved by the Board of the Scottish Fire and Rescue Service in December 2018. This Strategy sets out the basis for all procurement activity across the SFRS and it ensures that our procurement activity is undertaken in an efficient and customer focused manner which adds values whilst ensuring compliance with legislative duties. It is aligned to the Scottish Model of Procurement, as devised by the Scottish Government with the aim of promoting the power of public spending to deliver genuine public value beyond simply cost and /or quality on procurement. A new Procurement Strategy for the period 1st April 2021 – 31st March 2024 has been approved by our Board as detailed later in this report.
- 3.4 The Procurement Strategy sets out the basis for all procurement activity across the SFRS and it continues to ensure that procurement activity supports delivery of the SFRS Strategic Plan and Annual Operating Plan. The Strategy also reflects the SFRS legal obligation to ensure compliance with Procurement legislation and associated Statutory Guidance across its procurement activity.
- 3.5 The Corporate Procurement Steering Group (CPSG), which is chaired by the Director of Finance and Contractual Services, provides a strategic and corporate overview of the procurement activity of the SFRS and the delivery of the Corporate Procurement strategy. During the reporting period, the remit of the CPSG was adopted by the

Good Governance Board, which will provide oversight and assurance on the SFRS procurement activity moving forward.

3.6 The SFRS has adopted the Scottish Governments Procurement Journey methodology and uses contract strategy templates to ensure new purchase requirements consider all aspects of the Board's procurement strategy.

3.7 All Procurements progressed by the Procurement Team and undertaken in the reporting period observed the following four themes as fully detailed within our Procurement Strategy:

i. **Value for Money and Efficiency**

The benefits of collaborating with partner organisations is recognised and the SFRS Procurement Team continually seek new opportunities to undertake joint working where possible. In the reporting period, approximately 83% of total contract spend was through collaborative contracts.

Work continues to further develop relationships with the wider UK Fire and Service for the procurement of common goods and services, with SFRS continuing to make use of National Frameworks for key operational personal protective equipment and front-line vehicles.

When responding to the COVID-19 pandemic, the SFRS utilised national frameworks for Disposable PPE established by Kent Fire and Rescue through the auspices of the National Fire Chiefs Council (NFCC) and Scottish Government thereby ensuring the supply of key items of PPE.

Work also continues with partners such as Scottish Government, Transport Scotland, Scottish Enterprise and the Energy Savings Trust, to explore future opportunities for collaboration and innovation within our Fleet Category.

We continue to work with our existing contractors to develop our low carbon infrastructure within SFRS properties and over the reporting period we have invested approximately £1.50m in support of initiatives to assist in the delivery of our Carbon Management Plan which has been developed to assist not only with the SFRS response to the climate emergency by reducing carbon emissions, but also in driving down heat waste and costs.

Spend and contract analysis continues to inform the planning of our procurement. The outcome of the analysis assists in the development of a rolling three-year programme of work which is agreed with stakeholders. The programme of work is submitted to the Corporate Procurement Steering Group (CPSG) for approval and is monitored for progress at regular intervals by the Group and the Capital Monitoring Forum. As detailed earlier in the report, the GGB will adopt this oversight role in future years.

In the reporting period, the procurement activity undertaken by the SFRS can be summarised as follows (full details are listed in Appendix A):

<b>Procurement Type</b>	<b>Nos.</b>	<b>Projected Total Value (£)</b>
Regulated Procurement	34	£42,825,742
Framework Call-Offs (Below £50,000)	40	£765,856
Property contracts (below £2,000,000)	4	£708,015
Quote	25	£488,944
Covid Activity	14	£120,117
Non-competitive Action	14	£211,364
<b>TOTAL</b>	<b>131</b>	<b>£45,120,038</b>

The SFRS is committed to exploring collaborative opportunities with partner organisations across all sectors within the public sector, and makes full use of relevant collaborative opportunities available through Scottish Government,

Crown Commercial Services, National fire Chief Council (NFCC), Scotland Excel and other UK wide public sector purchasing consortia. Such collaboration assists the SFRS to achieve both cash and non-cash savings within its procurement activity, reduces the burden of risk and the number of resource intensive local tenders, and contract and supplier management is shared.

In undertaking our own procurement activity and in using collaborative frameworks, the SFRS achieved cashable savings of £1.77m within the reporting period.

We are committed to paying suppliers on time and we understand the importance of prompt payment to our supply base. We act in a responsible and sustainable manner so prompt payment is a priority. Our on-time payment performance is as follows:

<b>Payment Term</b>	<b>Level Achieved</b>
Payment within 30 days	97%
Payment within 10 days	82%

The SFRS is committed to supplier inclusion, and we seek to conduct our procurement activity with a wide range of providers including Small and Medium Enterprises (SMEs), and third sector, including supported business. We continue to build upon our relationship with the Supplier Development Programme to encourage the ongoing use of SME's in the delivery of SFRS requirements. In financial year 2020/21, 46.15% (£36.30million) of the SFRS total spend was with suppliers based in Scotland, which represented an increase of 3.90% on the previous reporting period. SME's represent 62% of the 920 suppliers used in the reporting period.

End user involvement and consultation continues to be key to the development of Commodity Strategies and Tender Documents to ensure that technical specifications meet their needs and can be clearly understood by suppliers.



Market engagement is undertaken in all relevant procurement activity and is used to assist understanding of market capability to address the SFRS needs and to inform the development of the specification and ensure that the procurement route chosen and the Invitation to Tender requirements are appropriate and well-developed.

ii. **Enhancing Capability**

Within the reporting period we have continued to build upon the outcome of the last PCIP assessment where the SFRS achieved the highest F1 banding and we maintain progress with the improvement plan which was developed in response to the assessment. We have completed the assessment of contract management levels for existing contracts and we continue to implement our contract management policy, which was approved by the GGB, taking account of recognised best practice within the wider Scottish public-sector environment. Our approach proposes a proportionate and tailored approach to contract management which reflects the criticality of the supply or service and the potential impact on the resources required to undertake and monitor. The SFRS contract management model is intended to ensure contracts are performed as intended and issues can be identified and addressed at an early stage.

Key strategic contracts are actively managed by Client Departments supported by Procurement which includes scheduled meetings with the relevant suppliers. Other contracts require to receive oversight at agreed regular intervals to ensure the service requirements are being achieved. Works contracts are subject to oversight by a project manager from Property Services until the work is completed and signed-off as such.

Decisions to extend / re-tender or modify contract involve engagement with Client Department and are progressed in accordance with legislative requirements and subject to relevant governance approval within the SFRS.

The Procurement Team continue to be dedicated to specific category workstreams and directorates, ensuring a focus is maintained on stakeholder engagement and category management.

In preparation for the procurement audit undertaken in Feb / March 2021, all procurement practice notes (PPN's) were reviewed and updated to ensure that the SFRS procurement governance regime remains fit for purpose and delivers tangible benefits to end users of the procurement service. The audit outcome report confirmed that our procurement procedures were aligned with the national best practice, identifying roles and responsibilities of SFRS' staff and governance bodies involved in procurement processes and that they were appropriately updated, recorded and accessible to all relevant staff

We continue to seek opportunities to expand our partnership working and maintain our Associate Membership with Scotland Excel and the Supplier Development Programme.

We have used a Project Bank Account in the refurbishment project being undertaken at our training facilities in Portlethen. To date SFRS have made payments amounting to £4.6million through the PBA. We have 11 sub-contractors signed up to the PBA as well as the main contractor. Due to the success with the PBA on this project, the SFRS has been asked to provide support to other public bodies by Scottish government on how to successful set up and manage a PBA. The SFRS PBA Champion was also requested to present to NHS colleagues on the subject.

Training continues to be delivered to end users and investment in training is recognised as key to ensuring the continued development of the SFRS competence and capability in undertaking procurement activity. Training in the reporting period was delivered remotely taking account of the impact of the global pandemic.

The SFRS continues to invest in the Procurement Team, supporting team members to progress through a recognised professional qualification as

recognised by the Chartered Institute of Procurement and Supply. Senior members of the team continue with their studies in relation to Post Graduate Diploma / Masters in Public Procurement Law and Policy.

A review of the Procurement Structure was undertaken with the creation of 4 Procurement Specialist posts, and three fixed term Trainee Procurement Officer posts. These posts reflect the continued investment in the procurement function by the SFRS and further enhances the capability and skills of the existing Procurement Team as well as providing an enhanced career path within the profession within the SFRS.

Directorates continue to undertake the Quick Quote Process relating to low risk / low value procurement between £4,000 - £50,000 supported by the Procurement Team. All staff involved in this activity receive training and instruction prior to registration on Public Contracts Scotland with refresher training provided as necessary.

We continue to encourage fair and open competition and SME engagement by advertising contract opportunities above £50,000 via the public Contract Scotland website.

The SFRS continues with its support of central government and national collaborative procurement activities through the use of relevant collaborative contracts / framework agreements. We are members of the Procurement Collaboration Group and associated Cluster Group Forums.

iii. **Governance and Risk**

Within the reporting period we developed a new Procurement Strategy which has now been approved by our Board and subsequently published. The Strategy aims to be outwardly orientated, seeking to work with others, in support of our continuous improvement in this area. Externally, we will work to maintain and enhance key collaborative relationships with the Scottish Government and other Scottish public bodies, our emergency service partners in Scotland, and the National Fire Chiefs Council (NFCC) at UK level. We aim to continue to develop our engagement with the Supplier Development Programme and local authority partners, seeking to enhance the accessibility of our contracts and listen to the Voice of the Supplier. Internally, we will work to increase engagement, listening to the Voice of the Customer, and those who ultimately use the goods, works and service we procure.

The remit of the Corporate Procurement Steering Group (CPSG), was adopted by the Good Governance Board (GGB) which is jointly sponsored by the Director of Strategic Planning, Performance and Communications (SPPC) and the Acting Director of Finance and Procurement. The GGB keep under review the SFRS procurement processes and governance arrangements to ensure compliance with procurement legislation and its role is key to the successful implementation of procurement governance and the adoption of good practice across the SFRS.

In addition, the SPS's internal auditors (Azets) conducted an audit in February /March 2021 looking at procurement and tendering procedures in place at the SFRS for procuring goods and services. The audit review considered how procurement processes are communicated, monitored and comply with best practice and the Procurement Reform (Scotland) Act 2014.

The audit concluded that the SFRS had a robust Procurement Strategy which was supported by procurement procedures to ensure delivery of the strategy in compliance with applicable legislation, regulatory frameworks and best practice. It was noted that the SFRS procurement processes were well designed and covered all routes of the Scottish Government Procurement Journey.

Two areas of moderate risk were noted, with these being addressed by the time the final audit report was presented to the Audit and Risk Assurance Committee.

Procurement governance was monitored throughout the reporting period to account for the continued impact of the global pandemic to ensure the impact on the supply chain and procurement of key goods and services was minimised whilst still ensuring compliance with governance requirements.

Progress continued with the delivery of the “Red Flag Procurement Fraud Action Plan” in accordance with the plan previously presented to ARAC which detailed the SFRS current position and the improvements being undertaken to enhance existing controls.

The Procurement Team completed Fraud Awareness Training delivered by Chartered Institute of Public Finance and Accountancy (CIPFA) and targeted training on Fraud Awareness was delivered to the wider organisation.

The governance processes relating to works contracts were reviewed and improvement actions were identified which will be developed and embedded into relevant procurement activity in financial year 2021/22

The Procurement Team's continue to engage with customers to reinforce the application of the procurement governance model and ensures that regulated procurement is undertaken in accordance with the legal and procedural framework.

iv. **Sustainability**

The SFRS recognise our responsibility to carry out all our procurement activities in an environmentally and socially responsible manner whilst achieving value for money on a whole life basis. We are committed to observing our sustainable procurement duty as stated within the Procurement Reform (Scotland) Act 2014 and continue to review and update our internal policies and procedures to reflect our legal duty and to ensure the proper consideration of how best we can improve the social, environmental and economic wellbeing of our communities through our procurement activity.

In support of our commitment to our sustainable procurement duty, we have a nominated a Sustainable Procurement Champion who is responsible for ensuring compliance with legislation across the service and the promoting the adoption of sustainable procurement practices.

Our new [procurement strategy](#) 2021-2024 re-iterates our commitment to ensure the consideration of issues that may assist in improving the economic, social and environmental wellbeing of the communities that we serve. We will seek to achieve this through: carbon reduction, accessibility for SME's, supporting community wealth building; engaging supported businesses; fair work practices; championing equality; diversity and ethical trading; delivering community benefits; and ensuring health, safety and wellbeing. We have made a commitment that sustainability will represent at least 25% of the evaluation criteria in relevant regulated procurements

Our procurement activity is undertaken in an open, fair and transparent manner. All relevant regulated procurement activity is advertised on Public Contracts Scotland ensuring that all suppliers have an equal opportunity to participate in the procurement activity undertaken by the Service.

The Procurement Team utilise the Sustainable Procurement Toolkit to assist early stage strategic planning at a Category level, to identify and embed relevant and proportionate requirements in its procurement activity, ensuring a range of economic, social and environmental benefits are acted upon. Use of the toolkit will also assist in recovery from Covid-19 in a socially-inclusive and environmentally sustainable way, and assist SFRS meeting its Climate Change

Response Plan in addition to assisting in the delivery of Scottish Government National Outcomes.

We are committed to the inclusion and consideration of community benefits in all relevant procurement activity and our procurement governance model provides a framework to ensure consideration is given to the three key areas of economic, environmental, and social factors when undertaking our procurement activity. It is against these three areas that consideration is given when undertaking pre-market engagement and completing the Commodity Strategy, which together with the development of targeted outcomes, will ensure that sustainability is integrated into the procurement process in a proportionate manner.

Market engagement is undertaken where appropriate, to ensure that SFRS consult and engage with the market when planning our procurement activity to ensure that suppliers are aware of SFRS requirements and to inform the market to issues such as our commitment to Fair Work provisions.

SFRS has successfully introduced project bank accounts with a main contractor which is designed to pay sub-contractors at the same time as main contractors in relevant procurement activity. To date in the refurbishment project at our training facilities at Portlethen, we have payments amounting to £4.6million through the PBA. We have 11 sub-contractors signed up to the PBA as well as the main contractor.

SFRS is an Accredited Living Wage employer. As well as ensuring that SFRS pays its own employees the current Living Wage, it will continue to ensure that its procurement activity contributes to maintaining Fair Work provisions including Living Wage for supplier staff working in SFRS sites. All relevant procurement activity includes criteria to address Fair Work Practices.

SFRS continues to consider Equality and Diversity in its procurement activity and the need to comply with the Equality Act 2010. SFRS has, where appropriate, included undertakings in all relevant procurement activity in the contract award criteria and/or the conditions pertaining to contract performance, with impact assessments being undertaken where these are

required for the project under consideration. The Sustainability Prioritisation Tool used by the Procurement Team provide specific guidance to inform decisions about equality matters within tenders & contracts. During the reporting period, the Procurement Team completed in-house training on Equality and Diversity.

The SFRS has already been recognised by Stonewall Scotland as a Diversity Champion, and continues to work closely with Stonewall and other partners to encourage people from all walks of life to consider a career with the service. We are also part of the Stonewall Good Practice Programme to support effective organisational collaboration and partnership working to drive excellence in the provision of public service to LGBT communities in Scotland.

The SFRS recognises the importance of ensuring that it continues to comply with the Health and Safety at Work Act 1974 and that our contractors are familiar with this legislation, understand their responsibilities and operate safe systems of work. The SFRS continues to check and monitor contractors understanding of their responsibilities. For relevant contracts, the SFRS addresses specific Health and Safety issues as they relate to the contract requirement. Relevant contractors are also required to demonstrate and ensure compliance with the CDM Regulations 2015.

Our procurement processes are applied in a manner which facilitates the involvement of small and medium-sized enterprises (SME), Supported Business and third sector bodies. We continue to maintain our membership of the Supplier Development Programme (SDP) which offers free training, advice and information to SME's and the Third Sector on public procurement matters. We continue to support both national and regional "Meet the Buyer" events. For the procurement of the new Hard Facilities Management contract, we engaged with the SDP to undertake a Supply Chain Engagement Planning Session alerting the market to the opportunity to work with the SFRS and to encourage local SMEs (Small & Medium Enterprises) to be part of the main contractor supply chain.

The SFRS is a member of the Scottish Free Trade Forum and our standard procurement process includes consideration of what Fair Trade provisions or equivalent could apply appropriately in the delivery of the contract provision.



Our Soft Facilities management contractor, Sodexo has a similar commitment to Fairtrade which is detailed in Section 4 of this report.

The SFRS utilises the guidance provided by Government Buying Standards (GBS) when specifying a range of goods. GBS set out relevant sustainability provisions including in terms of ethical sourcing. When procuring timber which is required for training purposes, the SFRS requires our contractor to provide product which is certified as being sourced from legal and sustainable sources. Timber supplied to the SFRS must be accredited to meet either the Forest Stewardship Council (FSC) or the Program for the Endorsement of Forest Certification (PEFC). Conformity to this requirement is monitored throughout the contract duration.

SFRS procurement activities continue to promote and explore opportunities to engage with the Supported Business sector for Reserved Contracts wherever there is synergy between SFRS requirements and the goods or services offered by this sector. Our success in involving Supported Businesses in our procurement activity is detailed in Section 4 (Community Benefits) and Section 5 (Supported Business Summary). In financial year 2020-21, this included the award of a contract to Capture-all Ltd for our document scanning requirements as well as the continuation for the supply of uniforms by Haven for the Youth Volunteer Scheme which SFRS operates.

SFRS is currently engaging through our Local Senior Officers (LSO's) as part of our partnership working with local authorities to support Community Wealth Building Projects. Progressive procurement is a core principle to help develop local supply chains of businesses likely to support local employment and keeping wealth in communities. The SFRS Procurement Team will actively support LSO's to provide subject matter expertise as part of these projects.

The Scottish Government's National Performance Framework sets out National Outcomes and Sustainable Development Goals which include a number in relation to Climate Change and Environment / carbon management. The SFRS Sustainability Team champions climate emergency and waste management activity, and oversee progress against our Climate Change Response Plan

2045 across the service. Within the reporting period, the SFRS has invested £1.50m and has worked with our existing contractors to deliver 72 individual projects to support the delivery of our Carbon Management Plan. Projects are targeted to improve energy efficiency across our property portfolio and have included installation of solar panels at an additional 15 sites, the upgrading of system controls, and other measures to ensure the more efficient use of energy.

Our Carbon Management Plan 2020-2025 was approved in December 2020 and details how the SFRS intends to achieve a further 30% carbon reduction from our 2015/16 baseline figure by 2025 through the delivery of 15 identified projects over 4 key investment themes (listed below) funding dependant:

- Energy Waster Reduction
- Low Carbon Energy
- Renewable Energy Generation
- Energy Efficiency

Should all projects be funded and progress, it is anticipated that the SFRS will have achieved a 50% reduction in carbon emissions from our baseline position, leaving the balance of 50% to be delivered in the remaining 20 years to 2045, as set out in our Climate Change Response Plan

SFRS continues to grow a comprehensive national electric vehicle (EV) fleet and associated charging network. SFRS received over £2 million of funding from the Scottish Government as part of the Switched-on Fleets initiative for the procurement of electric vehicles and charging infrastructure and we have invested significantly in our fleet by increasing our current provision of electric cars by 62 to an overall total of 107. The electric cars have been introduced for firefighters in rural communities to help reduce carbon emissions and these additional vehicles will be distributed among various rural hub stations and used by personnel to support retained and volunteer firefighters.

To support the roll-out of the electric fleet, we have increased our charging infrastructure to 98 charge points based at 61 Scottish sites, which will be increased as funding becomes available.

We continue to work in partnership with Scottish Government, Transport Scotland and Scottish Enterprise, to understand the feasibility of the market to deliver a zero-emissions fire appliance and how this can be best introduced into the Service. We anticipate commencing the formal procurement process for a low emissions fire appliance in financial year 2021/22

We continue with a programme to minimise environment impact of our heavy fleet. Both our current 18 tonne chassis cabs contract and the new Medium Adaptable Rescue Pumps contracts will contribute significantly to our efforts to decarbonise and minimise impact on the environment of our heavy fleet as vehicles will conform to the Euro 6 Emissions Standard

Euro 6 is the sixth incarnation of the European Union directive to reduce harmful pollutants from vehicle exhausts and aims to reduce levels of harmful exhaust emissions including nitrogen oxide (NOx), carbon monoxide (CO), hydrocarbons (THC and NMHC) and particulate matter (PM). NOx is a harmful pollutant that is often blamed for damaging the environment, and has also been proven to have serious health implications. Particulate matter, meanwhile, is a local pollutant that has also been linked to health and respiratory problems. The knock-on effect of reducing these pollutants can also mean improved fuel economy and lower CO2 emissions.

As they are introduced, new vehicles with the Euro 6 Standard will improve the current fleet performance which currently averages Euro 4 compliance.

The powered rescue equipment now being procured by SFRS took account of innovation and improvement in the product area when the User Intelligence Group developed the specification. The equipment supplied is lightweight and adaptable to many applications thanks to the replaceable rechargeable battery system. These modern battery-powered rescue tools offer maximum power coupled with complete independence from power units, with the tools now being independently operated without the need of separate power units (sealed system). This method of operation and deployment also enhancing fire fighter safety.

The rechargeable battery technology on the powered rescue equipment guarantees a long service life and enables flexible work even in areas that are difficult to access. The click-on/click-off system enables a rapid battery change within just a few seconds - without the loss of valuable time on scene.

The cutters have replaceable blade inserts designed to chip off when the cutter blade hits a very hard material, allowing the blade to continue to slide smoothly and only requires the replacement of inserts and not the complete blades thereby minimising waste.

The SFRS also invested significantly in boats during the reporting period and This replacement program now provides a standardised fit for purpose asset portfolio across all the water rescue capability stations. These new boats packages have been specifically designed by the User Intelligence Group (UIG) to meet the needs of the operational environments our crews are deployed in. The specification took account of such matters as developments in areas such as increased outboard motor performance, transom wheels to allow easier movement and deployment of craft over rough terrain, additional navigation lights all of which allows easier and safer deployment to meet the changing environment our fire fighters and the communities of Scotland are encountering.

We have delivered a comprehensive national waste and recycling contract as part of our Soft Facilities Management Contract which enables waste and recycling stream management and reductions in associated carbon emissions. In the reporting period, 897 tonnes of waste were removed from SFRS sites, a reduction of 40 tonnes from the previous reporting period, with 86% of this waste diverted from landfill.

## Section 4 Community Benefits Summary

- 4.1 Section 18(2)(d) of the Procurement Reform (Scotland) Act 2014 states that it is mandatory for an annual procurement report to include “a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report”.
- 4.2 Section 25 of the Procurement Reform (Scotland) Act 2014 mandates that all contracting authorities “must consider whether to impose community benefit requirements as part of the procurement” when the estimated contract value is greater than or equal to £4,000,000. However, as stated in SFRS Standing Orders for the Regulation of Contracts, we aim to consider community benefit requirements in procurement exercises with a value greater than £1,000,000 where deemed relevant.
- 4.3 The SFRS Procurement Strategy clearly states the organisation’s commitment to the inclusion and consideration of Community Benefits in all relevant procurement activity.
- 4.4 The following key projects highlight SFRS continued commitment to deliver community benefits through the delivery of relevant procurement activity:

### i. **Enhancement of Electric Fleet and EV Charging Infrastructure**

We continue with investment in our electric fleet and in collaboration with Partner Bodies we have expanded our EV Charging Infrastructure.

Through funding provided by the Scottish Government’s Switched on Fleets initiative for the procurement of electric vehicles and charging infrastructure, a circuit of 98 charge points at 61 rural fire stations have been installed to support a new fleet of electric vehicles for firefighters in rural communities across Scotland to support the decarbonisation of the Scottish Fire and Rescue Service’s fleet.

In the reporting period we have procured an additional 62 electric cars taking out overall total to 107

Our approach to expanding our EV Fleet is consistent with the SFRS aim to minimise the environmental impact of our activities and reduce carbon emissions. The approach by the SFRS will support the services aim to be a leading driving force within the public sector for embracing the Scottish Government's Climate Change Plan and assisting in the delivery of National Outcomes.

**ii. Youth Volunteer Scheme Uniform Contract**

We continue to use Haven for the supply of PPE and uniforms for the Youth Volunteer Scheme. The contract with Haven was a direct award made through the Scottish Government supported business framework and highlights SFRS commitment to the inclusion of the sector within our procurement activity.

The Youth Volunteer Scheme continues to contribute towards improving local outcomes, integration, addressing inequalities and inclusion for young people in society.

**iii. Career Ready / The Career Academy Foundation**

A key priority of the SFRS Youth Employment Strategy is to create opportunities for young people of all backgrounds and to engage with SFRS as a prospective employer at an early stage. This allows SFRS to raise its profile as an employer, inform schools and young people about the many careers it can offer, challenge misconceptions around roles and who carries them out.

Career Ready is a UK wide charity and currently runs its programme of work placements and one to one mentoring currently in 133 schools across 14 Local Authority areas in Scotland. The Career Ready programme offers SFRS the opportunity to meaningfully engage with school students and increase their understanding of the wide-ranging career options available within SFRS. The programme also offers SFRS staff personal development opportunity as a volunteer mentor.

The Career Ready Scheme was piloted in 2018/19 and further roll out of the scheme within SFRS was approved by the SFRS Staff Governance Board Meeting in June 2020.

The Scheme involves students to undertake a 4-week internship with SFRS which is designed to expose them to a range of roles within SFRS, allowing them to learn about career opportunities available, as well as develop work-related skills and readiness for the world of work

The Partnership working with Career Ready meets with the key priority of the SFRS Youth Employment Strategy to create opportunities for young people of all backgrounds which aligns with Scottish Government Fair Work principles and youth employment agenda.

#### **iv. Soft Facilities Management**

As part of our Soft Facilities Management Contract which is delivered by Sodexo, we have developed a comprehensive national waste and recycling contract which enables waste and recycling stream management and reductions in associated carbon emissions. In the reporting period, 897 tonnes of waste were removed from SFRS sites, a reduction of 40 tonnes from the previous reporting period, with 86% of this waste diverted from landfill.

Sodexo have a clear commitment to Fairtrade and support Fairtrade Fortnight, spotlighting the Fairtrade products that they use. Financial assistance is donated through their Coffee Growers Fund to support more than 200 beneficiaries across seven small producer organisations who are certified by the Fairtrade Foundation to represent and promote the interests, empowerment and development of its members and their communities.

The social impact of Sodexo's contract performance can be measured through the following measures which are in place:

- Flexible working practices- Hours flexible to suit circumstances
- Scottish Living Wage minimum in contract
- Use of SME for COVID19 cleans across contract

- Staff retention
- Mental Health First Aid Training
- Staff welfare 24/7 Helpline (Talk)
- Talent succession training

Sodexo also have adopted a Social Impact Pledge with 4 key themes:

- People
- Planet
- Partners
- Places

In the reporting period this has involved planner litter picks across the SFRS and local communities by the cleaning teams and Headquarters staff. Sodexo staff have also participated in community and charitable events with fundraising for the Firefighters Charity. Local recruitment also continues.

**v. Replacement Programme and Standardisation of Water Rescue Boats**

Our firefighters are tackling the effects of climate change, in terms of wildfires and flooding, and we invested significantly in new water rescue boats which will be mobilised to assist with any incidents involving persons in difficulty whether this be in open water or flooding incidents.

Water rescue trained firefighters practice techniques with a wide range of specialist equipment that enable us to perform rescues safely and effectively and these new boats will enhance their capabilities and the communities which we service.

**vi. Carbon Management Initiatives**

We aim to reduce our carbon emissions by an average of 6% per annum and we recognise that we will need to identify and invest in new approaches to carbon savings as delivering the required reductions will become increasingly challenging.



A number of improvements were undertaken across our property portfolio in support of our Carbon Management Plan and our climate Change Response Plan 2045.

Seventy-two individual projects were completed with an investment of £1.5million made in property upgrades.

Projects included the installation of solar technology at the following sites across Scotland:

- Balmossie Fire Station
- Boness Fire Station
- Dunfermline Fire Station
- SFRS HQ, Cambuslang
- Dyce Fire Station and North SDA HQ
- Elgin Fire Station
- Falkirk Fire Station
- Inverness Asset Resource Centre
- Dundee Asset Resource Centre
- Knightswood Fire Station
- Methil Fire Station
- North Anderson Drive (Aberdeen), Fire Station
- Oban Fire Station / District Offices
- Peterhead Fire Station
- Tighnabruaich and Kames Fire Station

Smart heating controls, upgraded boiler systems, improved zoning of heating systems and other measures to improve energy efficiency were also undertaken at numerous sites.

**vii. Portlethen Training Facilities Refurbishment**

Refurbishment of our training facilities at Portlethen progressed during financial year 2020-21. This project highlights our continued investment in training facilities, which is intended to enable appropriate training to be delivered as locally as possible, minimising disruption to family life and other employment.

SFRS for the first time introduced a Project Bank Account (PBA) on a major SFRS construction project. The PBA requires payments made directly and simultaneously by SFRS to members of the construction supply chain involved in the Project and supports prompt payment which assist firms involved in construction projects with their cashflows, this has been particularly important over the reporting period when accounting for the impact of the global pandemic.

To date SFRS have made payments amounting to £4.6million through the PBA. We have 11 sub-contractors signed up to the PBA as well as the main contractor.

Due to the success with the PBA on this project, the SFRS has been asked to provide support to other public bodies by Scottish Government on how to successful set up and manage a PBA. The SFRS PBA Champion was also requested to present to NHS colleagues on the subject.

Key performance information for the project is detailed in Appendix Bi and includes data related to the social impact of the projects in terms of work experience, engagement with schools/higher education, adult employment opportunities, apprenticeships and diversity.

A summary of the community benefits that have been delivered is listed below:

- Local school and college visits e.g. delivering careers talks, curriculum support, literacy support, safety talks
- No. of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+
- No. of hours dedicated to support young people into work (e.g. CV advice, mock interviews, careers guidance) - (under 24 y.o.)
- No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)

Robertson's also had a project target to create 12% social value on the project but they have exceeded that target and have achieved 30.68%, this is made up of social and economic value.

In the reporting period, Robertson's have successfully delivered the following outcomes on the project:

- Employed a new start administrator on the project
- Undertook Insights into construction with Department of Work and Pensions
- Worked with 2 foundation apprentices from Portlethen Academy interested in accounting (NT8)
- Worked with 4 foundation apprentices from Alford and Portlethen Academy.
- Attended a virtual career fair with North East Scotland College
- Worked with various High Schools for careers advice
- Supported two trainee Quantity Surveyors at Napier university both working on this project
- Supported 4 apprentices with CHES (electrical sub-contractor)
- Delivered careers advice to a number of candidates from Portlethen Academy and Station House Media Unit, Foyer, Developing the Young Workforce, Skills Development Scotland, Department of Work and Pensions & Barnardos
- Ran a virtual 4-week work placement programme with Station House Media Unit, Foyer & Barnardos
- Ran a virtual work placement, "Bringing Construction to You" with pupils from St Machar
- Supported two placements from Alford and Portlethen Academy
- Supported charity events Robertson Walk
- Supported Mental Health Awareness Campaign

#### viii. **McDonald Road Refurbishment**

A complete reconfiguration and refurbishment is currently underway at McDonald Road Fire Station in the City of Edinburgh. The Scottish Ambulance Service will also have a significant presence on completion of the project as they increase the complement of first responders based here underlining our joint commitment to partnership working. The upgrade is primarily for an efficient and operational fire station, but this extends to other functions in the building. The investment will provide a modern environment for support staff, reflecting our corporate identity.

A new Museum of Fire which will feature a state of the art educational facility also forms part of the project. The museum will focus on the work of firefighting and firefighters, past and present, telling compelling stories that will interest the visitors.

The Museum of Fire main objectives are:

- To celebrate the rich heritage of Scotland's fire service
- To explore how transformation and innovation has always been essential to effective firefighting
- To reflect the diverse challenges of firefighting across Scotland
- To share firefighters' unique ways of life
- To promote community safety and education

Key performance information for the project is detailed in Appendix Bii and includes data related to the social impact of the projects in terms of work experience, engagement with schools/higher education, adult employment opportunities, apprenticeships and diversity.

A summary of the community benefits that have been delivered is listed below:

- There has been 13 local people employed on the project.
- Trainee Site Manager was employed who was previously not in employment, education or training (NEETs).
- Introduction to the industry workshop with Pilrig Park Secondary School x2.
- Supported activities in relation to Considerate Constructors Big Build challenge at Corstorphine Primary.
- Hosted a drop-in session for disengaged pupils for Craigmount High.
- Hosted a site visit for Action for Children.

- Supported a careers fair at Portobello High School.
- Delivered an introduction to the industry workshop with Castlebrae High.
- Ran a virtual introduction to Robertson & career routes in the industry for Leith Academy.
- Provided 1:1 mentoring for a Pilrig Park Secondary School pupil.
- Supported two employees completing their CIOB Chartership and one completing the RICS programme.
- Supported 7 apprentices (1 x Robertson, 1 x Burnfield Demolition, 1 x Wingate Electrical & 4 x MMM Joinery).
- Supported the SFRS Partnership Youth Programme with Craigroyston High School.
- Delivered an employability workshop on site for Pilrig Park Additional Support Needs.
- Delivered an intro to the industry workshop on site for Pilrig Park Secondary School.
- Introduction to the industry workshop for Castlebrae High via Action for Children.
- Robertson employee presented at a CIOB employer event re careers in the industry.
- Supported Developing the young Workforce (DYW) virtual Scottish Apprenticeship Roadshow.
- Jet Academy pupil on placement 1 day a week for 6 weeks.
- Broughton High School pupil on placement for 1 week.
- St Thomas High School pupil on placement for 1 week.
- Pilrig Park pupil completed 3-day virtual work placement – Bringing Construction to You.
- 4 Edinburgh College HND Construction Management students on placement for 1 week.
- 1 Forth Valley College HND Construction Management student completed 1-week placement.
- 1 Heriot Watt University student work experience.
- 1 Edinburgh University student work experience.
- Falkirk College student joined the project for eight weeks work experience after their previous joinery company paid him off. After his 8 weeks they secured full time employment with MMM joinery as an apprentice.



## Section 5 Supported Business Summary

- 5.1 Section 18(2) (e) of the Procurement Reform Act requires organisations to include a “summary of any steps taken to facilitate the involvement of supported businesses in regulated procurement during the year covered by the report”.
- 5.2 A supported business is defined in Regulation 21 of The Public Contracts (Scotland) Regulations 2015 and means “an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons and where at least 30% of the employees of the economic operator are disabled or disadvantaged persons.
- 5.3 SFRS recognise that the inclusion of Supported Business in SFRS procurement activity is a key aspect in delivering its Sustainable Procurement Duty and have a clear commitment to this contained within its Procurement Strategy.
- 5.4 SFRS continues to engage with the Sector and seeks to identify new opportunities to encourage such organisations to bid for contract opportunities going forward. In financial year 2020-21, this involved a new contract being awarded to Capture-All Ltd for the provision of Secure Documentation Scanning and Destruction Services.
- 5.5 From the 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021, the SFRS total spend with supported businesses was £130,114, representing 50% increase on the spend in the previous financial year:

<b>Supported Business</b>	<b>Value (£)</b>
Capture-All Ltd	£59,368
Haven Products Limited	£48,090
Ulster Supported Business	£15,935
Lady Haig Poppy Factory	£6,721
<b>Total</b>	<b>£130,114</b>

## **Section 6 Future Regulated Procurement**

- 6.1 Section 18(2)(f) of the Procurement Reform (Scotland) Act 2014 states it is mandatory that an annual procurement report must include “a summary of the regulated procurements the authority expects to commence in the next two financial years.”
- 6.2 Future regulated procurements have been identified via the following means:
- Current contracts on the SFRS contracts register that will expire and need to be extended or re-let over the next three years.
  - New procurements identified via future work plans provided by SFRS Directorates.
  - New procurements identified via anticipated work plans for service transformation.
  - Projects identified from Capital Programme approved by the Board of Scottish Fire and Rescue Service on 25<sup>th</sup> March 2021.
- 6.3 A full list of procurements which are anticipated to be carried out in the next three years is detailed in Appendix C



## Section 7 Procurement Performance Analysis

### 7.1 Procurement Spend

7.1.1 Total non-salary spend for the reporting period (1<sup>st</sup> April 2020 – 31<sup>st</sup> March 2021) was approximately £90.15 million (exclusive of VAT) which can be broken down as follows:

Category of Spend	Value (£) Million
In-scope Spend	78.10
Out of Scope Spend	11.50
Below £4,000	0.55
<b>Total</b>	<b>90.15</b>

Notes:

- i. “Out of Scope” spend includes payments to local authorities, pension authorities, government bodies etc.
- ii. “In-scope spend” is spend which the organisation can directly influence through the co-ordination and regulation of the SFRS procurement activity.
- iii. Below £4,000 spend amounted to £0.55million, a reduction of 14% on the previous financial year. This amount was excluded from the final analysis of spend as shown in the table in paragraph 7.1.2, as it was undertaken in accordance with relevant procurement guidance regarding below £4,000 spend.
- iv. Purchase Card spend of £0.13million is not included in the above total. This spend is monitored on a monthly cycle to ensure use is consistent with the Purchase Card Policy.

7.1.2 In-scope spend can be broken down as follows:

Category of Spend	1 <sup>st</sup> April 20 – 31 <sup>st</sup> March 2021		KPI Target
	Value (£) Million	%	
Contract Spend	73.10	93.60	95.00%
Non- Contract	5.00	6.40	
<b>Total</b>	<b>78.10</b>	<b>100.00%</b>	

- i. Non-contract spend was reduced by £0.50million (9%) from the previous financial year figure
- ii. It is anticipated that with contracts due to be awarded in the 1<sup>st</sup> quarter of financial year 2020-21 together with planned procurements already commenced, approximately £0.84million of the outstanding non-contract spend will be addressed financial year 2020-21 with full benefit being seen in financial year 2021-22. The remaining areas of non-contract spend are planned to be addressed in current financial / future years. Where resources and priorities permit, the workplan will be revised to enable this to be addressed sooner.
- ii. Appendix C details the projects that the SFRS anticipates will be progressing in financial years 2020-21 / 2021-22 / 2022-23 that will assist in the delivery of the Capital Programme and addressing remaining areas of non-contract spend.

7.1.3 A total of 920 suppliers were used in the reporting period across the in-scope spend, a reduction of 13.50% on the previous financial year. These can be broken down as follows:

<b>Category</b>	<b>Numbers of Suppliers</b>	<b>KPI Target</b>
Contract	219	
Non-contract	242	
Below £4,000	459	
<b>Total</b>	<b>920</b>	<b>800</b>

7.1.4 Contract spend against the top 50 supplier's amounts to approximately 90% of total contract spend.

7.1.5 Below £4,000 spend was reduced by 14% from £0.64million to £0.55million, reflecting the continued consolidation of spend into longer term contracts.

7.1.6 Below £4,000 continues to be analysed to see how best it can be undertaken in a manner which supports adherence to current procurement governance and support spend with local SME's and other procurement initiatives linked to Local Community Wealth Building initiatives

7.1.7 Approximately 83% of total contract spend was through collaborative contracts.

7.1.8 Total savings of £1.77million were achieved through the use of contracts and procurement activity undertaken by the SFRS Procurement Team.

## 7.2 KEY ACHIEVEMENTS

- 7.2.1 The primary focus for SFRS procurement activity in financial year 2020-21 has been to ensure the continuity of supply for key goods, services and works against the agreed workplan during the period of the global pandemic when all the Procurement Team continued to work from home. Thirty-four regulated procurements with a potential value of £42.82 million over the contract term were awarded during the reporting period.
- 7.2.2 Forty call-offs were made from frameworks with a value below £50,000 with an estimated potential value of £0.76million over the contract term were awarded during the reporting period
- 7.2.3 Twenty-five quotations with an estimated potential value of £0.48 million over the contract term were awarded during the reporting period.
- 7.2.4 Non-Competitive Action (NCA) processes were undertaken on 14 occasions with an aggregated value of £0.21 million and their continued use reflects the need to maintain “business as usual” in several key areas where due to operational and business needs there is limited scope for competition. The NCA processes followed the approval route as stated in the Standing Orders for the Regulation of Contracts.
- 7.2.5 Cash savings of £1.77million were delivered across all procurement activity.
- 7.2.6 Non-contract spend continues to be addressed with a 9% reduction in the previous year’s figure being delivered.
- 7.2.7 The key contract for Water Rescue Boats was awarded which will involve result in standardisation of assets across all our water rescue capability stations.
- 7.2.8 Procurement governance was updated in preparation of internal audit exercise which was undertaken in February / March 2021.
- 7.2.9 Internal Audit outcome report was published and concluded that the SFRS had a robust Procurement Strategy which was supported procurement procedures to ensure delivery of the strategy in compliance with applicable legislation, regulatory frameworks and best practice. It was noted that the SFRS procurement processes

were well designed and covered all routes of the Scottish Government Procurement Journey. The two areas of improvement that we noted have been progressed.

- 7.2.10 Actions related "Procurement Red Flag Action Plan, which was developed in response to the Audit Scotland Report, were progressed.
- 7.3.11 Our new Procurement Strategy for the period 1st April 2021 – 31st March 2024 was completed and submitted for approval.
- 7.3.12 We supported Finance colleagues with the development of the Benefits Tracker system, contributing procurement savings both cashable and non-cash savings.
- 7.3.13 Collaboration opportunities continued to be maximised with partner organisations such as NFCC, Scottish Government, Scotland Excel, other Emergency Services and Crown Commercial Services to ensure the best use of SFRS resources.
- 7.3.14 Guidance was developed in relation to contract and supplier Management and all levels of contract management mapped out, which will ensure a consistent approach across the service and address a key improvement action within the PCIP Action Plan.
- 7.3.15 We provided support through our Local Senior Officers (LSO's) as part of our partnership working with local authorities to support Community Wealth Building Projects.
- 7.3.16 The rolling workplan was revisited and refreshed for the period 1st April 2021 – 31st March 2024.
- 7.3.17 Training support continued to be provided to the Procurement Team with short courses completed in relation to Fraud Awareness and Case Law updates amongst others.
- 7.3.18 To maintain awareness of the of the subject matter, the SFRS Equality and Diversity Team provided training to procurement colleagues.
- 7.3.19 The Procurement Team structure was reviewed and enhanced with the introduction of 4 Procurement Specialist roles and 3 Trainee Procurement Officer (Fixed Term) posts.

7.3.20 The Procurement Team continued to be supported Key projects awarded or commenced during the reporting period have included the following:

Provision of Hard Facilities Management

18 Tonne Chassis Cab,

Aerial Ladder Platforms

Leased Electric Vehicles

HAZMAT Scientific Advisory Services Lot 1 Response and Reach Back Services,

HAZMAT Scientific Advisory Services Lot 2 HAZMAT Training Services

HAZMAT Scientific Advisory Services Lot 3 Detection, Identification and Monitoring Training

Provision of Support Vehicles

Workshop Consumables

Water Rescue Boats

Powered Rescue Equipment

Light Portable Pumps

Safe Working at Height Equipment

Cleaning Materials

Bottled Water

Furniture for Home Working

Provision of Face Masks

Supply of Disposable PPE

Strategic Consultancy

Cisco ELA

ISDN and PSTN Lines

Gazetteer Support

Wide Area Network

### **7.3 PROCUREMENT PRIORITIES IN FINANCIAL YEAR 2021-22**

- 7.3.1 Our new procurement strategy for the period 1st April 2021 – 31st March 2022 contains an Action Plan for 2021/22 and revised KPI's to monitor progress against the action plan. A copy of this Action Plan can be viewed by using the following link.  
[https://www.firescotland.gov.uk/media/2289898/procurementstrategy2021\\_2024v1.0.pdf](https://www.firescotland.gov.uk/media/2289898/procurementstrategy2021_2024v1.0.pdf)
- 7.3.2 In 2021-22 the focus for procurement will be ensuring business as usual for SFRS through the delivery of contractual arrangements to meet the organisation's needs with prioritisation given to the delivery of the Capital Programme. Appendix C details future procurements for years 2020-21 / 2021-22 / 2022-23. We will work with our customers to ensure that the rolling three-year workplan continues to meet the needs and expectations.
- 7.3.3 Key projects to be awarded will be the new provision for Hard Facilities Management which will have a commencement date of 1st April 2022. Progress will also continue with the preparation of for a procurement process for an ICT system in relation to People, Training, Finance and Assets (PTFA) will commence.
- 7.3.4 We will implement system for the recording of Community Benefits delivered through our procurement activity to assist with the reporting of this.
- 7.3.5 We will continue with our support of the SDP and attend Virtual Meet the Buyer Events during the current global pandemic to alert and encourage SME's to the participate in our procurement activity.
- 7.3.6 Our commitment to sustainability will continue and we will monitor of level of performance and the actions required to embed good practice against the requirements of the Flexible Framework
- 7.3.7 SFRS is currently engaging through our Local Senior Officers (LSO's) as part of our partnership working with local authorities to support Community Wealth Building Projects. Procurement will continue to actively support LSO's to provide subject matter expertise as part of these projects.

- 7.3.8 Non-contract spend will be further analysed to better understand how outstanding areas can be addressed and we will engage with Directorates to address this.
- 7.3.9 The Category Teams will continue to explore opportunities for the SFRS to collaborate with our public-sector partners and benchmark to ensure that collaborations provide best value
- 7.3.10 We will continue to engage with all Directorates and deliver an annual “Voice of the Customer” workshop to best understand how we can improve and best support end users of the service.
- 7.3.11 We will Progress Climate Change Actions arising from Scottish Government Procurement Forums
- 7.3.12 Changes to the Procurement Team structure shall be embedded to ensure that it remains relevant to business needs
- 7.3.13 All relevant team members will complete Climate Literacy e-learning and Sustainability Training to best understand how to include such areas within relevant procurement activity.
- 7.3.14 Further development of Procurement iHub site will be undertaken with publication of all Procurement governance and procedures to aid SFRS understand procurement performance and improve transparency.
- 7.3.15 We will engage with colleagues to develop an SFRS Internet Page for Procurement to aid suppliers access workplan, governance arrangements and to understand our performance.
- 7.3.16 In conjunction with Supplier Development Programme, develop “How to do Business with SFRS” guidance for inclusion of SFRS internet site.
- 7.3.17 Standing Orders for the Regulation of Contracts and associated procurement governance documents will be updated.
- 7.3.18 Training events will be attended to enable the Procurement Team to enable them to understand the nature of the procurement legislative reform post EU exit.



7.3.19 Our governance procedures for Works contracts will be updated and will begin work to embed Scottish Government Construction Manual.

7.3.20 The PCIP Action Plan shall be completed in preparation for the next round of PCIP assessment.

7.3.21 Actions required within the reporting period for Procurement Red Flag Action Plan shall be completed.

## Section 8

For further information on our annual report or any other information on the procurement work that we're doing in SFRS please contact:

**John Thomson**

**Acting Director of Finance and Procurement**

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**APPENDIX A (i) - LIST OF REGULATED PROCUREMENTS AWARDED IN FINANCIAL YEAR 2020-21**

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F5A-011-2021	Provision on Interim Staff Services	Venesky Brown Recruitment Limited	Call Off from Framework	£115,374	13/01/2020	31/03/2021	31/03/2021
F5A-105-1920	Provision of Strategic Consultancy	Accenture UK Ltd	Call Off from Framework	£99,528	26/05/2020	25/05/2022	25/05/2020
T4C-010-1920	Provision of Workshop Consumables	Dingbro Ltd	Restricted	£530,000	02/06/2020	01/06/2023	01/06/2024
F5A-034-1920	Provision of ISDN and PSTN Lines	Gamma Telecom Limited	Call Off from Framework	£641,650	03/06/2020	02/06/2023	01/02/2025
F1C-164-2021	Supply of Disposable PPE	Lyreco	Framework	£180,000	01/07/2020	31/03/2021	30/09/2021
F5A-038-2021	Provision of Interim IT Staff Services	Venesky Brown Recruitment Limited	Call Off from Framework	£56,297	20/07/2020	30/06/2021	30/06/2021
T3A-005-2021	Provision of Skills for Justice Level 5	Gardiner Associates Training and Research	Open	£87,750	01/09/2020	31/08/2023	31/08/2024
T4C-018-2020	Provision of 18tonne Chassis Cabs	Scania UK Ltd	Framework	£22,026,032	01/09/2020	06/01/2023	06/01/2023
F4A-143-1920	Provision of Vehicle Hire Services	Enterprise Rent-A-Car UK Limited	Call Off from Framework	£120,000	01/09/2020	31/08/2023	31/08/2024
F5A-057-2021	Provision of Interim IT Staff Services	Lorien Resourcing Limited	Call Off from Framework	£53,432	07/09/2020	30/06/2021	30/06/2021
F5A-056-2021	Provision of Interim IT Staff Services	Lorien Resourcing Limited	Call Off from Framework	£53,432	07/09/2020	24/09/2021	24/09/2021
T3C-019-2021	Psychometric Testing Services	Cubix Ltd	OJEU Open Procedure	£260,383	14/09/2020	13/09/2024	13/09/2026

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F4C-008-2021	Provision of Support Vehicles	Mercedes Benz Western Commercial	Call Off from Framework	£262,695	24/09/2020	23/09/2023	23/09/2023
F4A-066-2021	Provision of Vehicles for Rural Full Time Post Officers	Arnold Clark Motor Group	Call Off from Framework	£236,916	05/10/2020	04/10/2027	04/10/2027
T2C-109-1920	Safe Working at Height Equipment	Lyon Equipment Ltd	OJEU Open Procedure	£700,000	06/10/2020	06/10/2024	06/10/2024
F5A-103-1920	Provision of Wide Area Network	MLL Telecom Ltd	Call Off from Framework	£2,904,069	07/12/2020	06/12/2024	06/12/2027
F5A-009-2021	Provision of Cisco ELA	Insight Direct (UK) Ltd	Call Off from Framework	£303,531	21/12/2020	20/12/2023	20/12/2023
F4C-083-2021	Provision of Leased Electric Vehicles	Kinto UK Limited	Call Off from Framework	£711,215	23/12/2020	22/12/2023	22/12/2023
T1C-060-1920	Water Rescue Boats, Outboards and Trailers	Safequip Ltd	OJEU Restricted Procedure	£617,000	19/01/2021	31/03/2023	31/03/2025
T2A-067-2021	Provision of Light Portable Pumps	Godiva Limited	OJEU Open Procedure	£2,480,589	20/01/2021	19/01/2023	19/01/2025
F3C-088-1920	Secure Document Scanning and Destruction	Capture-All Ltd	Call Off from Framework	£60,117	26/01/2021	31/07/2021	31/07/2021
T3A-071-2021	Provision of Service Delivery Modelling Programme (SDMP) Consultancy	Operational Research in Health Ltd ORH	Open	£100,000	28/01/2021	27/01/2023	26/01/2024
F1A-149-2021	Provision of COVID19 Related PPE Consumables (Face Coverings)	Hunter Apparel Solutions Limited	Framework	£99,050	01/02/2021	31/01/2022	31/01/2023
T2A-067-2021	Provision of Radiation Protection Service	Bureau Veritas UK Limited	Open	£56,800	01/02/2021	01/02/2023	01/02/2025
F4A-138-1920	Provision of Aerial Ladder Platforms	Rosenbauer UK Ltd	Call Off from Framework	£1,582,941	01/02/2021	31/01/2024	31/01/2026

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
T5A-073-2021	Maintaining Firefighter Mobilising Resilience	R3-iot Limited	Open Procedure (Below OJEU)	£30,000	15/02/2021	31/12/2021	31/03/2021
F5A-116-2021	Provision of Interim IT Staff Services	Harvey Nash (Scotland)	Call Off from Framework	£108,412	15/02/2021	31/12/2021	31/12/2021
F4A-119-2021	Provision of Small Pool Vans for Fleet	Mercedes Benz Western Commercial	Call Off from Framework	£135,500	15/02/2021	14/02/2024	14/02/2021
T4C-002-1920	End of Life Vehicles	Various	Framework	£110,000	01/03/2021	28/02/2025	28/02/2025
T3A-017-2021	Provision of HAZMAT Scientific Advisory Services Lot 1 Response and Reach Back Services	Glasgow Scientific Services	OJEU Open Procedure	£705,583	01/04/2021	31/03/2024	31/03/2026
T3A-017-2021	Provision of HAZMAT Scientific Advisory Services Lot 2 HAZMAT Training Services	Tactical Hazmat Ltd	OJEU Open Procedure	£432,764	01/04/2021	31/03/2024	31/03/2026
T3A-017-2021	Provision of HAZMAT Scientific Advisory Services Lot 3 Detection, Identification and Monitoring Training	Glasgow Scientific Services	OJEU Open Procedure	£449,550	01/04/2021	31/03/2024	31/03/2026
F5A-015-2021	Provision of Gazetteer Support	Bramble Hub Limited	Call Off from Framework	£345,133	01/04/2021	31/03/2024	30/03/2026
T2C-052-2021	Powered Rescue Equipment	Weber Rescue UK Ltd.	OJEU Open Procedure	£6,170,000	01/05/2021	31/03/2023	31/03/2025
<b>Total</b>				<b>£42,825,742</b>			

**APPENDIX A (ii) - LIST OF FRAMEWORK CALL-OFFS (BELOW £50,000) AWARDED IN FINANCIAL YEAR 2020-21**

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F5A-010-2021	Provision of Interim Staff Services	Lorien Resourcing Limited	Call Off from Framework	£39,707	10/02/2020	28/08/2020	28/08/2020
F4A-006-2021	Provision of a Provided Car for SLT	BMW	Call Off from Framework	£38,784	21/06/2020	21/06/2024	21/06/2024
F4C-035-2021	Provision of Vehicle Journey Log Books	Harlow Printing Limited	Call Off from Framework	£2,912	08/07/2020	07/07/2023	07/07/2024
F4A-046-2021	Provision of Ford Ranger Double Cab 4x4 Vehicles	Ford Motors UK	Call Off from Framework	£19,888	27/07/2020	26/07/2025	26/07/2025
F3A-047-2021	Provision of Interim IT Staff Services	Lorien Resourcing Limited	Call Off from Framework	£17,684	30/07/2020	25/09/2020	25/09/2020
F4C-036-2021	Provision of Vehicle Daily Walk Around Checks Books	Barr Printers Ltd	Call Off from Framework	£7,560	31/07/2020	30/07/2023	30/07/2024
F5A-050-2021	Provision of Interim IT Staff Services	Lorien Resourcing Limited	Call Off from Framework	£20,868	24/08/2020	30/06/2021	30/06/2021
F3A-049-2021	Provision of Interim Professional Staff Services	Harvey Nash Scotland	Call Off from Framework	£12,288	28/09/2020	19/03/2021	19/03/2021

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F5A-059-2021	Provision of ArcGIS Upgrade and Migration to AWS Services	ESRI (uk) Limited	Call Off from Framework	£23,790	05/10/2020	31/10/2020	31/10/2020
F4C-008-2021	Provision of Electric Vehicles for Evaluation	Arnold Clark Motor Group	Call Off from Framework	£49,318	05/10/2020	04/10/2027	04/10/2027
F5A-062-2021	Provision of Interim IT Staff Services	ASA Recruitment	Call Off from Framework	£7,431	07/10/2020	28/05/2021	28/05/2021
Q3C-069-2021	Interim H&S Admin Staff	Pertemps Recruitment	Call Off from Framework	£11,505	19/10/2020	26/03/2021	26/03/2021
F5A-077-2021	Provision of Interim IT Staff Services	Venesky Brown Recruitment Limited	Call Off from Framework	£16,640	02/11/2020	31/03/2021	31/03/2021
F3A-068-2021	Provision of SRO Training	Elite Training and Consultancy	Call Off from Framework	£894	06/11/2020	06/11/2020	06/11/2020
F5A-078-2021	Provision of Interim Staff Services	Lorien Resourcing Limited	Call Off from Framework	£34,879	16/11/2020	24/09/2021	24/09/2021
F5A-081-2021	Provision of Interim Staff Services	Venesky Brown Recruitment Limited	Call Off from Framework	£44,462	16/11/2020	30/06/2021	30/03/2021
Q5A-060-2021	Provision of Trailer Mounted Scaffold Tower	Monkey Tower Limited	Call Off from Framework	£6,980	24/11/2020	24/11/2020	24/11/2020

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F5A-086-2021	Provision of Power PDF Licences and Associated Maintenance	Softcat	Call Off from Framework	£13,785	07/12/2020	06/12/2021	06/12/2022
F3C-075-2021	Office Chairs	Sharp Business Systems UK Plc	Call Off from Framework	£24,927	07/12/2020	31/03/2022	31/03/2022
F5A-087-2021	Provision of ICT Training Courses	QA Limited	Call Off from Framework	£27,294	07/12/2020	31/03/2021	31/03/2021
F5A-084-2021	Provision of Interim IT Staff Services	ASA Recruitment	Call Off from Framework	£37,200	07/12/2020	31/03/2021	31/03/2021
F3A-093-2021	Provision of Senior Responsible Officer Training (2)	Elite Training and Consultancy	Call Off from Framework	£1,790	15/12/2020	31/03/2021	31/03/2021
F5A-101-2021	Provision of Interim IT Staff Services	ASA Recruitment	Call Off from Framework	£15,877	05/01/2021	02/07/2021	02/07/2021
F3C-082-2021	Home Working Furniture	Apleona Workspace	Call Off from Framework	£17,863	05/01/2021	31/03/2022	31/03/2022
F5A-090-2021	Provision of Interim IT Staff Services	ASA Recruitment	Call Off from Framework	£28,830	05/01/2021	30/06/2021	30/06/2021
F5A-091-2021	Provision of Interim IT Staff Services	ASA Recruitment	Call Off from Framework	£28,830	05/01/2021	30/06/2021	30/06/2021



Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q3C-09669-2021	Interim H&S Adviser Staff (3 posts)	Pertemps Recruitment (2) + Harvey-Nash (1)	Call Off from Framework	£27,002	21/01/2021	26/03/2021	26/03/2021
F5A-102-2021	Provision of Interim IT Staff Services	Lorien Resourcing Limited	Call Off from Framework	£20,210	25/01/2021	30/06/2021	30/06/2021
F3A-098-2021	Provision of Cardiovascular Equipment	Core Health and Fitness	Call Off from Framework	£20,000	26/01/2021	25/01/2022	25/01/2022
F5A-108-2021	Provision of Interim Staff Services	ASA Recruitment	Call Off from Framework	£18,600	04/02/2021	31/03/2021	31/03/2021
F5A-112-2021	Provision of Interim Staff Services	ASA Recruitment	Call Off from Framework	£7,600	08/02/2021	31/03/2021	31/03/2021
F5A-114-2021	Provision of Interim IT Staff Services	Lorien Resourcing Limited	Call Off from Framework	£7,121	15/02/2021	30/06/2021	30/06/2021
F5A-113-2021	Provision of Interim IT Staff Services	Venesky Brown Recruitment Limited	Call Off from Framework	£15,477	15/02/2021	30/06/2021	30/06/2021
F5A-118-2021	Provision of Vehicle Inventory App (Consultancy Services)	ESRI (uk) Limited	Call Off from Framework	£10,755	23/02/2021	31/03/2021	31/03/2021
F6C-137-2021	Legal Advisory Services NEC4 FM Contract Production	Harper MacLeod	Call Off from Framework	£7,000	26/02/2021	31/03/2021	31/03/2021

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F3A-092-2021	Provision of Managing Successful Projects (2)	Elite Training and Consultancy	Call Off from Framework	£11,635	01/03/2021	05/03/2021	05/03/2021
F5A-133-2021	Provision of Interim IT Staff Services	ASA Recruitment	Call Off from Framework	£7,920	08/03/2021	31/03/2021	31/03/2021
F3A-134-2021	Provision of Interim Professional Staff Services	ASA Recruitment	Call Off from Framework	£14,309	15/03/2021	02/07/2021	01/03/2022
F4A-138-2021	Provision of Provided Car for SLT	BMW Group	Call Off from Framework	£39,242	16/03/2021	16/03/2024	16/03/2024
F6C-146-2021	External Review of the Hard FM ITT	Harper MacLeod	Call Off from Framework	£7,000	25/03/2021	31/03/2021	31/03/2021
<b>Total</b>				<b>£765,856</b>			

**APPENDIX A (iii) - LIST OF PROPERTY CONTRACT AWARDED IN FINANCIAL YEAR 2020-21**

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
N/A	Inverness Asset Resource Centre	Compass Building and Construction Services	Quote	£265,790	8/12/20	On Completion	On Completion
N/A	Stirling Fire Station Dorm	Ashwood Scotland	Quote	£129,587	18/01/21	On completion	On completion
N/A	Alloa Fire Station Dorm	Ashwood Scotland	Quote	£145,206	1/03/21	On completion	On completion
N/A	Replacement of Doors and Windows	JRM Property Services	Quote	£167,432	1/03/21	On completion	On completion
<b>Total</b>				<b>£708,015</b>			

**APPENDIX A (iv) - LIST OF QUOTATIONS AWARDED IN FINANCIAL YEAR 2020-21**

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q5A-117-1920	Provision of Applian X Systems	Aculab PLC	Quotation	£9,934	13/04/2020	12/04/2022	12/04/2022
Q5A-141-1920	Provision of WAN Re-Tender Specification	Farrpoint Limited	Quotation	£16,650	04/05/2020	21/08/2020	21/08/2020
Q3C-012-2021	Provision of Specialist Medical Equipment	Baymed Healthcare Limited	Quotation	£42,500	01/06/2020	31/05/2023	31/05/2025
Q5A-031-2021	Provision of Cyber Security Training	Cybsafe Limited	Quotation	£24,231	31/07/2020	30/07/2021	30/07/2021
Q3A-034-2021	Provision of Fire Retardant Textiles	Thomas Kneale & Co Ltd.	Quotation	£49,999	03/08/2020	02/08/2021	02/08/2021
Q3A-039-2021	Provision of Bulk Calcium Hydroxide	Lhoist UK Ltd	Quotation	£5,694	24/08/2020	23/08/2023	23/08/2025
Q2C-146-2021	Water Rescue Manikins	Aero Healthcare Ltd	Quotation	£15,664	27/08/2020	27/08/2020	27/08/2020
Q5A-020-2021	Provision of Commvault Maintenance and Support	Proact IT Group	Quotation	£30,970	01/09/2020	31/08/2021	31/08/2021
Q5A-030-2021	Provision of LucidChart Renewal	Software Box Ltd	Quotation	£3,838	29/09/2020	28/09/2021	28/09/2020
Q5A-021-2021	Provision of ITIL Maturity Assessment	Pink Elephant Limited	Quotation	£26,235	02/10/2020	01/10/2021	01/10/2021
Q1C-076-2021	Single Length Belts with Detachable Buckle	Hunter Apparel Solutions Limited	Quotation	£23,280	26/11/2020	26/11/2024	26/11/2024
Q3C-094-2021	Provision of Functional Fitness Equipment	Origin Fitness t/a Anytime Leisure	Quotation	£17,240	18/01/2021	17/01/2022	17/01/2022
Q5A-104-2021	Provision of Additional HP Servers	Insight Direct (UK) Ltd	Quotation	£6,523	01/02/2021	31/03/2024	31/03/2024
Q3A-095-2021	Provision of Security Services	McClumpha Associates	Quotation	£49,586	15/02/2021	31/03/2021	31/03/2021

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q3C-079-2021	Provision of Business Continuity Training Course	B C Training	Quotation	£32,025	22/02/2021	31/03/2021	31/03/2021
Q2A-115-2021	Rank Markings for Structural Firefighting Tunics	Stitch-tech	Quotation	£11,851	25/02/2021	25/02/2023	25/02/2023
Q3C-111-2021	Provision of Positive Pressure Ventilation Training Units Lot 1	Ruth Lee Training	Quotation	£15,796	26/02/2021	25/02/2024	25/02/2024
Q3C-111-2021	Provision of Flashover Training Units Lot 2	Red Sauce Ltd t/a Red Protects	Quotation	£15,108	26/02/2021	25/02/2024	25/02/2024
Q3C-042-2021	Undertaking of research to develop a of Firefighter Simulation Test	Bentom Consultancy Ltd	Quotation	£29,980	01/03/2021	31/03/2022	31/03/2022
Q3A-120-2021	Provision of 24 Hour Control Room Ergonomic Chairs	Online Ergonomics Ltd	Quotation	£6,060	01/03/2021	28/02/2023	28/02/2023
Q5A-028-2021	Provision of Manage Engine AD Manager	Boxxe Limited	Quotation	£4,869	13/03/2021	12/03/2022	12/03/2022
Q5A-024-2021	Provision of Squared Up	Insight Direct (UK) Ltd	Quotation	£7,252	16/03/2021	15/03/2022	15/03/2022
Q5A-097-2021	Provision of Sharegate Licence Renewal	Phoenix Software	Quotation	£4,835	26/03/2021	25/03/2022	25/03/2022
Q2C-121-2021	Sharp End Protection Kits	Speedings Ltd	Quotation	£34,620	26/03/2021	26/03/2023	26/03/2023
Q5A-023-2021	Provision of Manage Engine AD (Self Service Password)	Phoenix Software	Quotation	£4,204	01/04/2021	31/03/2022	31/03/2022
<b>Total</b>				<b>£488,944</b>			

**APPENDIX A (iv) - LIST OF COVID PROCUREMENT ACTIVITY COMPLETED IN FINANCIAL YEAR 2020-21**

Reference	Contract	Supplier	Procedure	Projected Initial Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
COV1C-150-2021	Supply of Disposable Aprons	Aero Healthcare Ltd	COVID19	£660 (initial requirements)	01/04/2020	31/03/2021	31/03/2021
COV1C-151-2021	Supply of Disinfectant Wipes	Apex Chemicals	COVID19	£3,766 (initial requirements)	01/04/2020	31/03/2021	31/03/2021
COV1C-152-2021	Supply of Disposable Chemical Suits	ARCO	COVID19	£12960 (initial requirements)	01/04/2020	31/03/2021	31/03/2021
COV1C-153-2021	Supply of Disposable Respirators	ARCO	COVID19	£18032 (initial requirements)	01/04/2020	31/03/2021	31/03/2021
COV1C-154-2021	Supply of Disposable Aprons	Booker Cash and Carry	COVID19	£619 (initial requirements)	01/04/2020	31/03/2021	31/03/2021
COV1C-155-2021	Supply of Disposable Respirators	Bunzl Greenham	COVID19	£9,700 (initial requirements)	01/04/2020	31/03/2021	31/03/2021
COV1C-156-2021	Supply of Disposable Masks and Gloves	Hunter Apparel Solutions Limited	COVID19	£21,395	01/04/2020	31/03/2021	31/03/2021
COV1C-157-2021	Supply of Disinfectant Wipes	MedTree	COVID19	£2503 (initial requirements)	01/04/2020	31/03/2021	31/03/2021
COV1C-158-2021	Supply of Hand Sanitiser	Professional Beauty Systems	COVID19	£9,380 (initial requirements)	01/04/2020	31/03/2021	31/03/2021
COV1C-159-2021	Supply of Disposable Aprons and Sleeve Protectors	Prometheus Medical	COVID19	£3,250 (initial requirements)	01/04/2020	31/03/2021	31/03/2021
COV1C-160-2021	Supply of Disinfectant Spray	Unico	COVID19	£707 (initial requirements)	01/04/2020	31/03/2021	31/03/2021

Reference	Contract	Supplier	Procedure	Projected Initial Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
COV1C-161-2021	Supply of Reusable Face Coverings	Ballyclare Limited	COVID19	£24,745 (initial requirements)	01/04/2020	31/03/2021	31/03/2021
COV1C-162-2021	Supply of Type 11R Masks	Booker Cash and Carry	COVID19	£6,800 (initial requirements)	01/04/2020	31/03/2021	31/03/2021
COV1C-163-2021	Supply of Disinfectant	Medimark Scientific	COVID19	£5,600 (initial requirements)	01/04/2020	31/03/2021	31/03/2021
<b>Total</b>				<b>£120,117</b>			

**Note: Contract Start Date / Contract End Date reflects the period during which the supplier was used to procure essential COVID19 related consumables in accordance with SFRS internal procurement governance.**

**APPENDIX A (iv) - LIST OF NON-COMPETITIVE ACTIONS (NCA) AWARDED IN FINANCIAL YEAR 2020-21**

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
2C-020-2021	Provision of Draeger XAM3500 Gas Monitors	Draeger UK Ltd	NCA	£8,108	18/05/2020	18/05/2021	18/05/2021
3C-041-2021	NILO Training	London Fire Brigade	NCA	£24,525	22/06/2020	21/06/2023	21/06/2023
2C-130-2021	Annual Service of Mass Decontamination Units	PPS Ltd	NCA	£14,000	14/08/2020	13/08/2021	13/08/2021
3C-065-2021	Skills for Justice Membership	Skills for Justice	NCA	£8,945	17/09/2020	16/09/2021	16/09/2021
3C-064-2021	Collective Learning Partnership	City of Glasgow College	NCA	£24,000	17/09/2020	16/09/2021	18/09/2021
3C-063-2021	Fire Knowledge Magazine Subscription	Fire Knowledge	NCA	£6,617	22/09/2020	21/09/2023	21/09/2023
3C-080-2021	CBRN Training Provision	West Midlands Police	NCA	£12,000	26/10/2020	25/10/2023	25/10/2023
NC3C-105-2021	Provision of Accredited Training	The Consultation Institute	NCA	£20,000	25/01/2021	24/01/2022	24/01/2022
NC5C-110-2021	Provision of OC Voice Recorders and Support	SVL Business Solutions	NCA	£12,000	01/02/2021	31/01/2022	31/01/2022
2C-126-2021	Repairs of Mass Decontamination Structures & Boiler Systems	JDR Products	NCA	£24,205	17/02/2021	17/02/2021	17/02/2022
NC6C-136-2021	Provision of a Timber Cabin	Logspan Ltd	NCA	£7,009	01/03/2021	01/03/2021	01/03/2021
NC3A-147-2021	Provision of Home Fire and Safety Visit Request Line	Commlink	NCA	£3,551	23/04/2021	22/06/2021	22/06/2021
2C-129-2021	Provision of Air Bags	Angloco Ltd	NCA	£22,604	31/08/2020	31/08/2020	31/08/2020
2C-033-2021	Total Care Package for Hapsite	Inficon Ltd	NCA	£23,800	29/05/2020	28/05/2021	28/05/2021
<b>Total</b>				<b>£211,364</b>			



## APPENDIX Bi: PERFORMANCE DATA PORTLETHEN

PI Title	Score	Data	Target
<b>Social</b>			
C10 PI - Fair Payment	N/A	N/A	100% of payments to tier 2 made within 19 days of the Due Date
PI - Fair Payment (Client payments made on time)	100%	100%	Client payments made on time
PI - Fair Payment (Tier 2 payments made within 19 days)	100%	100%	Tier 2 payments made within 19 days
C13 PI - Considerate Constructor	40.00	40.00	38
S1 PI - Local Labour	50.00%	50.00	20% to be within 10 miles from site, 40% within 20 miles from site, 75% to be in range 0-40 miles from site
PI - Local Labour (20% to be within 10 miles from site)	40.57%	40.57%	20% to be within 10 miles from site
PI - Local Labour (40% to be in range 0-20 miles from site)	47.29%	47.29%	40% to be in range 0-20 miles from site
PI - Local Labour (75% to be in range 0-40 miles from site)	57.30%	57.30%	75% to be in range 0-40 miles from site
S2 PI - Local Spend	100.00%	Within 10 miles: 41.78% Within 20 miles: 50.17% Within 40 miles: 100.00%	20% within 10 miles, 40% within 20 miles, 75% within 40 miles
PI - Local Spend (Within 10 miles)	41.78%	41.78%	Within 10 miles
PI - Local Spend (Within 20 miles)	50.17%	50.17%	Within 20 miles
PI - Local Spend (Within 40 miles)	100.00%	100.00%	Within 40 miles
S3 PI - SME Engagement	100.00%	100.00%	85% of total number of suppliers to be SMEs
S4 PI - SME Spend	100.00%	100.00%	85% of subcontractor's value to be SME's
S5 PI - Micro Business Engagement	0.00%	0.00%	10% of total number of suppliers to be Micro Businesses

S6 PI - Micro Business Spend	0.00%	0.00%	10% of subcontractor's value to be Micro Businesses
Lectures at local schools	0.00%	0	1
V2 – Social Value	12.33%	12.33	10
No. of BAME black, Asian and minority ethnic into employment	0.00%	0	2
No. of BAME black, Asian and minority ethnic Completing Apprenticeships	0.00%	0	0
No. of BAME black, Asian and minority ethnic in Work Experience over 16	0.00%	0	1
Number of Women into employment	0.00%	0	2
Work experience under 16 years	0.00%	0	1
University/college visits	0.00%	0	2
Number of apprentices created	0.00%	0	1
Number of adults employed	0.00%	0	2
Number of adult employment opportunities created	0.00%	0	2
Graduate recruitment	0.00%	0	0

Charity Work	0.00%	0	1
CIOB/ICE/RICS/CIBSE/APM etc – Starts	0.00%	0	1
Catalyst Companies	N/A	N/A	
CIOB/ICE/RICS/CIBSE/APM etc – Completions	0.00%	0	1
University/college sponsorship of students	0.00%	0	0
Degree/HNC or similar – Starts	0.00%	0	1
No. of BAME black, Asian and minority ethnic in Work Experience Under 16	0.00%	0	0

Degree/HNC or similar – Completions	0.00%	0	1
No. of BAME black, Asian and minority ethnic Starting Apprenticeships	0.00%	0	1
NVQ (any level) – Starts	0.00%	0	5
No. of BAME black, Asian and minority ethnic achieving professional or academic qualifications	0.00%	0	1
NVQ (any level) – Completions	0.00%	0	3
Community Engagement	0.00%	0	1
No. of Women in Work Experience Under 16	0.00%	0	0
School leaver recruitment	N/A	N/A	1
No. of Women in Work Experience Over 16	0.00%	0	1
School visits/workshops	0.00%	0	2
Number of Women Starting Apprenticeships	0.00%	0	1
PI – Social Value (TOMS)	N/A	N/A	
Number of Women Completing Apprenticeships	0.00%	0	0
Work experience over 16 years	0.00%	0	4
Number of Women achieving professional or academic qualifications	0.00%	0	1
Work placement during university/college courses	0.00%	0	2
Lectures at local universities/colleges	0.00%	0	1
Number of apprentices completed	0.00%	0	1
<b>Environmental</b>			
C12 PI - Waste diverted from landfill	99.98%	99.98%	96% diverted from landfill
PI-5b Impact on biodiversity - Construction	N/A	N/A	8

Mains Water Use	N/A	N/A	5.3m <sup>3</sup> /£100k
Commercial Vehicle Movements	3.32	3.32	16.5/£100k
Energy Use - Product	N/A	N/A	2940kg CO <sub>2</sub> e/100m <sup>2</sup>
Atentu - Post Occupancy Support	100.00	Yes	Offered
Energy use - Process	219.73	453.28	2940kg CO <sub>2</sub> e/100m <sup>2</sup>
BREEAM assessment rating on all new buildings	100.00	NA	Very Good

**APPENDIX Bii. PERFORMANCE DATA MCDONALD ROAD REFURBISHMENT**

PI Title	Score	Data	Target
<b>Social</b>			
C10 PI - Fair Payment	N/A	N/A	100% of payments to tier 2 made within 19 days of the Due Date
PI - Fair Payment (Client payments made on time)	100%	100%	Client payments made on time
PI - Fair Payment (Tier 2 payments made within 19 days)	100%	100%	Tier 2 payments made within 19 days
C13 PI - Considerate Constructor	42.00	42.00	38
S1 PI - Local Labour	100.00%	100.00	20% to be within 10 miles from site, 40% within 20 miles from site, 75% to be in range 0-40 miles from site
PI - Local Labour (20% to be within 10 miles from site)	40.44%	40.44%	20% to be within 10 miles from site
PI - Local Labour (40% to be in range 0-20 miles from site)	58.92%	58.92%	40% to be in range 0-20 miles from site
PI - Local Labour (75% to be in range 0-40 miles from site)	96.54%	96.54%	75% to be in range 0-40 miles from site
S2 PI - Local Spend	100.00%	Within 10 miles: 71.43% Within 20 miles: 78.13% Within 40 miles: 88.15%	20% within 10 miles, 40% within 20 miles, 75% within 40 miles
PI - Local Spend (Within 10 miles)	71.43%	71.43%	Within 10 miles
PI - Local Spend (Within 20 miles)	78.13%	78.13%	Within 20 miles
PI - Local Spend (Within 40 miles)	88.15%	88.15%	Within 40 miles
S3 PI - SME Engagement	95.24%	95.24%	85% of total number of suppliers to be SMEs
S4 PI - SME Spend	98.77%	98.77%	85% of subcontractor's value to be SME's

S5 PI - Micro Business Engagement	4.76%	4.76%	10% of total number of suppliers to be Micro Businesses (monitor only)
S6 PI - Micro Business Spend	1.84%	1.84%	10% of subcontractor's value to be Micro Businesses (monitor only)
Lectures at local schools	133.33%	4	3
V2 – Social Value	8.89%	8.89	5
No. of BAME black, Asian and minority ethnic into employment	0.00%	0	1
No. of BAME black, Asian and minority ethnic Completing Apprenticeships	0.00%	0	1
No. of BAME black, Asian and minority ethnic in Work Experience over 16	100.00%	1	1
Number of Women into employment	500.00%	5	1
Work experience under 16 years	150.00%	3	2
University/college visits	233.33%	7	3
Number of apprentices created	233.33%	7	3
Number of adults employed	650.00%	26	4
Number of adult employment opportunities created	520.00%	26	5

Graduate recruitment	100.00%	1	1
Charity Work	0.00%	0	2
CIOB/ICE/RICS/CIBSE/APM etc – Starts	300.00%	3	1
Catalyst Companies	100.00%	1	
CIOB/ICE/RICS/CIBSE/APM etc – Completions	100.00%	1	1
University/college sponsorship of students	100.00%	1	1
Degree/HNC or similar – Starts	300.00%	3	1

No. of BAME black, Asian and minority ethnic in Work Experience Under 16	0.00%	0	1
Degree/HNC or similar – Completions	100.00%	1	1
No. of BAME black, Asian and minority ethnic Starting Apprenticeships	0.00%	0	1
NVQ (any level) – Starts	38.89%	7	18
No. of BAME black, Asian and minority ethnic achieving professional or academic qualifications	0.00%	0	1
NVQ (any level) – Completions	18.75%	3	16
Community Engagement	100.00%	1	1
No. of Women in Work Experience Under 16	0.00%	0	1
School leaver recruitment	N/A	N/A	1
No. of Women in Work Experience Over 16	150.00%	3	2
School visits/workshops	125.00%	5	4
Number of Women Starting Apprenticeships	0.00%	0	1
PI – Social Value (TOMS)	N/A	N/A	
Number of Women Completing Apprenticeships	0.00%	0	1
Work experience over 16 years	88.89%	8	9
Number of Women achieving professional or academic qualifications	0.00%	0	1
Work placement during university/college courses	160.00%	8	5
Lectures at local universities/colleges	50.00%	1	2
Number of apprentices completed	0.00%	0	1
<b>Environmental</b>			
C12 PI - Waste diverted from landfill	95.70%	95.70%	96% diverted from landfill

PI-5b Impact on biodiversity - Construction	N/A	N/A	8
Mains Water Use	1.85	1.85	5.3m3/£100k
Commercial Vehicle Movements	3.33	3.33	16.5/£100k
Energy Use - Product	N/A	N/A	2940kg CO2e/100m2
Atentu - Post Occupancy Support	100.00	Yes	Offered
Energy use - Process	388.60	256.30	2940kg CO2e/100m2
BREEAM assessment rating on all new buildings	100.00	NA	Very Good



**APPENDIX C: LIST OF FUTURE REGULATED PROCUREMENTS****FINANCIAL YEAR 2021 - 2022****FLEET**

<b>Title</b>	<b>Projected Value</b>
Supply and Fit of Tyres, Consumables and Associated Services	£204,733
Provision of Liquid Fuels	£1,800,000
Fuel Cards	£1,375,000
Provided Cars	£70,000
Vehicle Telematics Equipment and Related Services	£20,000
Light Fleet including transition to ULEVs	£1,750,000
Front Line Appliance New Programme	£7,000,000
Wildland Fire Fighting Vehicles	£500,000
Low Carbon Appliance	£500,000
Emergency Services Mobile Communications Project Vehicle Conversion	£500,000
Fire Investigation Unit	£400,000
Water Tankers	£300,000
Vehicle Conversion (electrical systems: lightbars etc)	£151,000
Vehicle Services: Services / Maintenance / Repair	£600,000
Fuel Management System	£7,500
Fleet Mechanics Training	£10,000
Heavy Rescue Training	£7,000

**PPE / EQUIPMENT**

<b>Title</b>	<b>Projected Value</b>
Disposable PPE	TBC
Provision of Combined Cold Cutting and Ultra High-Pressure Fire Fighting Equipment / Spares	TBC
Incident Command Tabards	TBC
Provision of Foul Weather PPE	TBC
Provision of Powered Respirator Protective Suit (PRPS)	TBC
Provision of MTFA PPE	TBC
Provision of Gas Tight Suit (GTS)	£150,000
Chemline Subscription	£40,000
Total Care Package for Hapsite	£35,000
Provision of BA Boards and Associated Equipment	£20,000
Annual Service of Mass Decontamination Units	£20,000
Provision of Trauma Bags	£16,000
Fire Fighting Hose	TBC
Wildland Fire Fighting Equipment	TBC
Water Rescue Capability	£1,278,000 over 2 years
Air bags	£250,000
Foam	TBC
Thermal Image Cameras	TBC
Lighting	£20,000
Miscellaneous PPE	£195,000
BA Compressor Maintenance and Air Analysis	£180,000
Supply of Batteries	£25,000
Small Tools / Hardware	£97,011
Hydraulic Cutting Gear	£60,000
Lifejackets (supply / Maintenance)	£28,000
Mannikins (Various)	£12,000

Title	Projected Value
Baseball Hats / Beanie Hats / Socks	£19,000
Caps / Insignia	£12,000
Helmet Storage Bags	£11,000
Maintenance / Calibration Services	£10,000
Tarpaulins	£3,000
Spillcare Products	£4,100
Catering Equipment	£19,000
Backpack Sprayers	£43,000
Provision of Annual Testing and Certification of Earthing Poles and Cables	£4,000

**PROPERTY AND FACILITIES**

<b>Title</b>	<b>Projected Annual Value</b>
Provision of Hard Facilities Management (carry forward from 2020/21)	£16,875,000
Provision of SMART Asset Management Platform	TBC

## ICT

Title	Projected Annual Value
Digital Fireground Radios	TBC
Cyber - App Patching tools	TBC
Security Incident & Event Management Solution	TBC
ESMCP Requirements	TBC
OI Tablets	TBC
Replacement of Direct Access Solution	TBC
Station End Kit	£512,000
Firewall Replacements	£101,466
Provision of Egress Renewal	£54,094
Provision of Server Maintenance	£50,000
Calltouch Licences & Support	£41,446
Commvault Maintenance & Support	£36,832
Provision of Dell Boomi	£170,000
Mobile Telephony (Voice & Data Services)	£478,800
Provision of Test Management and Reporting Tool (Support/Maintenance)	£46,787
Provision of Application Patching	£26,964
Chemdata	£35,920
Telephony Maintenance - Edinburgh OC	£14,793
48ch Wordnet Voice Recorder Rental & Support	£11,000
Web Proxy	£146,640
Nintex NCAP 100 Workflows	£138,000
Performance Management System	£101,000
Microsoft Licensing Agreement EA (inc Premier Support & MDM)	£4,772,367
Ivanti ITSM tool	£160,970
Provision of Cisco Prime	£103,787
Project Management Software	£41,648

Title	Projected Annual Value
Pluralsight	£23,247
Johnstone OC Voice Recorder Support	£11,000
Cisco TMS	£47,867
VMware WORKSPACE 3yr SUBS	£39,531
ArcPRO Solutions	£33,635
Provision of Maintenance of Airwatch System	£25,000
Provision of Loadbalancer Support and Maintenance	£20,000
ApplianX Support Service	£9,934
ShareGate License - Desktop 5 users	£5,200
ManageEngine ADManager Plus Prof. Licence 1 year with Help	£4,869
ManageEngine - ADSelf-Service Plus	£4,204
Squared Up for SCOM V3 Enterprise 1 Year	£4,125
24x7 Support for SMA 6200 250 Users Stackable	£3,999
LucidChart Licenses	£3,984

**CORPORATE**

<b>Title</b>	<b>Projected Value</b>
PTFAS Project	TBC
Provision of a Home Fire and Safety Visit Request Line	£16,000
LearnPro Community Learning Management System & App Annual Licence	£6,000
Electrical Awareness Training	TBC
Fire Engineering Diploma	TBC
Fire Engineering Degree	TBC
Fire Retardant Bedding	TBC
Fire Safety Modules	£350,000
Franking Machines	£20,000
Stationery	TBC
Legal Services	£90,000
Geodemographic Dataset	£15,750
Media Services	£300,000
Fire Risk Engineering diploma and degree courses	TBC
CPD course provision for both FE and FI	TBC
Fire Safety Recognised Prior Learning courses	£45,000
Courier Services	TBC
Innovation in AI Predictive Analysis	TBC
Business Intelligence Platform	TBC
Provision of Accredited Training	£20,000
End of Life Vehicles for Training	£100,000
Psychometrics	£52,076
Counselling Services	£34,550
Occupational Health Services	£34,407
Inspection and Maintenance of Gymnasium Equipment	£16,086
Ill Health Retiral Review and Referral Services	£15,000

Title	Projected Value
Drug and Alcohol Screening	£25,000
Immunisation	£710,408
Leadership Development Services	£356,000
Physiotherapy Services	£50,000
Fire Safety Modules	£ 30,000
Prescription Glasses / Frames	£26,000
Audiometry Equipment	£10,000
Job Vacancy Advertising Portal	£10,000
Psychometric Assessments for Leadership Development	£9,000
Spirometry and Audiometry	£5,000
External Document Storage	£ 5,000



**FINANCIAL YEAR 2022-2023****FLEET**

<b>Title</b>	<b>Projected Value</b>
Fuel Site Maintenance Services	£3,000
Workshop Equipment Maintenance and Calibration	£45,205
Vehicle Spares	£750,000

**PPE / EQUIPMENT**

<b>Title</b>	<b>Projected Value</b>
Provision of Medical Oxygen and Industrial Gases	£130,000
Hotpack Meals	£70,000
Medical Supplies and Defibrillators	TBC
Provision of Self Contained Breathing Apparatus	TBC
Provision of Youth Volunteer and Fire Skills Uniforms	150,000
Ladders	1,600,000
Asset Mgt Stat Compliance Engineering Inspections	175,000

**PROPERTY**

<b>Title</b>	<b>Projected Value</b>
Energy Management software and bureau Service	£150,000

**ICT**

<b>Title</b>	<b>Projected Value</b>
Microsoft Licensing Agreement EA (inc Premier Support & MDM)	£4,772,367
Technology One Finance System (VEAT)	£548,322
Provision of Cisco ELA	£303,531
Provision of Paging Devices	£301,695
Provision of ArcGIS Development EA	£180,000
Provision of Hosting Services	£160,000
Provision of Fireground Radio Maintenance	£ 120,000
Qlikview Maintenance	£76,260
FME Support & Maintenance	£ 9,693
Enterprise MAX Loadbalancers Tech Supp	£ 3,900

**FINANCIAL YEAR 2023-24****FLEET**

<b>Title</b>	<b>Projected Value</b>	
Workshop Consumables	£	132,500.00
Hazmat, DIM, and Radiation Protection Training	£	235,194.33
Oils Lubricants and Anti-Freeze	£	117,000.00

**PPE / EQUIPMENT**

<b>Title</b>	<b>Projected Value</b>
Structural Fire Kit	TBC
Fire Service Uniform	TBC
Fire Service Undress / Ceremonial Uniform	TBC
SWAH	TBC

**CORPORATE**

<b>Title</b>	<b>Projected Value</b>
Provision of Smoke, Heat and CO Alarms Detection	TBC
Business Cards	TBC
Insurance Services	TBC
Internal Audit Services	£100,000
Post Incident Support Services	£98,000
Employee Services	£160,000
Timber for Operational /Training Requirements	£120,000
Retirement Tallies	TBC

**ICT**

<b>Title</b>	<b>Projected Value</b>
Provision of Portable Satellite Communication Terminals and Associated Services	£ 121,500.00
Managed Print Service	£ da725,000.00

**APPENDIX D: PROCUREMENT PERFORMANCE MEASURES**

	<b>Performance Measure</b>	<b>2020/2021</b>
1	Total Savings Achieved	£1.77m
2	Customer Satisfaction Survey	Not Measured
3	Supplier Satisfaction Survey	Not Measured
4	Percentage procurement spend that is channelled through a collaborative contract	83%
5	Percentage Spend with contracted suppliers (on contract)	93.58%
6	Total spend with SMEs	31% (£24,380,615)
7a.	Percentage of procurement officers who hold the professional procurement qualification, Member of Chartered Institute of Purchasing and Supply (MCIPS):	63%
7b.	Percentage of procurement officers with an appropriate procurement qualification	100%
7c.	Percentage of procurement spend actively influenced by a procurement professional	100%
8	Percentage procurement staff undertaking formal training	46%
9	Percentage of purchase orders/ to total number of (in scope) invoices	71.86%
10	Number of electronic invoices/total number of (in scope) invoices	77.26%
11.	Number of supported business contracts	4
12.	*Number of procurement milestones achieved during period against plan	96.11%
13.	Number of in-scope live trade suppliers on the system	920

\* Project milestones is based on the planned procurements to be commenced and delivered in financial year 2020-21 against the actual number of projects commenced / delivered. It does not include projects originally planned for delivery but have not been commenced and/or completed in agreement with Client Department either for reasons of priority or resource (Client).

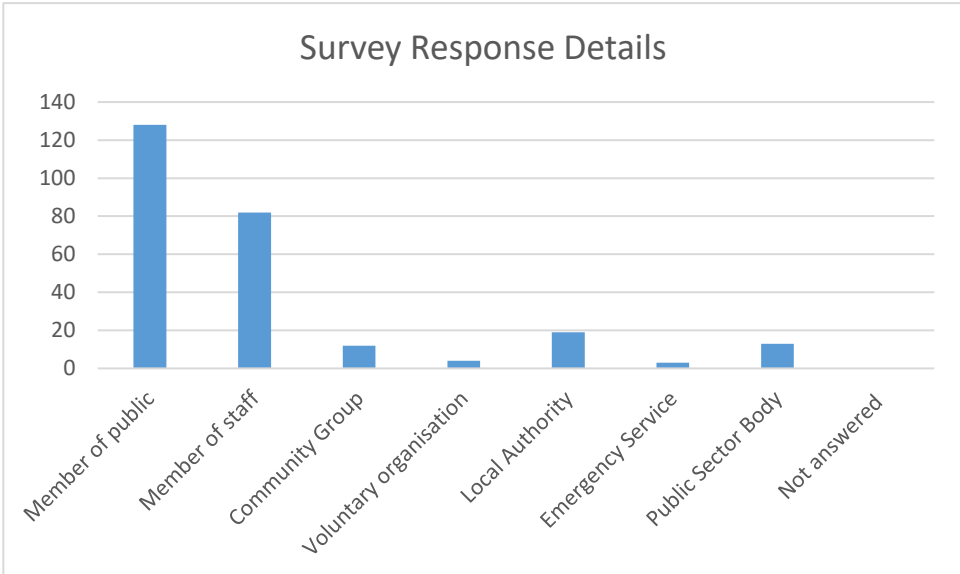
**SCOTTISH FIRE AND RESCUE SERVICE**  
**The Board of the Scottish Fire and Rescue Service**



Report No: B/SPPC/17-21

Agenda Item: 13

<b>Report to:</b>	<b>THE BOARD OF THE SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>26 AUGUST 2021</b>						
<b>Report Title:</b>	<b>SFRS LONG TERM STRATEGIC VISION: CONSULTATION FEEDBACK REPORT</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</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 inform the Board of the results of the feedback from the public consultation on the draft Long Term Vision document.						
<b>2</b>	<b>Background</b>						
2.1	In July 2020 and in light of the Service experiencing unmatched external change pressures, Strategic Leadership Team (SLT) committed to commence planning for the future evolution and development of the Service. In developing a long-term vision for the Service, the Board and the SLT committed to doing so in a fully, open and honest manner with staff and stakeholders. Reports on the engagement exercise with staff to support the preparation of a Vision were presented to SLT and the Scottish Fire and Rescue Service (SFRS) Board in February 2021.						
2.2	This paper summarises the results of the feedback received from external stakeholders and identifies the areas which will be addressed in the final version of the SFRS Long-term vision.						
2.3	Full analysis undertaken by Performance Data Services can be found in Appendix A.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	<b>The Consultation Process</b>						
3.1.1	A six-week document review public consultation was launched on 7 June 2021 asking stakeholders and the wider public to comment on the content of the long-term strategic vision document and indicate if they agree with the direction of travel outlined in the document.						
3.1.2	A stakeholder mapping exercise was undertaken to target key stakeholders as well as the wider public.						
3.1.3	The consultation process was largely virtual, with a direct email to key stakeholders, an online survey and supported by social media.						
3.1.4	Information sessions were held with Local Senior Officers (LSO) and their management team to enable them to share the key messages at their scrutiny and Community Plannign Partnership meetings.						

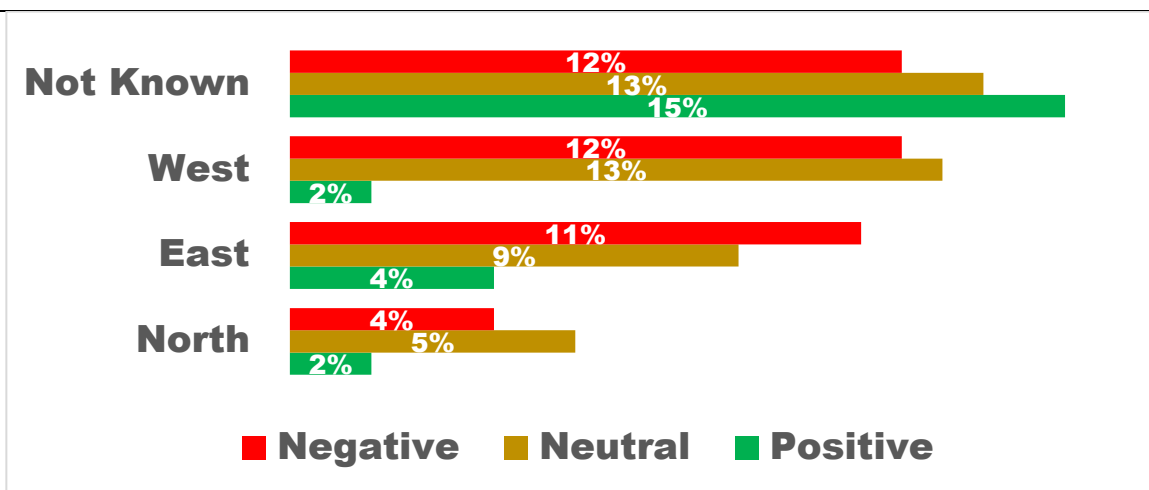
3.1.5	Given the short timescale of the process reminders were sent to stakeholders to ensure they had an opportunity to respond to the consultation.																		
3.1.6	The consultation period formally concluded on 18 July 2021.																		
<b>3.2</b>	<b>Consultation materials</b>																		
3.2.1	A consultation plan was developed to ensure the consultation process was communicated and stakeholders encouraged - and directed – to participate. Progress with the plan was monitored on a weekly basis. A summary of the actions identified in the plan is listed below.																		
3.2.2	A dedicated web and iHub page, as well as a dedicated email address for people to submit queries, request meetings or offer feedback, were established.																		
3.2.3	A set of FAQs and summary version of the document was also produced along with a PowerPoint presentation which could be delivered to stakeholders.																		
3.2.4	A range of communications assets were also developed to support the process including a launch video with the Chief Officer (a BSL Video will also be available), infographics, media release and staff briefing updates. Feedback on social channels was monitored to identify if further information is required for stakeholders.																		
<b>3.3</b>	<b>Consultation responses</b>																		
3.3.1	SFRS received a total of 261 survey responses through our online survey.																		
3.3.2	An additional 7 responses were submitted directly from organisations and 70 community engagements and partner contacts were undertaken by the LSOs and their teams																		
3.3.3	The majority of respondents (128) identified themselves as members of the public.																		
3.3.4	Most respondents, 40.6%, were aged between 41 and 55 and the majority, 56.7%, were male.																		
3.3.5	62% of respondents provided details of their postcode area; 25% were located in the West Service Delivery Area (SDA) and 25% were located in in the East and 12% in the North SDA's.																		
<div style="text-align: center;"> <h3>Survey Response Details</h3>  <table border="1"> <caption>Survey Response Details Data</caption> <thead> <tr> <th>Category</th> <th>Number of Responses</th> </tr> </thead> <tbody> <tr> <td>Member of public</td> <td>128</td> </tr> <tr> <td>Member of staff</td> <td>82</td> </tr> <tr> <td>Community Group</td> <td>12</td> </tr> <tr> <td>Voluntary organisation</td> <td>5</td> </tr> <tr> <td>Local Authority</td> <td>18</td> </tr> <tr> <td>Emergency Service</td> <td>3</td> </tr> <tr> <td>Public Sector Body</td> <td>12</td> </tr> <tr> <td>Not answered</td> <td>0</td> </tr> </tbody> </table> </div>		Category	Number of Responses	Member of public	128	Member of staff	82	Community Group	12	Voluntary organisation	5	Local Authority	18	Emergency Service	3	Public Sector Body	12	Not answered	0
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Not answered	0																		

3.3.6	Overall the majority of respondents either strongly agreed, 72, or agreed, 134, that the vision outlined in the document was the right vision for the service. Combined this means a total of 78.9 % of all respondents supported the draft Long Term Strategic Vision.																											
3.3.7	People were also asked to indicate the level to which they supported each of the four strategic intents. Again, the overall majority were supportive with the intent regarding protecting communities eliciting the strongest approval.																											
	<table border="1"> <thead> <tr> <th></th> <th>% positive (Strongly Agree/Agree)</th> <th>% Strongly agree</th> </tr> </thead> <tbody> <tr> <td>Staff are safer, better supported, more satisfied and empowered</td> <td>81</td> <td>45.9</td> </tr> <tr> <td>Our communities are safer and their wellbeing is improved</td> <td>81</td> <td>49</td> </tr> <tr> <td>We are more adaptable in responding to risk</td> <td>81</td> <td>44</td> </tr> <tr> <td>Our wider contribution is recognised</td> <td>78.9</td> <td>37.1</td> </tr> </tbody> </table>		% positive (Strongly Agree/Agree)	% Strongly agree	Staff are safer, better supported, more satisfied and empowered	81	45.9	Our communities are safer and their wellbeing is improved	81	49	We are more adaptable in responding to risk	81	44	Our wider contribution is recognised	78.9	37.1												
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3.3.8	And finally, respondents were asked to indicate their level of support for the eight priorities outlined in the document.																											
3.3.9	Overall, all of the priorities received positive support from the significant majority of respondents.																											
3.3.10	Of the 8 priorities “We will be a more environmentally sustainable organisation” secured the strongest level of support with 84.6% of respondents Strongly Agreeing/ Agreeing with the priority while “Our service delivery model will meet Scotland's changing needs” secured the least overall support but 75% of respondents still Strongly Agreed/ Agreed with the priority.																											
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<b>3.4</b>	<b>Reasons for disagreement</b>
3.4.1	Although the number of respondents who indicated they disagreed with the Vision was very low, it is important to reflect on the reasons why they did so. Generally, those who disagreed with the Vision felt it lacked detail or was too vague and wanted to know exactly what changes the Service was going to make.
3.4.2	There was a perception among some that the Vision would result in cuts to the Service. In particular, the term “Agile working” was been interpreted in this way by some respondents, as they interpreted it to mean “fewer” firefighters, appliances or stations.
3.4.3	One further area of note for a small minority of respondents who disagreed with the Vision related to partnership working. It was taken by them to mean that SFRS would be plugging gaps in the provision of other public services as a consequence of Government underfunding. They expressed the view that the Scottish Government should simply fund those services appropriately to negate the need for partnership working by the SFRS.
<b>3.5</b>	<b>Organisational responses</b>
3.5.1	SFRS also received seven separate submissions out with the survey from key partners. These were: <ul style="list-style-type: none"> <li>• Fire Brigades Union (FBU)</li> <li>• Fire Officers Association (FOA)</li> <li>• Fire and Rescue Services Association (FRSA)</li> <li>• Police Scotland (PS)</li> <li>• Maintain Heritage</li> <li>• Bord na Gaidhlig</li> <li>• Scottish Ambulance Service (SAS)</li> </ul>
3.5.2	Six of the submissions agreed the draft Vision set the right direction of travel for the SFRS.
3.5.3	Only the FBU, who although indicated agreement with the intents, disagreed with the view that the Vision was the right way forward. However, the union supported the intents and also supported the majority of the priorities but it disagreed with those relating to the service Delivery Model, agile working and partnership working.
3.5.4	Police Scotland welcomed the synergy with their own joint strategy and expressed the opportunity to build on partnership working through the Reform Collaboration Group. The Scottish Ambulance Service also indicated their agreement with the Vision and focused particularly on the importance of preventative work which they felt would have a positive impact on their demand pressures and consequently on improved outcomes for people in need of support throughout the country.
3.5.5	The FRSA broadly supported the Vision but wanted to see more firm commitments in relation to Retained/Volunteer Duty System (RVDS) staff. The FOA were also supportive but expressed a caveat of whether the ambitions could be realised in practice.
3.5.6	Finally, both Maintain our Heritage and Bord na Gaidhlig supported the Vision but want to see closer partnership working to support their interests in maintaining historic buildings and promoting the use of Gaelic respectively.
<b>3.6</b>	<b>LSO engagement</b>
3.6.1	Throughout the six-week consultation period, LSOs and their teams undertook a total of 70 engagements within their local areas through Scrutiny Committees, Community Planning Partnerships Community Safety Partnerships and Community Justice groups. This involved both formal presentations on the Vision and calls to local partners to discuss the Vision with them.

3.6.2	There was one meeting with an MSP in Falkirk and West Lothian and one request to meet with Kincaig and Vicinity Community Council who sought assurance on the management of wildfires.																				
3.6.3	The only issue of note raised by a Community Planning Partnership was by the Scottish Borders Community Planning Strategic Board who stated they would want to see further engagement on any changes which are proposed as part of the implementation of the Long-term Vision.																				
<b>3.7</b>	<b>Thematic analysis</b>																				
3.7.1	All comments submitted via the online survey have been analysed and categorised into themes and by tone. Tonally the comments were categorised as positive, negative and neutral.																				
3.7.2	Positive comments were attributed to those who expressed support for the Vision and negative those who expressly disagreed. Where someone did not clearly express support or disagreement or simply offered suggestions or comments these were classed as neutral.																				
3.7.3	<p>Specific comments in the consultation document were sought on two broad questions:</p> <p><b>Q2: To what extent do you think our long-term draft vision is the right future vision for SFRS? What could we do to improve the draft vision for you.</b></p> <p><b>Q5: Are there any other comments you would like to make about our draft vision?</b></p>																				
3.7.4	The highest percentage of comments for both questions were neutral in nature; 47% and 40% respectively. For <b>Question 2</b> , 33% of comments were classed as negative and 20% were positive. For <b>Question 5</b> it was 38% of comments were negative and 22% were positive.																				
3.7.5	For <b>Question 2</b> , 114 people provided written comments offering 128 responses in total with some responders providing responses on a number of issues. The SDA breakdown on comments in terms of positive, negative or neutral was as follows:																				
<table border="1"> <caption>SDA Breakdown for Question 2</caption> <thead> <tr> <th>Region</th> <th>Negative (%)</th> <th>Neutral (%)</th> <th>Positive (%)</th> </tr> </thead> <tbody> <tr> <td>Not Known</td> <td>8%</td> <td>16%</td> <td>12%</td> </tr> <tr> <td>West</td> <td>9%</td> <td>14%</td> <td>2%</td> </tr> <tr> <td>East</td> <td>10%</td> <td>10%</td> <td>5%</td> </tr> <tr> <td>North</td> <td>5%</td> <td>7%</td> <td>1%</td> </tr> </tbody> </table>		Region	Negative (%)	Neutral (%)	Positive (%)	Not Known	8%	16%	12%	West	9%	14%	2%	East	10%	10%	5%	North	5%	7%	1%
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East	10%	10%	5%																		
North	5%	7%	1%																		
3.7.6	For <b>Question 5</b> , 107 people provided written comments offering 128 responses in total with some responders providing responses on a number of issues. The SDA breakdown on comments in terms of positive, negative or neutral was as follows:																				



3.7.7 Overall, the most positive comments came from the East SDA and from local authorities. The most negative comments jointly came from the West SDA and from members of the public.

3.7.8 Most comments could be attributed to the following themes; those highlighted in bold received the most written comments.

- **Community and Partner engagement**
- **Content – style and detail**
- **Operational Response**
- **Staffing – recruitment and Ts and Cs**
- **Investment**
- Organisational Culture
- Staff engagement
- Technology and Data
- Training
- Environment
- Consultation Process

3.7.9 The quotations selected below are indicative of the type of comments received for each section and are presented simply to illustrate the nature of comments received.

**3.8 Community and Partner Engagement**

3.8.1 Most positive comments, 32% to **Question 2** and 50% to **Question 5**, related to welcoming our commitment to community and partner engagement with organisations and stakeholders asking that this commitment is built upon into the future. Overall in the written comments the most positive comments came from the East SDA and from local authorities. This was also reflected in the submissions we received independently from other organisations, detailed in section 3.5

*“West Lothian Council welcomes the opportunity to work with SFRS on their vision for working in a more co-productive way, enabling further discussions with partners about the benefits of joint funded posts and blended work teams and sharing assets and resources”. (Positive)*

*“Good to see partnership working and needs of the communities very evident. The empowerment of staff is good to see and the document aligns well with our own, updated strategic plan.” (Positive)*

<p><b>3.9</b></p> <p>3.9.1</p> <p>3.9.2</p>	<p><b>Content – style and detail</b></p> <p>Most negative comments across both questions related to the format of the document itself. Some considered the document to be too wordy and difficult to read. Some respondents commented on the use of jargon and “management-speak” and wanted to see more simplified language used in setting out the Vision.</p> <p>In terms of detail people wanted to know how we were going to achieve the intents and priorities. The priority that generated least support was around gaining recognition. Some respondents were uncomfortable with this wording as they felt recognition for the Service was unnecessary.</p> <p><i>“The principles and priorities feel right, but the style of the document is difficult to penetrate. It would be great if our vision could be easy to read”. (Neutral)</i></p> <p><i>“Full of bluster and little tangible outcomes. I mean who came up with this ‘Our wider contribution to Scotland and our communities is recognised’. You actually have to earn that and not expect it. A totally patronising thing to say” (Negative)</i></p>
<p><b>3.10</b></p> <p>3.10.1</p>	<p><b>Operational response</b></p> <p>These comments centre around what the role of the SFRS and firefighters should be. Both staff and members of the public who commented on this aspect of the Vision said we should focus on the core duties of responding to fires and there was reticence for taking on what they perceived as ‘social care’ roles but there was some support for an emergency medical response.</p> <p><i>“The focus on supporting communities a[nd] partners does not go far enough. New operational personnel should be EMT and LGV trained prior to entry. Each large station and key locations should have a SFRS medical response team for minor injuries, either in a standard appliance or in a SAS type vehicle. This could also support falls in the home with dedicated equipment. Too often the SAS are called when resources are stretched and others could and should do more.” (Neutral)</i></p> <p><i>“The community want a fully manned fire appliance when in their hour of need they call 999. They need it quick, they aren’t interested in the services pr stunts or spreading the service too thinly. Where they try and adapt to a changing world.....fire is fire that hasn’t changed. They NEED a fire appliance fully manned!!” (Negative)</i></p>
<p><b>3.11</b></p> <p>3.11.1</p>	<p><b>Staffing – Recruitment and Terms and Conditions</b></p> <p>Many comments focused on ensuring there was sufficient firefighters in post. Specific focus was given to the role of the RVDS and improving recruitment and terms and conditions. There were echoes of the debate around the broadened role in terms of securing better pay for firefighters. The role of the firefighter also featured prominently, these comments have been themed under the heading of operational response.</p> <p><i>“To protect local communities properly there needs to be a radical change in the RDS contracts to encourage individual to join the Service, the only way to do this is to implement a proper salary scheme for RDS members. SFRS do not listen or act on legitimate concerns raised by RDS personnel, unless this attitude is changed then things will never improve.” (Negative)</i></p> <p><i>“The government should be properly funding the ambulance service to ensure people are getting seen by the best trained. I don’t want my family being assessed by fire fighters who can’t diagnose or administer pain killers. Social services should also be funded and used to help the elderly, using a fire engine with 4 or 5 people to lift someone is not the best use of resources. There should</i></p>

	<p><i>be less management and back office positions with more frontline firefighters.”</i> <b>(Negative)</b></p>
<b>3.12</b>	<b>Investment</b>
3.12.1	<p>This theme incorporated comments relating to securing additional investment for the Service and those who felt the Vision was articulating a cuts agenda particularly in terms of firefighter numbers. Some participants asked specifically about the potential to close stations.</p> <p><i>“I am highly suspicious of the word ‘agile’ - please be more transparent, it feels like agile is being used to replace the word ‘smaller’, as in fewer firefighters, fewer fire engines and fewer fire stations. None of this is conducive to a ‘safer Scotland’.”</i> <b>(Negative)</b></p> <p><i>“A vision is all well and good if the Government provides you with the right amount of money to support that vision”. <b>(Neutral)</b></i></p>
<b>3.13</b>	<b>Summary of analysis</b>
3.13.1	Overall, a significant majority of respondents to the consultation support the intents and priorities as set out in the Vision.
3.13.2	Other than feedback relating specifically to the presentation of the document, comments broadly reflect the themes that were previously identified through the staff engagement process. The importance of supporting our communities and engaging with them to identify local solutions featured strongly throughout both staff and stakeholder feedback. Partnership working was highlighted as a priority and welcomed by the agencies who responded. As with the staff engagement this was the key theme evident in the feedback.
3.13.3	Staff and some members of the public have expressed concern at a perceived dilution of firefighter roles however others stated they felt firefighters could do more in their communities. The role of RVDS was key to this and improved terms and conditions for these staff was raised by a number of respondents.
3.13.4	Comments relating to organisational culture focused on the ability of the Service to deliver the change outlined in the Vision, again this was a theme evident in the staff engagement.
3.13.5	A minority of comments expressed concern that the Vision was outlining a path that would lead to cuts in services and firefighter numbers. Some staff through the consultation process are still clearly raising some concerns around the broadening of the firefighter role.
3.13.6	Some individuals felt that climate change and achieving carbon zero status should not be priorities.
3.13.7	Finally, the importance of continuing to engage with stakeholders as the Service moves to the development of its Strategic Plans to support implementation of the Vision is of paramount importance. Stakeholders are certainly keen we continue to engage and communicate with them and want to see the detail of how the Vision will be realised.
<b>3.14</b>	<b>Proposed Changes to the final SFRS Long Term Vision</b>
3.14.1	Following analysis of the feedback outlined above, along with the feedback received from the staff engagement exercise, SFRS has widespread support for its Long Term Strategic Vision.
3.14.2	However, it is important to incorporate the feedback received into the final version of the Vision itself. It is proposed the following changes, to reflect the views of stakeholders, are made in the final LTV document, this is to largely clarify points raised by stakeholders or to amplify elements within the Vision:

<p><b>3.15</b> 3.15.1</p>	<ul style="list-style-type: none"> <li>• Review and edit the document where possible and introduce graphic elements to improve readability</li> <li>• Clarify how the Vision fits with future Strategic Plan processes</li> <li>• Strengthen the commitment to undertake further engagement with partners and communities.</li> <li>• Articulate the process undertaken to engage with external stakeholders through consultation</li> <li>• Clarify what we mean by recognition of our contribution section, in terms of public and partners gaining understanding of the wider service we provide</li> </ul> <p><b>Next steps</b> Following approval of the SFRS Board the Long-Term vision will be revised and designed with a view to being finalised and published by 31 October 2021. To ensure the Board are engaged in the final editing process it is recommended that a Board member is nominated to liaise with the Director of SPPC to provide Board assurance that the request changes have been satisfactorily made.</p>
<b>4</b>	<b>Recommendation</b>
4.1	<p>The Board is asked to:</p> <ul style="list-style-type: none"> <li>• Note the contents of the report.</li> <li>• Approve the proposed changes to Long-term vision document.</li> <li>• Nominate a Board member to liaise with the Director of Strategic Planning, Performance and Communications and to provide Board assurance on the final edits to the Long Term Vision.</li> </ul>
<b>5</b>	<b>Key Strategic Implications</b>
5.1 5.1.1	<p><b>Risk</b> The Long Term Vision once approved will support the Service in managing the Risks set out in the SFRS Strategic Risk Register.</p>
5.2 5.2.1	<p><b>Financial</b> There are no immediate financial impacts arising from the immediate development of the Long Term Vision Document. The Vision will inform future iterations of the Long Term Financial Strategy.</p>
5.3 5.3.1	<p><b>Environmental &amp; Sustainability</b> There are no immediate Environmental and sustainability impacts from the Long Term Vision but it will help the Service realise its ambitions regarding the environment and sustainability agendas.</p>
5.4 5.4.1	<p><b>Workforce</b> There has been an extensive staff engagement exercise in support of the production of the draft Vision. There are no immediate Workforce impacts arising from the Long Term Vision but it will help the Service realise its ambition regarding the development and support of the workforce.</p>
5.5 5.5.1	<p><b>Health &amp; Safety</b> Not applicable.</p>
5.6 5.6.1	<p><b>Training</b> There are no immediate Training impacts arising from the Long Term Vision but it will help the Service realise its ambitions regarding the training and safety of staff as they deliver services on behalf of SFRS.</p>
5.7	<b>Timing</b>

5.7.1	The final Vision will be completed by 31 October 2021.
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5.8	<b>Performance</b>	
5.8.1	Not applicable.	
5.9	<b>Communications &amp; Engagement</b>	
5.9.1	There has been an extensive staff and stakeholder engagement and communication exercise to support the development of the draft Vision and the six-week consultation process. Further work will be undertaken once the final draft Vision has been approved.	
5.10	<b>Legal</b>	
5.10.1	Not applicable.	
5.11	<b>Information Governance</b>	
5.11.1	DPIA completed yes.	
5.12	<b>Equalities</b>	
5.12.1	A full EQIA will be completed on the final Vision.	
5.13	<b>Service Delivery</b>	
5.13.1	There are no immediate impacts arising from the draft Vision for service delivery. The final Vision will inform the operational strategies and delivery models of service delivery in the future.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Director of Strategic Planning, Performance and Communications presented to the Board the initial results of the consultation response following the six-week document review of the SFRS Long Term Vision.	
<b>7</b>	<b>Appendices/Further Reading</b>	
7.1	Appendix A - Analysis of Survey Responses	
<b>Prepared by:</b>	Marysia Waters, Head of Communications and Engagement	
<b>Sponsored by:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications	
<b>Presented by:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications	
<b>Links to Strategy and Corporate Values</b>		
<p>OUTCOME 1 Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.</p> <p>OUTCOME 2 Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.</p> <p>OUTCOME 3 We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.</p> <p>OUTCOME 4 We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.</p>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Strategic Leadership Team</i>	<i>18 August 2021</i>	<i>For Decision</i>
<i>SFRS Board</i>	<i>26 August 2021</i>	<i>For Decision</i>





SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

## Long Term Vision Consultation

### Who are the respondents?

**261** responses from:

Members of the public - **49%**

Members of SFRS staff – **31%**

Local authorities – **7%**

Public sector bodies – **5%**

Community groups – **5%**

Voluntary organisations – **2%**

Emergency service organisations – **1%**

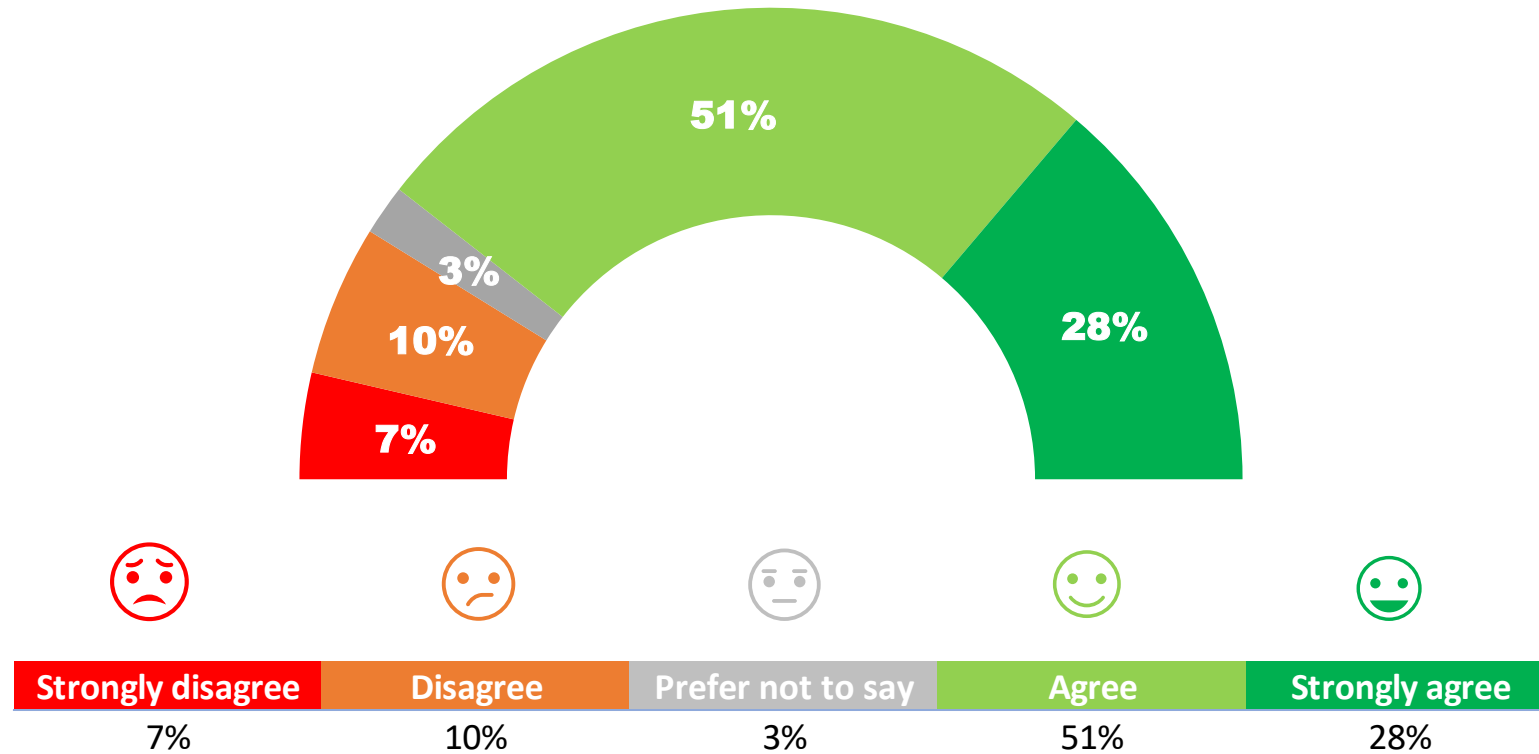
**62%** of respondents submitted a postcode area.

From this we can see that **25%** Of respondents

were in the **West**, **25%** in the **East** and

**12%** in the **North** of Scotland.

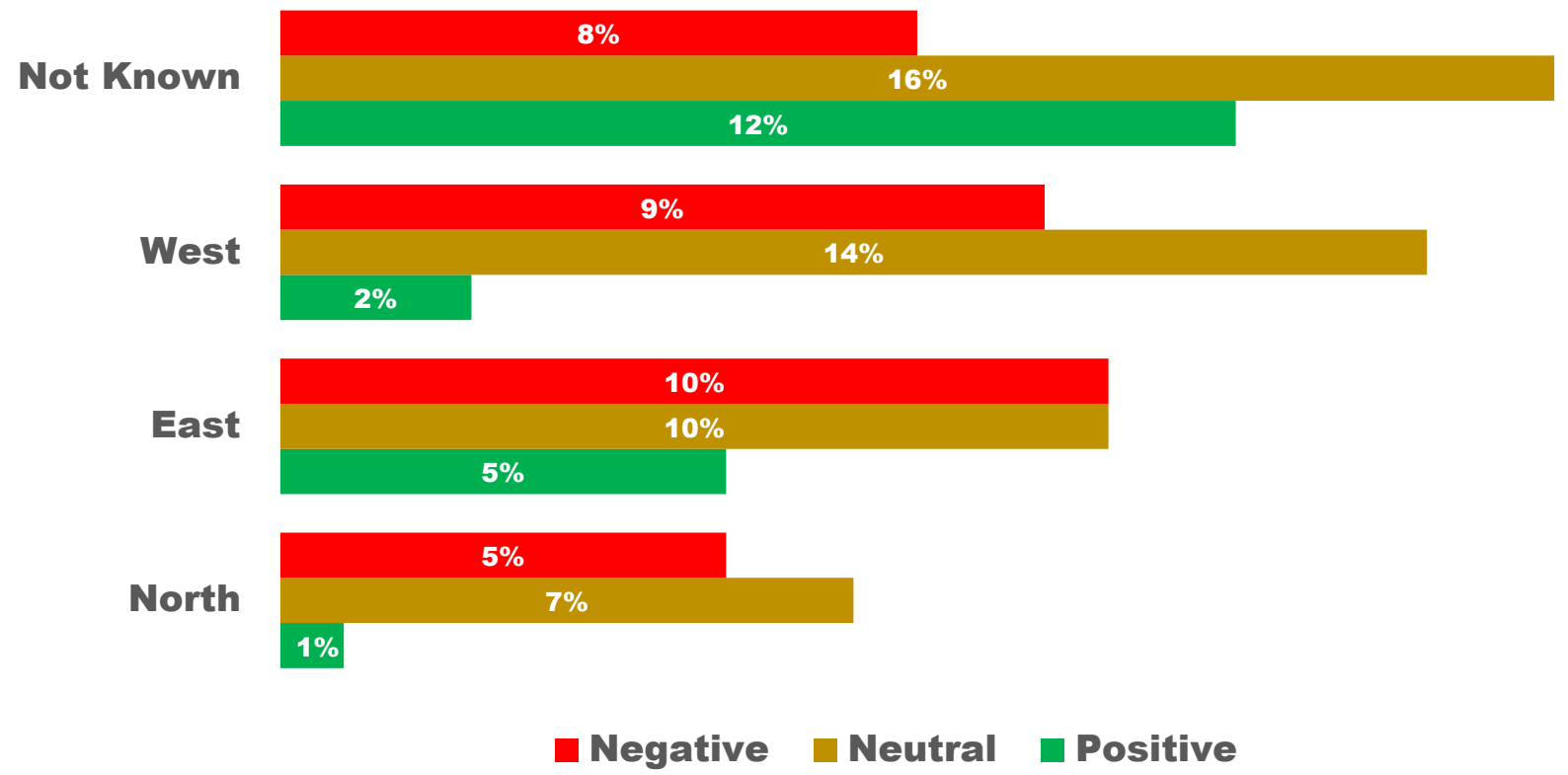
# To what extent do you think our long-term draft vision is the right future vision for SFRS?



Respondents in the **West** were most **positive** with **82%** agreeing or strongly agreeing that the long term draft vision is the right future vision for SFRS. The highest number of **negative** comments (disagree or strongly disagree) came from respondents in the **North** of Scotland (**25%**)

# To what extent do you think our long-term draft vision is the right future vision for SFRS? - What could we do to improve the draft vision for you?

114 people responded to this question, with 128 responses, some covering multiple topics



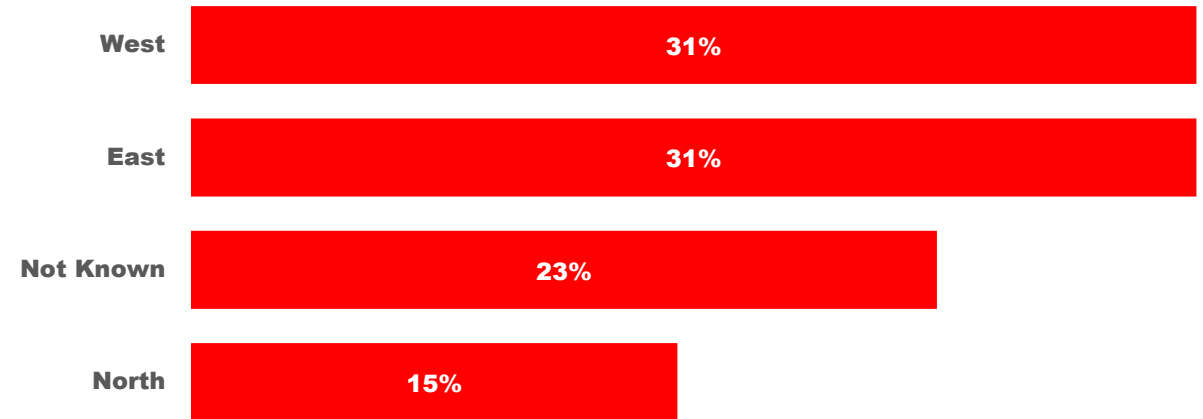
The area with the highest number of **negative** responses was the **East (10%)**, however the highest number of positive responses also came from the **East (5%)**.

# To what extent do you think our long-term draft vision is the right future vision for SFRS? - What could we do to improve the draft vision for you?

There were **114 responses** to this question, covering a broad range of subjects. The answers have been categorised below.

- 30%** Content - style
- 10%** Content – lack of detail
- 10%** Operational response
- 10%** Training
- 7%** Content – detail
- 7%** Cuts
- 7%** Disagree
- 7%** Staffing – Ts and Cs
- 3%** Investment
- 3%** Staffing - equality
- 3%** Staffing – numbers
- 3%** Engagement - community

## Negative Comments



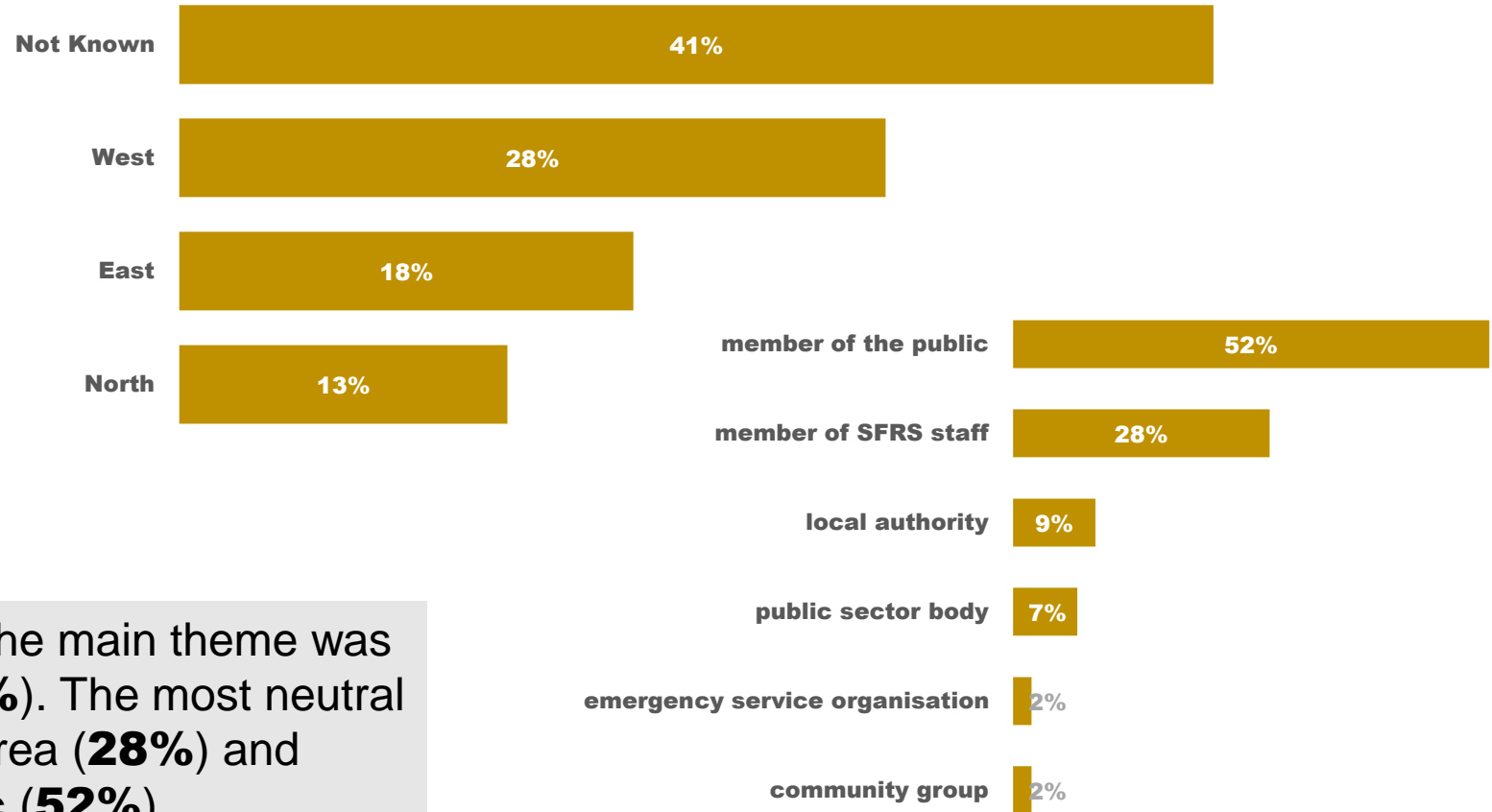
From the negative comments received, the main theme was **content - style (30%)**. The most negative comments came from the **West** and **East** areas (**31%**) and **members of the public (69%)**

# To what extent do you think our long-term draft vision is the right future vision for SFRS? - What could we do to improve the draft vision for you?

There were **114 responses** to this question, covering a broad range of subjects. The answers have been categorised below.

- 31%** Operational Response
- 18%** Engagement - community
- 11%** Content - detail
- 11%** Staffing – Ts and Cs
- 7%** Content – style
- 5%** Content – lack of detail
- 5%** Investment
- 4%** Staffing - recruitment
- 2%** Environment
- 2%** Prevention
- 2%** Technology and data
- 2%** Training

## Neutral Comments



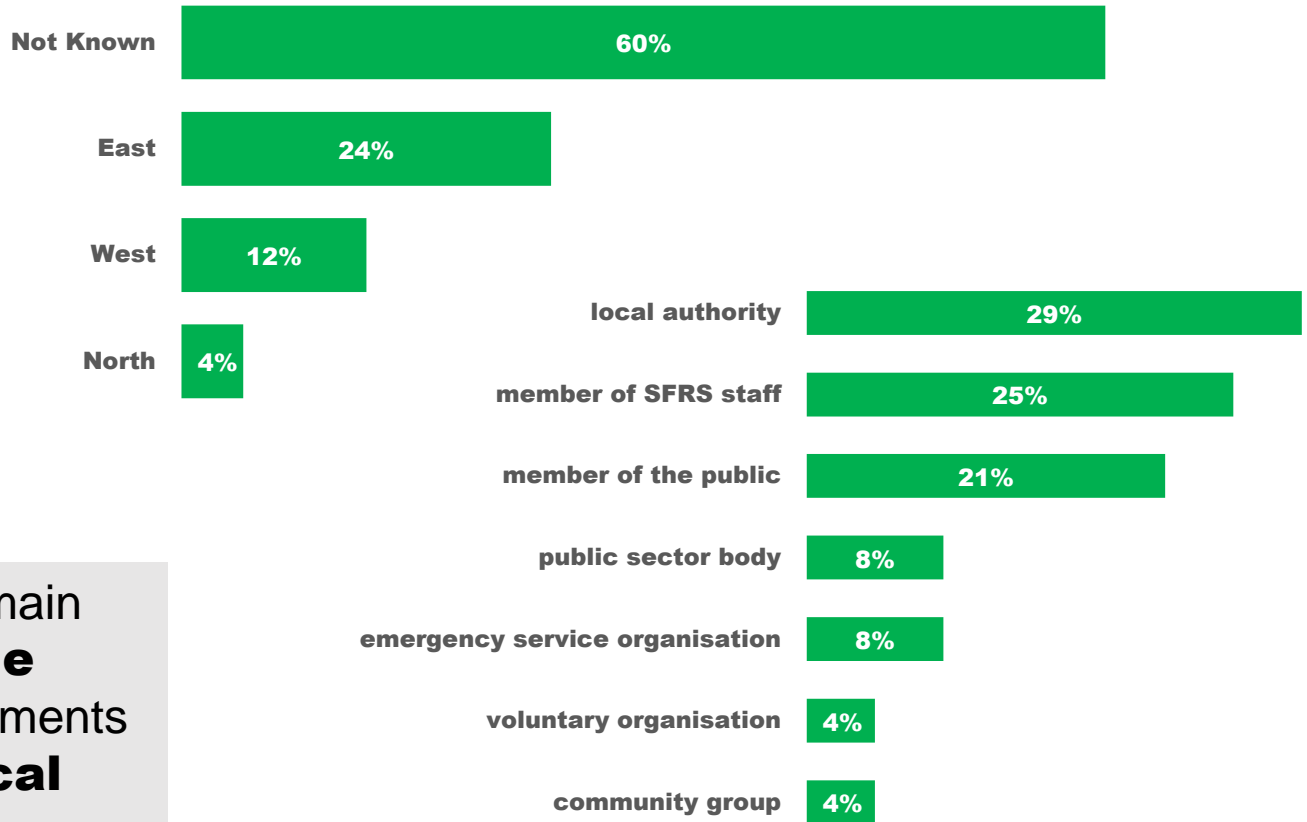
From the neutral comments received, the main theme was around **operational response (31%)**. The most neutral comments came from the **West** area (**28%**) and **members of the public (52%)**

# To what extent do you think our long-term draft vision is the right future vision for SFRS? - What could we do to improve the draft vision for you?

There were **114 responses** to this question, covering a broad range of subjects. The answers have been categorised below.

## Positive Comments

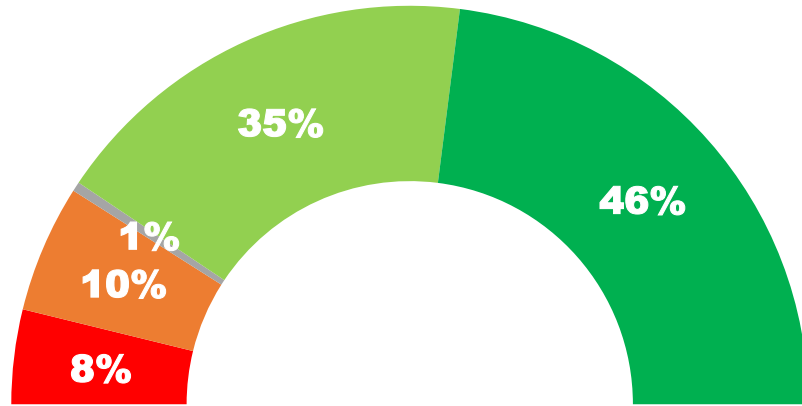
- 32%** Engagement – community
- 22%** Agree – but question achievable
- 22%** Agree
- 4%** Content – style
- 4%** Content – detail
- 4%** Environment
- 4%** Investment
- 4%** Prevention
- 4%** Training



From the positive comments received the main theme was around **engagement in the community (32%)**. The most positive comments came from the **East** area (**24%**) and **Local authorities (29%)**

# Looking at the four strategic intents we've identified for achieving the long-term vision, to what extent do you agree with each of them?

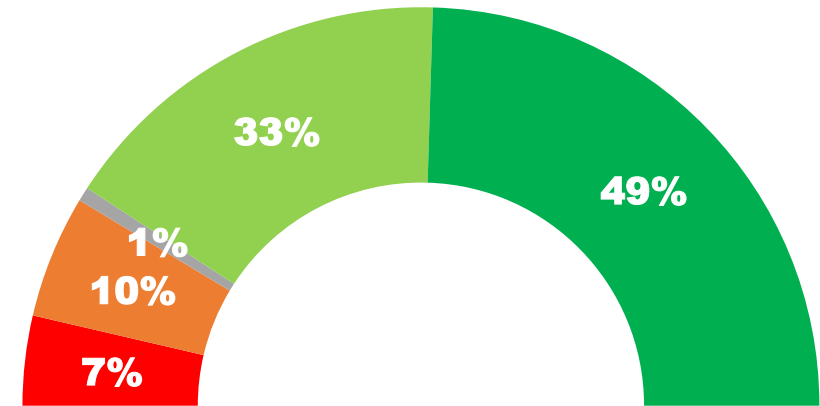
Staff are safer, are better supported, are more satisfied and empowered



Strongly disagree	Disagree	Prefer not to say	Agree	Strongly agree
8%	10%	1%	35%	46%

The area that had the highest **positive** responses to this statement was the **West** with **82%**. The most **negative** responses came from the **North** (**25%**)

Our communities are safer and their wellbeing is improved

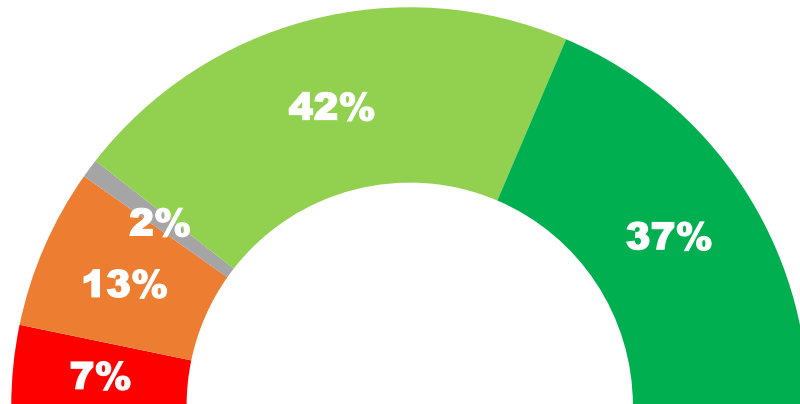


Strongly disagree	Disagree	Prefer not to say	Agree	Strongly agree
7%	10%	1%	33%	49%

The area that had the highest **positive** responses to this statement was the **West** with **85%**. The most **negative** responses came from the **East** (**25%**)

# Looking at the four strategic intents we've identified for achieving the long-term vision, to what extent do you agree with each of them?

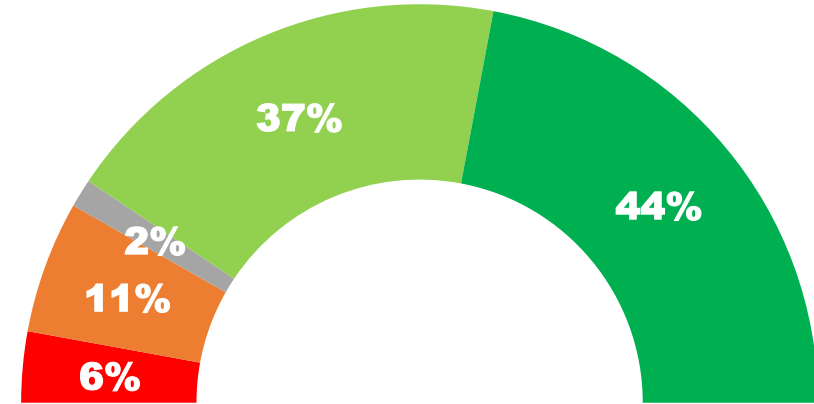
Our wider contribution to Scotland and our communities is recognised



Strongly disagree	Disagree	Prefer not to say	Agree	Strongly agree
7%	13%	2%	42%	37%

The area that had the highest **positive** responses to this statement was the **West** with **80%**. The most **negative** responses came from the **East** (**25%**)

We are more adaptable in responding to changing risks across and between communities



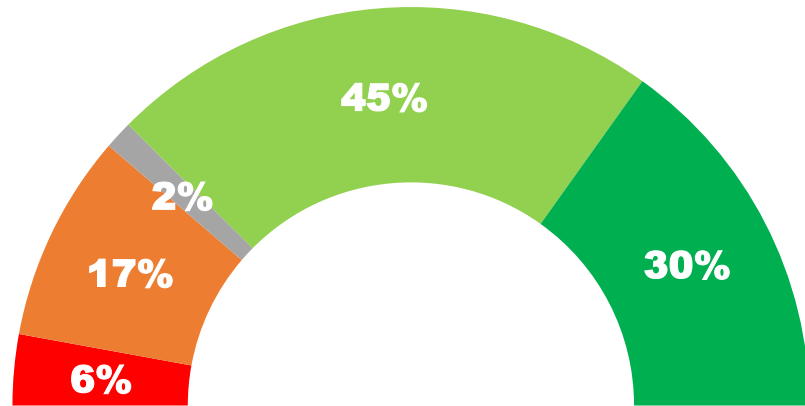
Strongly disagree	Disagree	Prefer not to say	Agree	Strongly agree
6%	11%	2%	37%	44%

The area that had the highest **positive** responses to this statement was the **West** with **82%**. The most **negative** responses came from the **North** (**22%**)



# Looking at the eight proposed priorities we've identified for achieving the vision, to what extent do you agree with each them?

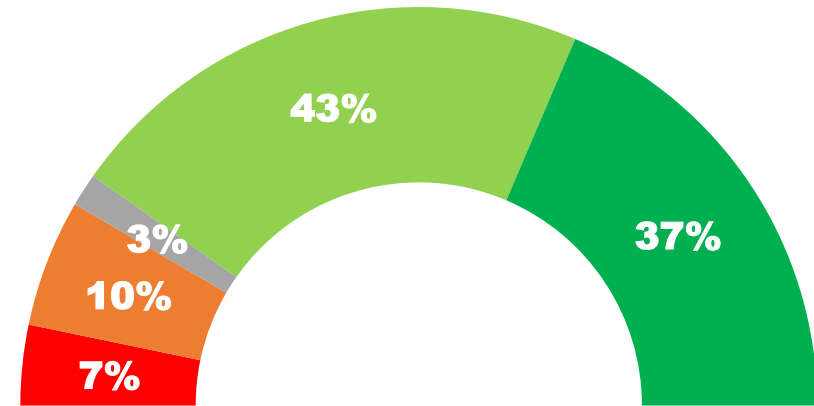
Our service delivery model will meet Scotland's changing needs



Strongly disagree	Disagree	Prefer not to say	Agree	Strongly agree
6%	17%	2%	45%	30%

The area that had the highest **positive** responses to this statement was the **West** with **73%**. The most **negative** responses came from the **East** and **North** (**28%**)

We will be innovative in our use of technology, data and information to change how we work

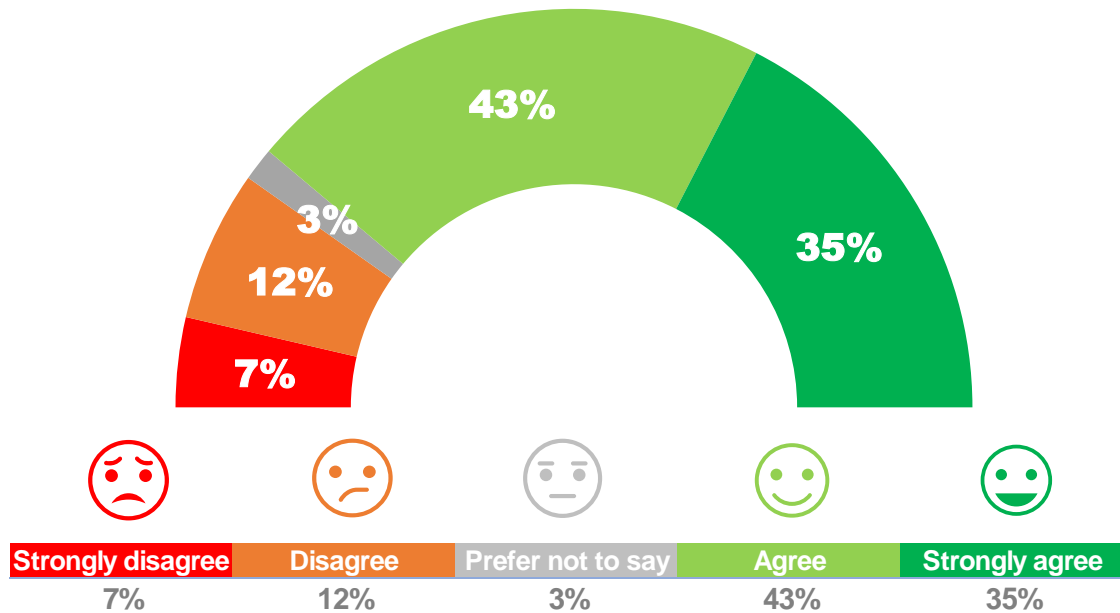


Strongly disagree	Disagree	Prefer not to say	Agree	Strongly agree
7%	10%	3%	43%	37%

The area that had the highest **positive** responses to this statement was the **West** with **83%**. The most **negative** responses came from the **North** (**22%**)

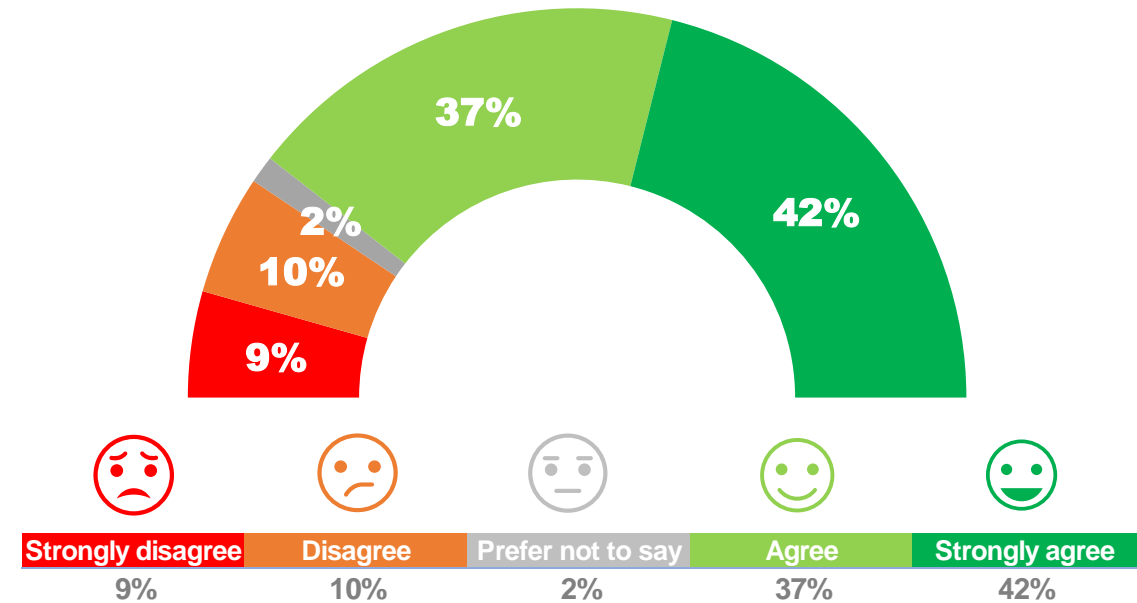
# Looking at the eight proposed priorities we've identified for achieving the vision, to what extent do you agree with each them?

We will be an organisation that works in agile and smart ways`



The area that had the highest **positive** responses to this statement was the **West** with **76%**. The most **negative** responses came from the **North** (**28%**)

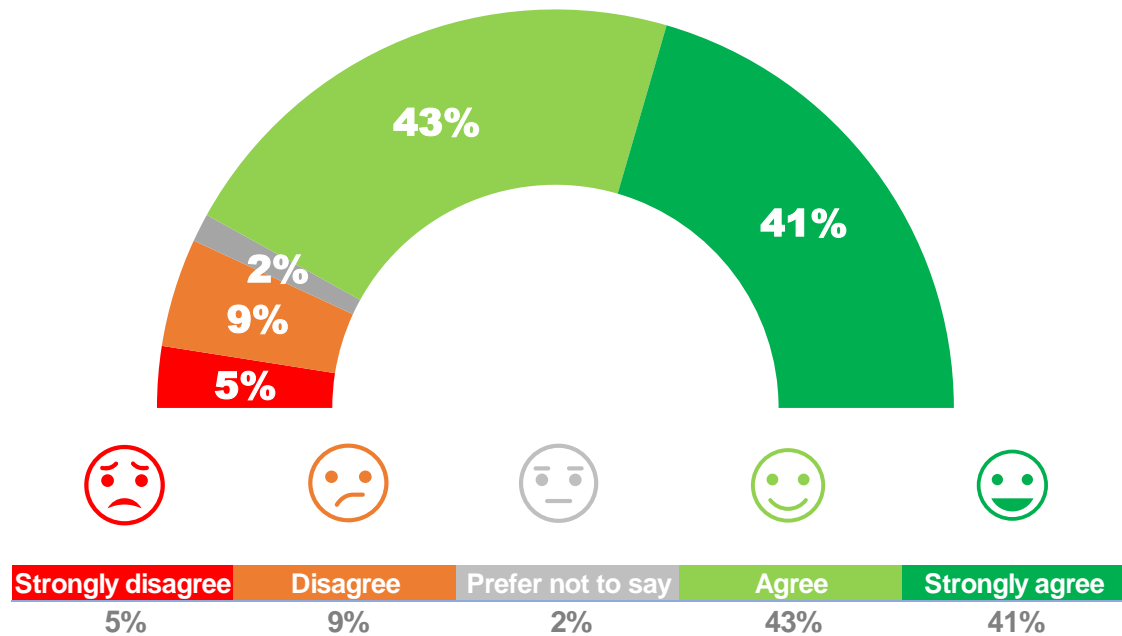
We will invest in developing leaders throughout the Service and train our staff to the highest standards



The area that had the highest **positive** responses to this statement was the **East** with **80%**. The most **negative** responses came from the **North** (**22%**)

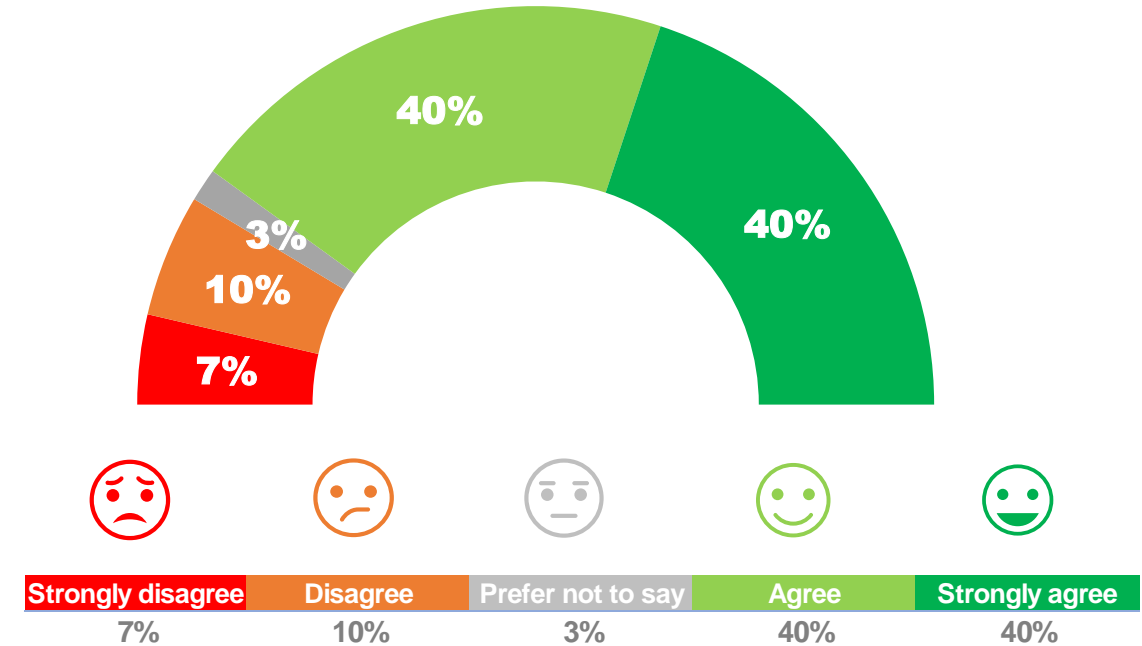
# Looking at the eight proposed priorities we've identified for achieving the vision, to what extent do you agree with each them?

Partnership working will be at the core of how we work



The area that had the highest **positive** responses to this statement was the **West** with **89%**. The most **negative** responses came from the **East** (**20%**)

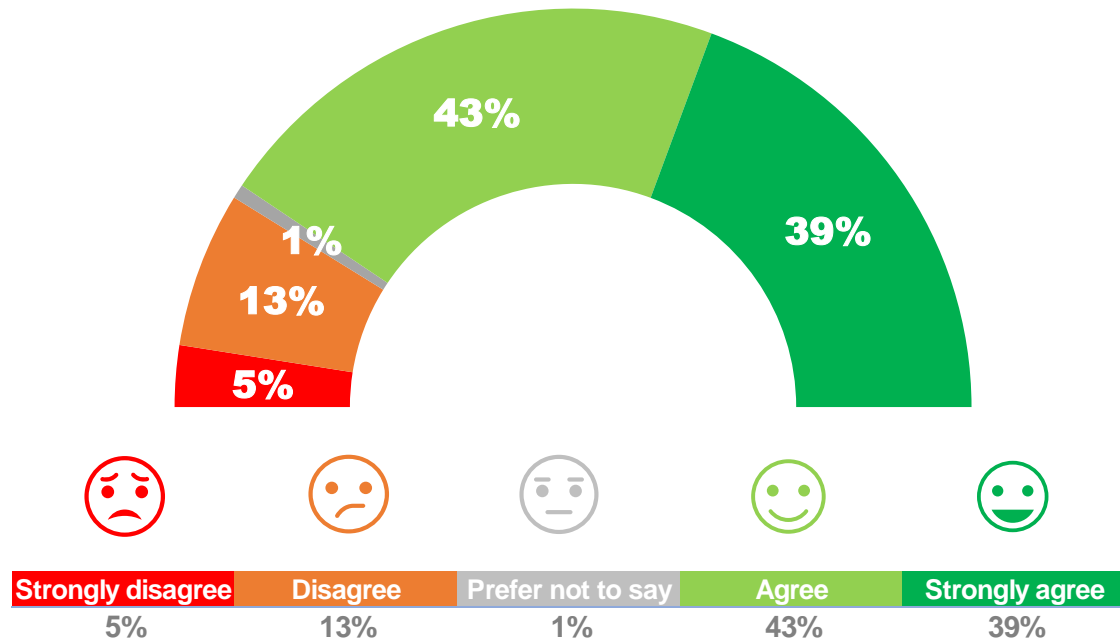
We will value different views and experiences



The area that had the highest **positive** responses to this statement was the **West** with **83%**. The most **negative** responses came from the **North** (**28%**)

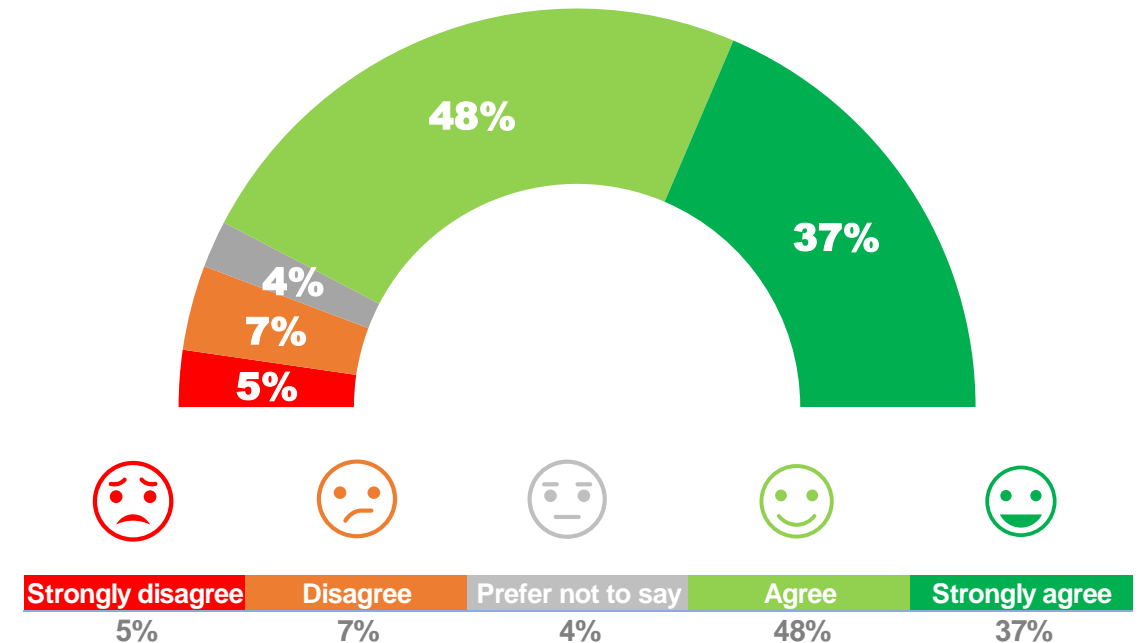
# Looking at the eight proposed priorities we've identified for achieving the vision, to what extent do you agree with each them?

We will be driven by a deeper understanding of the needs of our communities



The area that had the highest **positive** responses to this statement was the **West** with **82%**. The most **negative** responses came from the **East** and **North (22%)**

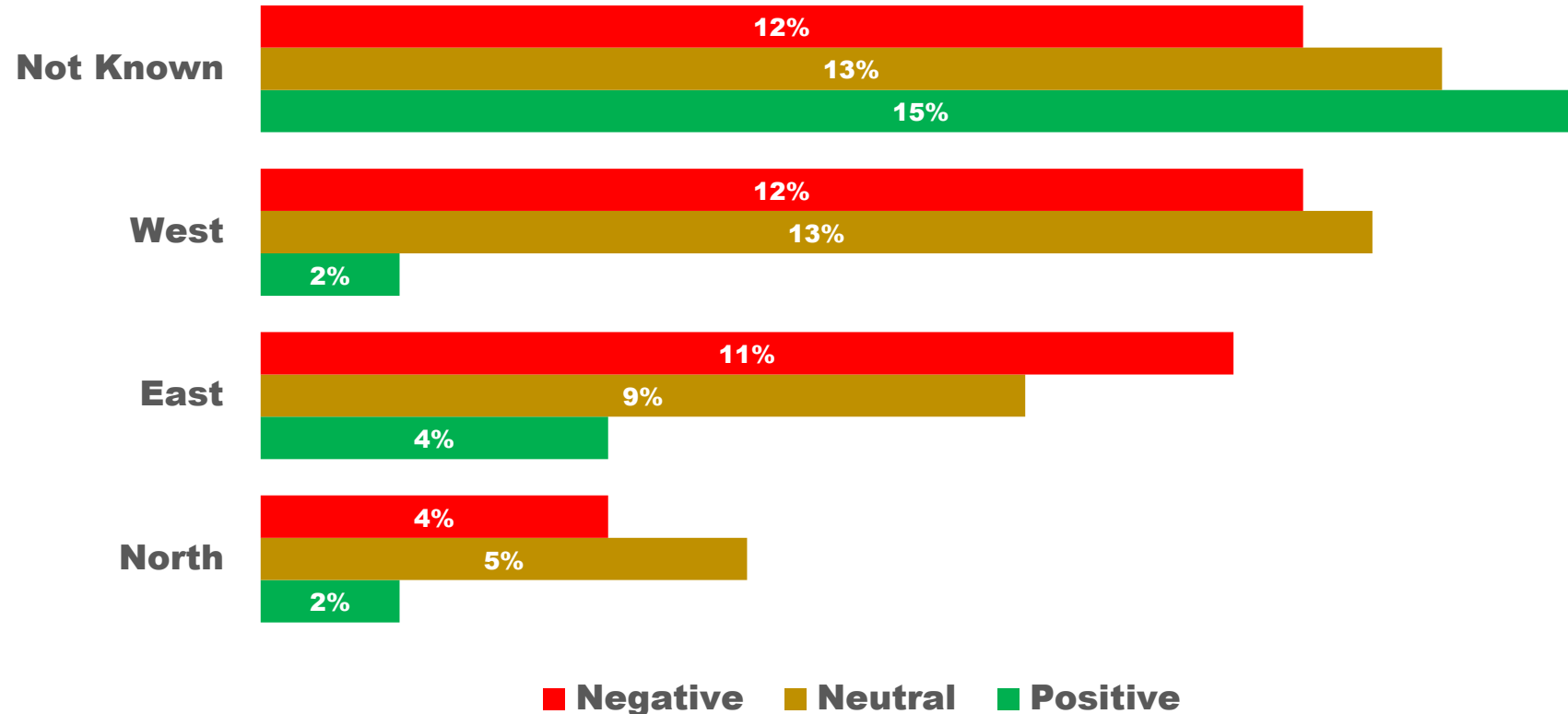
We will be a more environmentally sustainable organisation



The area that had the highest **positive** responses to this statement was the **North** with **84%**. The most **negative** responses came from the **East (18%)**

# Are there any other comments you would like to make about our draft vision? 165

107 people responded to this question with 128 responses, some covering multiple topics.



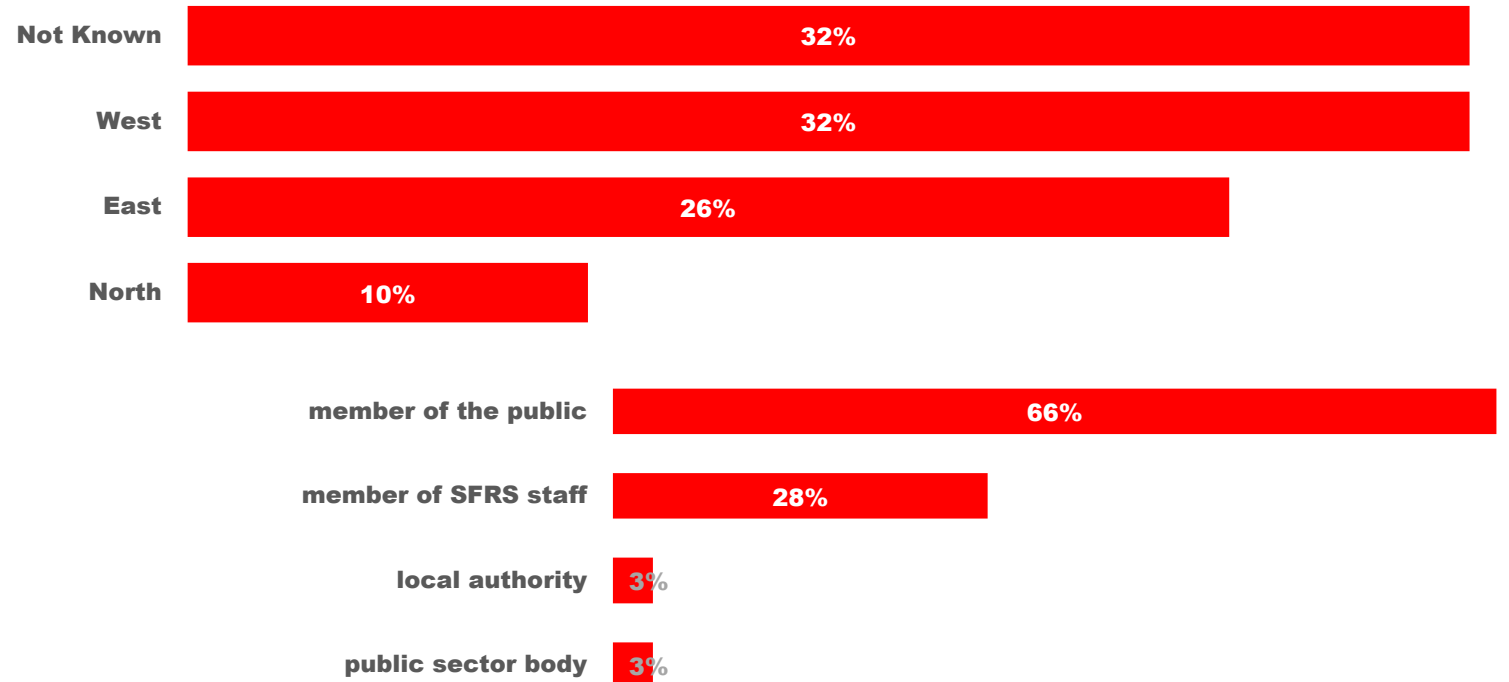
The area with the highest number of **negative** responses was the **West (12%)**. The highest number of positive responses came from the **East (4%)**.

# Are there any other comments you would like to make about our draft vision?

There were **107 responses** to this question, covering a broad range of subjects. The answers have been categorised below.

- 22%** Operational response
- 11%** Content - style
- 10%** Disagree
- 7%** Content - detail
- 6%** Consultation process
- 6%** Environment
- 6%** Organisational culture
- 6%** Staffing – Ts and Cs
- 5%** Investment
- 5%** Staffing - recruitment
- 4%** Training
- 3%** Content – lack of detail
- 3%** Engagement – community
- 3%** Engagement – staff
- 3%** Equality

## Negative Comments



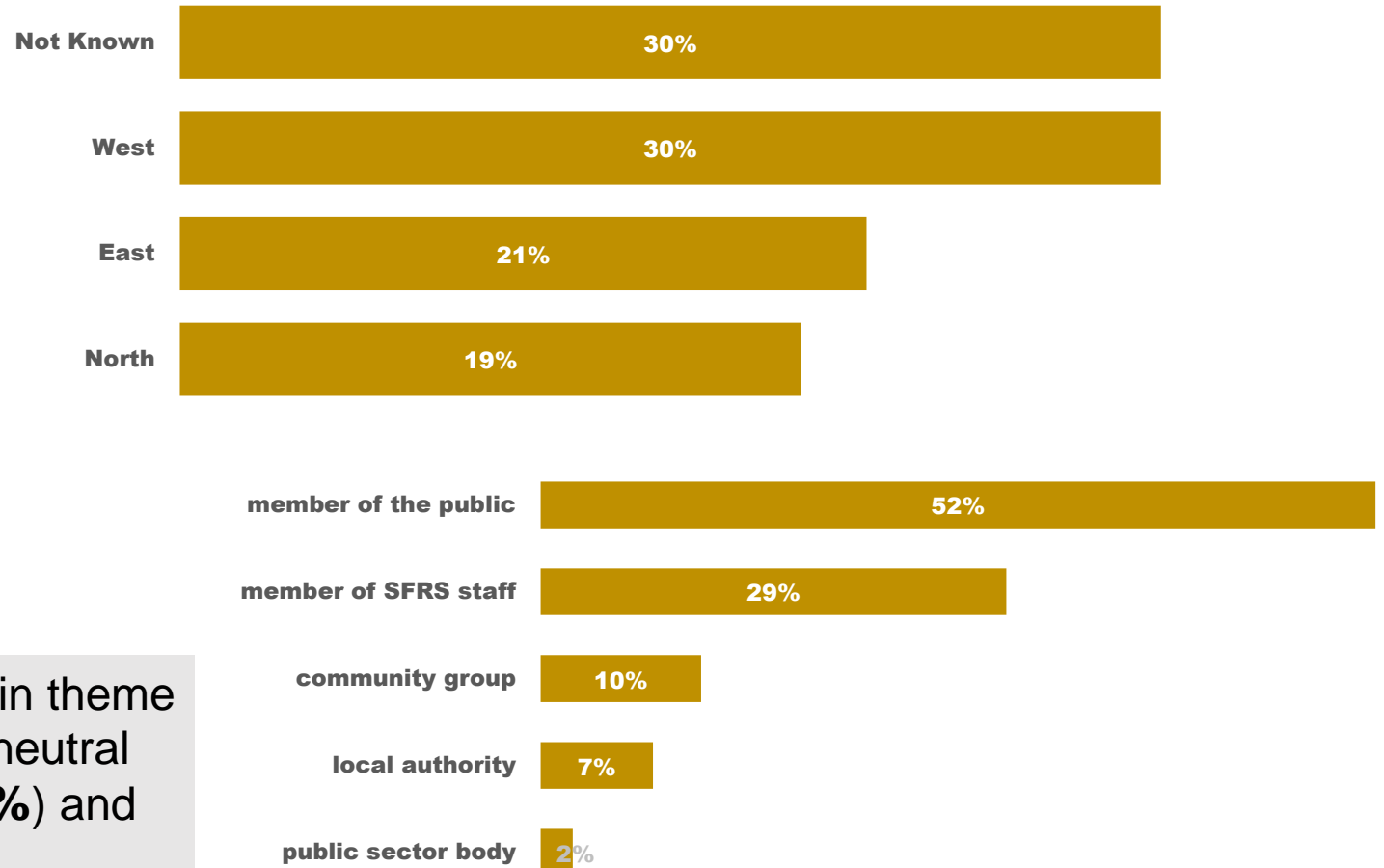
From the negative comments received the main theme was **operational response (22%)**. The most negative comments came from the **West** area (**32%**) and **members of the public (66%)**

# Are there any other comments you would like to make about our draft vision? <sup>167</sup>

There were **107 responses** to this question, covering a broad range of subjects. The answers have been categorised below.

- 13% Content – style
- 12% Content - detail
- 12% Engagement – community
- 12% Investment
- 9% Operational response
- 8% Organisational culture
- 8% Technology and data
- 8% Training
- 6% Engagement – staff
- 4% Consultation process
- 2% Agree – but is it achievable
- 2% Environment
- 2% Staffing - recruitment
- 2% Staffing – Ts and Cs

## Neutral Comments



From the neutral comments received the main theme was **content – style (13%)**. The most neutral comments came from the **West** area (**30%**) and **members of the public (52%)**

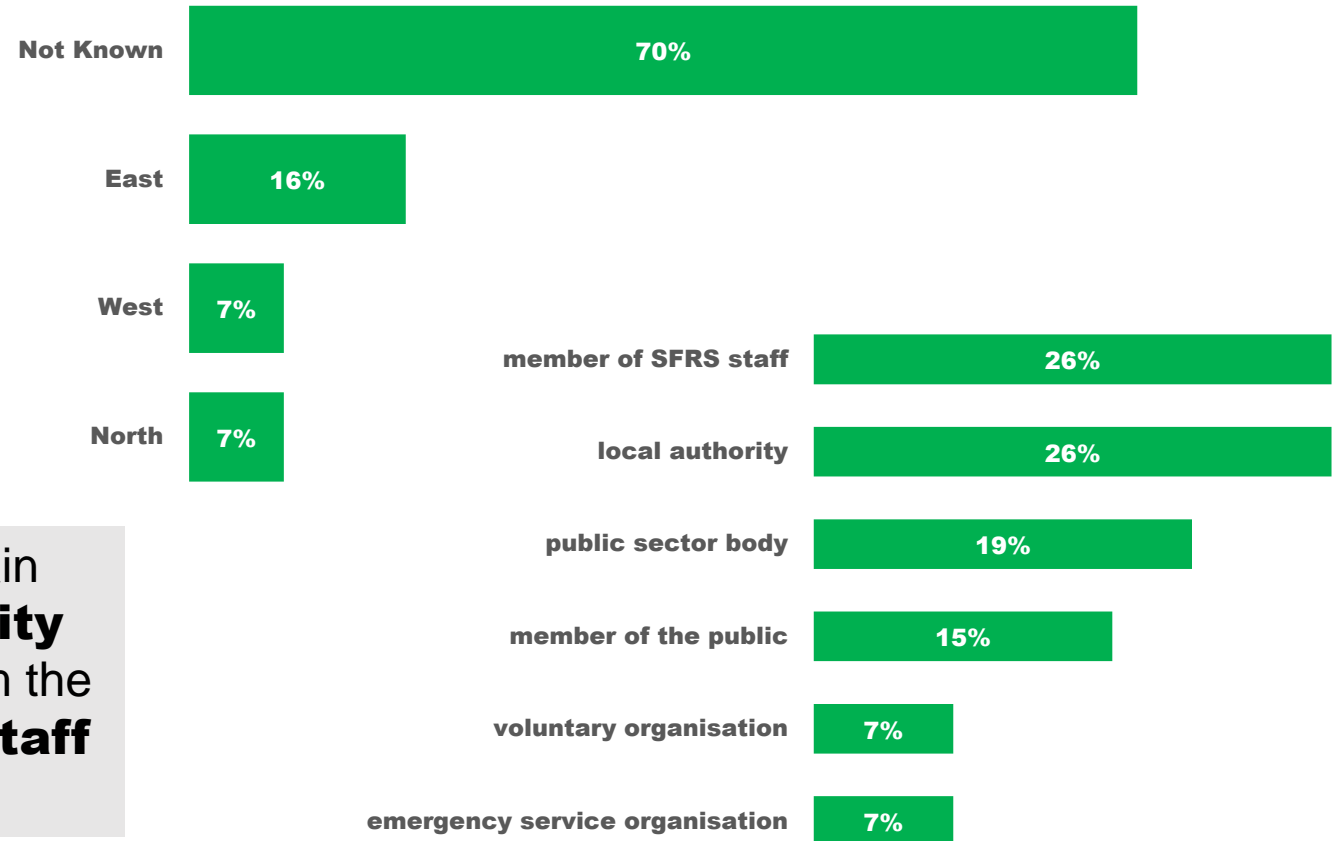
# Are there any other comments you would like to make about our draft vision? 168

There were **107 responses** to this question, covering a broad range of subjects. The answers have been categorised below.

## Positive Comments

**50%** Engagement – community  
**38%** Agree  
**4%** Consultation Process  
**4%** Engagement – staff  
**4%** Investment

From the positive comments received the main theme was **engagement in the community (50%)**. The most positive comments came from the **East** area (**15%**) and **members of SFRS staff (26%)**





# What were the responses to the free text questions?

What could we do to improve the draft vision for you?

**33% Negative**

**47% Neutral**

**20% Positive**

Are there any other comments you would like to make about our draft vision?

**39% Negative**

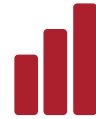
**40% Neutral**

**23% Positive**

**19%** Content - style  
**18%** Operational response  
**9%** Content - detail  
**7%** Disagree  
**7%** Training  
**5%** Content – lack of detail  
**5%** Investment  
**5%** Staffing – Ts and Cs  
**5%** Equality  
**3%** Consultation process  
**3%** Environment  
**3%** Organisational culture  
**3%** Staffing - recruitment  
**2%** Engagement – community  
**2%** Cuts  
**2%** Staffing - numbers  
**1%** Engagement - staff

**19%** Operational response  
**12%** Content - detail  
**12%** Investment  
**10%** Engagement - community  
**10%** Content - style  
**7%** Technology and data  
**7%** Training  
**6%** Staffing – Ts and Cs  
**4%** Organisational culture  
**4%** Content – lack of detail  
**2%** Consultation process  
**2%** Environment  
**2%** Staffing - recruitment  
**1%** Agree – but it is achievable  
**1%** Prevention  
**1%** Staffing

**41%** Engagement – community  
**31%** Agree  
**11%** Agree- but question achievable  
**3%** Investment  
**2%** Consultation process  
**2%** Engagement – staff  
**2%** Prevention  
**2%** Training  
**2%** Environment  
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B U S I N E S S  
I N T E L L I G E N C E

Created by the Business Intelligence Team  
on 05/08/2021

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**Strategic Planning, Performance  
and Communications**



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

# SCOTTISH FIRE AND RESCUE SERVICE

## The Board of Scottish Fire and Rescue Service



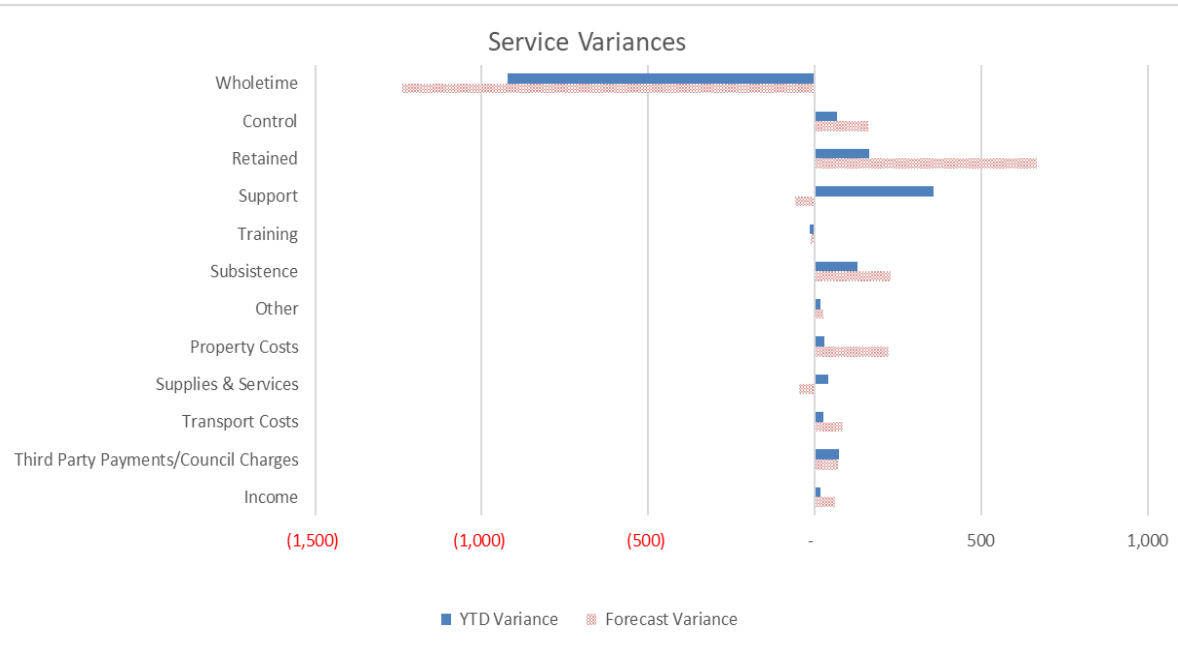
Report No: B/FCS/12-21

Agenda Item: 14

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	26 AUGUST 2021						
Report Title:	RESOURCE BUDGET MONITORING – JULY 2021						
Report Classification:	For Decision	<b>Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <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 July 2021.						
<b>2</b>	<b>Background</b>						
2.1	The Scottish Government allocated funding to 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 £0.032million</b> . The forecast year-end position at this stage shows an underspend of £0.145million.						
3.3	The forecast position excludes costs for Conference of Parties (COP) 26, Emergency Services Mobile Communications Programme (ESMCP) and Test & Protect all of which will be recovered from third party organisations. The spend for in the first four months in respect of these projects is £0.411million.						
3.4	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 approve the resource budget position for the period ending 31 July 2021.						
<b>5</b>	<b>Key Strategic Implications</b>						
5.1	<b>Risk</b>						
5.1.1	The financial risks are detailed within the report.						
5.2	<b>Financial</b>						
5.2.1	The financial implications are detailed within the report.						

5.3 5.3.1	<b>Environmental &amp; Sustainability</b> There are no environment and sustainability implications directly associated with this report.
5.4 5.4.1	<b>Workforce</b> The workforce implications are detailed within the report.
5.5 5.5.1	<b>Health &amp; Safety</b> There are no health and safety implications directly associated with this report.
5.6 5.6.1	<b>Training</b> The training implications are detailed within the report.
5.7 5.7.1	<b>Timing</b> 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 5.8.1	<b>Performance</b> The financial performance of the Service is measured by key performance indicators. This report provides further context to those figures.
5.9 5.9.1	<b>Communications &amp; Engagement</b> Once presented to the Board, this report will be a public document and will be available via the Service website.
5.10 5.10.1	<b>Legal</b> 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 5.11.1	<b>Information Governance</b> <i>DPIA completed: No.</i> DPIA is not required as advised by Information Governance Function as the report contains no personal identifiers
5.12 5.12.1	<b>Equalities</b> <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 5.13.1	<b>Service Delivery</b> 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 July 2021. The July resource monitoring report shows a current overspend against budget of £0.032 million, with a forecast year-end underspend of £0.145million. This forecast position is on the basis that additional funding is received to support the Services investment in COP26, Test & 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 along with risks that may impact the forecast position.	
7.2	Appendix B provides an explanation of the current significant variances relative to budget.	
7.3	Appendix C provides 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>18 August 2021</i>	<i>For Scrutiny</i>
<i>SFRS Board</i>	<i>26 August 2021</i>	<i>For Decision</i>



## Financial Summary

### Forecast Headlines

#### Underspends

- WTFF – COP26 project team, fewer recruits.
- Control – vacancies.
- RVDS – delay in harmonisation of T&C, Safe & Well training delayed, retaining fees, turnouts and drill night activity.
- Support Staff – vacancies.
- Subsistence – impact of COVID on training.
- Other Employee Costs – COVID limiting external access to obtaining optical and vision aids.
- Property – delay to new Hard FM contract, sale of Thornton, foam tank at Newbridge and revised plans for several initiatives.
- Supplies & Services – impact of COVID on catering requirements.
- Transport - impact of COVID on travel requirements.
- Third Party Payments – PVG expenditure, access to GPs for medical reports and Board costs.
- Income – additional shared sites with Scottish Ambulance Service.

#### Overspends

- WTFF –pay award, overtime and deferred retirals.
- Control – pay award and overtime.
- RVDS –pay award, COVID related payments for sickness and drill nights, vaccination programme.
- Support – planned recruitment.
- Training – specialist training needs within Directorates.
- Subsistence – higher unit prices due to increased local demand for hotels.
- Property – reallocated funding for repairs and maintenance, security at Newbridge and additional COVID related cleaning.
- Supplies & Services – timber unit prices, gym equipment backlog and retender of Home Fire Safety Visits call handling service.
- Transport - higher unit prices due to increased demand for trains and flights.
- Third Party Payments – higher than anticipated legal costs.

	Year to Date				Full Year			
	Budget	Actual	Variance	%	Budget	Forecast	Variance	%
Wholetime	49,065	49,987	(922)	-1.9%	147,906	149,143	(1,237)	-0.8%
Control	2,447	2,381	66	2.7%	7,385	7,224	161	2.2%
Retained	8,443	8,280	163	1.9%	26,579	25,911	668	2.5%
Support	11,705	11,349	356	3.0%	35,958	36,017	(59)	-0.2%
Ill Health Early Retirement Charges	1,096	1,096	-	0.0%	4,005	4,005	-	0.0%
Training	187	201	(14)	-7.5%	823	836	(13)	-1.6%
Subsistence	455	326	129	28.4%	1,508	1,281	227	15.1%
Other	375	356	19	5.1%	1,202	1,176	26	2.2%
Property Costs	5,056	5,026	30	0.6%	27,299	27,077	222	0.8%
Supplies & Services	10,621	10,581	40	0.4%	22,907	22,954	(47)	-0.2%
Transport Costs	1,906	1,879	27	1.4%	6,327	6,242	85	1.3%
Third Party Payments/Council Charges	635	561	74	11.7%	1,638	1,568	70	4.3%
Financing	64	64	-	0.0%	2,343	2,343	-	0.0%
Income	(122)	(141)	19	-15.6%	(1,173)	(1,234)	61	-5.2%
Disposal of Assets	-	19	(19)	0.0%	-	19	(19)	0.0%
<b>Total</b>	<b>91,933</b>	<b>91,965</b>	<b>(32)</b>	<b>0.0%</b>	<b>284,707</b>	<b>284,562</b>	<b>145</b>	<b>0.1%</b>

**High Risks**

**Overtime – Wholetime Firefighters**

- The use of Out of Pattern Rostered Reserve days (OPRR) to assist in the delivery of business as usual activities during the COP26 period in November may put additional pressure on the overtime budget.
- The requirement to provide additional training to maintain skills and competency may impact overtime costs.
- COVID 19 restriction may continue to impact the ability to manage station availability for longer than anticipated.
- Any changes to the business rules that are being used to manage crewing levels at stations will impact overtime costs.
- Any increase in off station structure, including COP26 and Cameron House will lead to increased group shortage costs.

**Recruitment – RVDS, Supports**

- Changes in the timetable for recruitment may differ from those budgeted.
- Methods of delivering recruitment 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.
- Recruitment of external posts may be impacted by market shortages.

**COVID – All Areas**

- Changes to COVID 19 restrictions may delay recovery actions.
- Costs for business as usual activity levels may be further reduced as new ways of working continue to be developed

**Medium Risks**

**Pay Award – Support**

- The support staff pay award settlement may differ from that budgeted.

**Commodities – Subsistence, Property, Supplies & Services, Transport**

- Commodity price increases may exceed the budgeted inflationary level.
- Worldwide shortages of semi-conductors and building materials may put pressure on the supply chain and lead to delivery delays.

Risk	Potential Impact Value
High	More than £500,000
Medium	£250,000 to £499,999
Low	Less than £250,000

**SCOTTISH FIRE & RESCUE SERVICE**  
**Resource Budget Monitoring Report**  
**For Period Ending 31<sup>st</sup> July 2021**

## 1) INTRODUCTION

The attached report covers the period 1<sup>st</sup> April 2021 – 31<sup>st</sup> July 2021. It highlights a year to date overspend of £0.032 million (0.03% of the year to date budget) with a forecast underspend of £0.145 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 retrials 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 retrials 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.
- Staff allocated to the COP26 project will return to posts in January 2022.

The following new recruits have been included in the forecast:

Date	Intake Type	North	East	West	Total
September	Trainees	8	17	23	48
January	Trainees	4	15	29	48

### Overtime

- Group shortage activity is forecast to remain above budgeted levels but reduce as COVID restrictions ease.
- Training Instructor overtime will continue to be required until the capacity shortage within the Training Directorate is resolved.
- 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.



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- Staff in firefighter development roles will progress to competent pay after 36 months.
- Staff allocated to the COP26 project will return to posts in January 2022.
- Eight trainees are scheduled to commence in January 2022.

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

- RVDS terms and conditions will be harmonised from January 2022.
- The extension of the Safe & Well initiative pilot will delay the delivery of training for RVDS personnel.

**d) Support**

- Vacancies within the support structure are forecast to be filled 75 days after they are advertised.
- Where a vacant post is filled by an internal candidate it is assumed that this will lead to two periods of internal back-filling, both lasting for 60 days, before an external candidate is appointed.
- Staff allocated to the COP26 project will return to posts in January 2022.

**e) Grants**

- It is assumed that costs in respect of three areas identified below will be recovered from third parties. These costs have been excluded from the resource forecast and have been treated as externally funded projects.
  - COP26 (limited to costs identified in the approved business case) - spend year to date £210,000.
  - Test and Protect - spend year to date £138,000.
  - ESMCP- spend year to date £63,000.

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## 3) RISKS

The following risks to the financial position have been identified.

**Key**

Risk	Potential Impact Value
High	More than £500,000
Medium	£250,000 to £499,999
Low	Less than £250,000

<b>Overtime – Wholetime Firefighters</b>	<b>Risk - High</b>
<ul style="list-style-type: none"> <li>• The use of Out of Pattern Rostered Reserve days (OPRR) to assist in the delivery of business as usual activities during the COP26 period in November may put additional pressure on the overtime budget.</li> <li>• The requirement to provide additional training to maintain skills and competency may impact overtime costs.</li> <li>• COVID restriction may continue to impact the ability to manage station availability for longer than anticipated.</li> <li>• Any changes to the business rules that are being used to manage crewing levels at stations will impact overtime costs.</li> <li>• Any increase in off station structure, including COP26 and Cameron House will lead to increased group shortage costs.</li> </ul>	

<b>Recruitment – Support / Retained</b>	<b>Risk - High</b>
<ul style="list-style-type: none"> <li>• Changes in the timetable for recruitment may differ from those budgeted.</li> <li>• Methods of delivering recruitment 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>• Recruitment of external posts may be impacted by market shortages.</li> </ul>	

<b>Pay Award – Support</b>	<b>Risk - Medium</b>
<ul style="list-style-type: none"> <li>• The support staff pay award settlement may differ from that budgeted.</li> </ul>	

<b>COVID – All areas</b>	<b>Risk - High</b>
<ul style="list-style-type: none"> <li>• Changes to COVID restrictions may delay recovery actions.</li> <li>• Costs for business as usual activity levels may be further reduced as new ways of working continue to be developed.</li> </ul>	

<b>Commodities – Subsistence, Property, Supplies &amp; Services, Transport</b>	<b>Risk - Medium</b>
<ul style="list-style-type: none"> <li>• Commodity price increases may exceed the budgeted inflationary level.</li> <li>• Worldwide shortages of semi-conductors and building materials may put pressure on the supply chain and lead to delivery delays.</li> </ul>	

## BUDGET VIREMENTS

### Virements this period

In July, a budget reallocation was made of £31,000 in respect of the Health & Safety COVID Audit Team business case, which transferred budget from travel costs to subsistence. A further virement of £29,000 was made, drawing funds from contingency to support the Cameron House fatal accident inquiry. Additional virements will be required during the year, in respect of Cameron House, as the Tactical Action Group is established.

### Virements Year to Date

The budget approved by the Board on 25th 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.
- £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 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 budget adjustments that have been made this year.

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

	Budget Approved Board	Reallocation of COVID Savings	Apprenticeship Levy Delays in 20/21 recovery	Staffing Changes Prior to Budget Upload (leavers, movements, overtime)	Asset Investment	Other Changes Before Initial Upload	Business Cases	Other	Dev to Comp	Mess Manages Correction	SLT Changes	Cameron House	Revised Budget
Employee WT	148,641			(588)		(0)	84	(66)	(94)	(70)	-	-	147,906
Employee Control	7,441			(51)		(0)	-	-	(5)	-	-	-	7,385
Employee Retained	26,579			(1)		0	-	-	-	-	-	-	26,579
Employee Support	36,432			54		(0)	(735)	4	-	-	175	29	35,958
Employee Pension	4,010					(5)	-	-	-	-	-	-	4,005
Employee Training	748					0	75	-	-	-	-	-	823
Employee Subsistence	1,552	(75)				(0)	32	-	-	-	-	-	1,508
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)	62	99	70	(175)	(29)	22,907
Transport	6,724	(433)				(1)	38	-	-	-	-	-	6,327
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>-</b>	<b>284,707</b>

## VARIANCE ANALYSIS

£000

### 1 WHOLETIME FIREFIGHTERS

#### 1.1 Year to Date

922 OVER

Wholetime Firefighter (WTFF) employee costs are currently £922,000 overspent, representing 1.9% of budget.

Wholetime salaries and related costs are overspent by £218,000, overtime related costs, including National Insurance (NI), are overspent by £725,000 and seconded income is over recovered by £21,000.

The overspend in WTFF salaries includes:

- £126,000 overspend in basic pay. The higher than budgeted pay award for WTFF accounts for a £52,000 overspend. The remaining overspend includes budgeted slippage for business cases, one-off backdated payments, a post which has been transferred from the capital budget, an additional secondee whose costs are being recovered and costs for increased levels of deferred retirals. These are partially offset by short term vacancies arising from employees supporting COP26.
- £52,000 overspend in respect of payments in lieu of holidays and notice.
- £13,000 overspend for Flexi Duty pay, the result of there being more Flexi Duty Officers (FDO) than budgeted.
- £8,000 overspend in respect of CPD payments following the annual review of employees' eligibility.
- £15,000 underspend in respect of training instructor allowances. Theses allowances were harmonised in July and the underspend represents vacancies within the training structure.
- £34,000 overspend in respect of other pay costs, the majority of which relates to National Insurance contributions linked to above overspends.

The overspend in overtime includes:

- £530,000 overspend relating to group shortages and TOIL, an increase of £173,000 in the month. This is due to a combination of factors including:
  - A significant increase in vacancies at stations, partly the result of COVID recruitment restrictions and COP26.
  - COVID restrictions which limit staff being detached from adjacent stations when there are shortages.
  - Skill shortages within stations. This includes the impact of experienced employees being removed from stations to support the planning for COP26.

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- The profiling of roster days to ensure sufficient capacity is available later in the year to support the COP26 period.
- Overtime being required to provide cover for employees taking accrued TOIL.
- £98,000 overspend in respect of training related overtime, which includes additional costs to provide cover for vacancies within the training structure.
- £15,000 overspend relating to incidents that span shift change-overs.
- £12,000 underspend relating to detached duties which have been restricted due to COVID.
- £100,000 overspend relating to overtime NI.
- Other overtime costs are £6,000 underspent.

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

**1.2 Forecast****1,237 OVER**

Wholetime employee costs are forecast to be £1,237,000 overspent, representing 0.8% of budget.

WTFF Salaries and related costs are forecast to be £135,000 overspent mainly due the pay award for uniformed employees being 0.5% higher than the budgeted rate. This accounts for a forecast overspend of £554,000. This is partly offset by:

- Fewer intakes being recruited due to COVID restrictions which limit the number of trainees that can be accommodated at the training facilities.
- Salaries for the 17 WTFF participating in the planning stage for COP26 being excluded from the forecast until January as their costs are being treated as an externally funded project.

Overtime costs (including NI) are forecast to overspend by £1,139,000 as detailed in section 1.1. The forecast reflects the realignment of roster days to support the COP26 period and the assumptions that the future easing of COVID restrictions will allow staff to be detached, when required, to adjacent stations. Training related overtime is forecast to continue, due to vacancies within the training structure, but at a reduced level due to the harmonisation of training allowances in July.

Seconded income is forecast to over recover by £37,000 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.

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The impact of COVID 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.

Training related overtime should continue to be monitored and it will be adjusted as vacancies within the training structure are filled.

A review of the posts requested under the business case process should be undertaken to ensure they remain relevant and recruitment is realistic.

## **2 CONTROL FIREFIGHTERS**

### **2.1 Year to Date 66 UNDER**

Control Firefighter costs are currently £66,000 underspent, representing 2.7% of budget.

There is an underspend in salary related costs of £119,000 due to vacancies which includes; employees supporting COP26 and increased levels of maternity and sick leave. This is partly offset by additional overtime costs (including NI) of £53,000.

### **2.2 Forecast 161 UNDER**

Control Firefighter costs are forecast to be £161,000 underspent, representing 2.2% of budget.

The underspend in salary related costs is forecast to increase to £285,000 which includes:

- An overspend of £28,000 in respect of the pay award for uniformed employees which is 0.5% higher than the budgeted rate.
- Salaries for the two employees participating in the planning stage for COP26 being excluded from the forecast until January as their costs are being treated as an externally funded project.

Overtime (Including NI) is forecast to overspend by £124,000.

### **2.3 Action to be Taken**

This position will continue to be monitored.

A restructure should be developed to support the requirements of the new command and control system and it should consider staff returning from the project throughout 21/22.

### 3 RETAINED AND VOLUNTEER FIREFIGHTERS

#### 3.1 Year to Date

**163 UNDER**

Retained costs are currently £163,000 underspent, representing 1.9% of budget.

Retaining fees are £138,000 underspent reflecting lower levels of Retained employees mainly across the North and West Service Delivery Areas (SDA).

Turnout costs, including standby and bank hours are £72,000 underspent.

Payments for attendance at drill nights are £71,000 underspent due to the impact of COVID on drill night activity.

There is an underspend in payments for attendance at training courses, of £65,000. This underspend is a result of the COVID restrictions.

Home Fire Safety Visits (HFSV) are £19,000 underspent due to COVID restrictions.

Unbudgeted costs directly attributable to COVID are causing an overspend of £114,000. This includes costs to ensure all RVDS employees receive payments where they are unable to attend drill nights due to COVID and sickness payments for employees that have been required to self-isolate during the pandemic.

Support of the COVID vaccination programme within the North SDA accounts for an overspend of £26,000.

Equipment maintenance costs are £22,000 overspent.

The higher than budgeted pay award for RVDS employees accounts for a £14,000 overspend.

Other RVDS costs are £26,000 overspent, the majority of which relates to payments to employees during periods of sickness and increased National Insurance payments.

It should be noted that due to natural delays in the submission of payroll claims, costs in July reflect activity that took place in June and an accrual is included to capture the costs of arrears.

#### 3.2 Forecast

**668 UNDER**

Retained costs are forecast to be £668,000 underspent, representing 2.5% of budget.

Retaining fees are forecast to underspend by £261,000 due to the reduced number of employees within the North and West SDA continuing.

Turnout costs, including standby and bank hours are forecast to underspend by £60,000.

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Payments for attendance at drill nights are forecast to be £362,000 underspent. This includes £325,000 in respect of a delay in the initiative to harmonise Retained terms and conditions.

Training course activity is forecast to be £368,000 underspent. The underspend is due to an extension to the Safe & Well initiative pilot which means that the full costs to roll-out the programme will not be incurred in 2021/22. Other training activity is forecast to increase as the year progresses.

Costs for HFSV are forecast to be on budget with activity levels forecast to increase as the year progresses.

Unbudgeted costs directly attributable to COVID are forecast to increase to £124,000.

Costs to support the vaccination programme in the North SDA are forecast to remain £26,000 overspent as this initiative is now complete.

Equipment maintenance costs are forecast to increase and result in a £55,000 overspend.

The higher than budgeted pay award for uniformed employees is forecast to result in a £127,000 overspend.

Other RVDS costs are forecast to be £51,000 overspent, the majority of which relates to payments to employees during periods of sickness and increased National Insurance payments.

### **3.3 Action to be Taken**

This position will continue to be monitored.

## **4 SUPPORT STAFF**

### **4.1 Year to Date 356 UNDER**

Support staff costs are currently £356,000 underspent, representing 3.0% of budget.

Vacant posts across the Service account for an underspend of £774,000. This is partly offset by an overspend in agency staff costs and private contractors of £418,000.

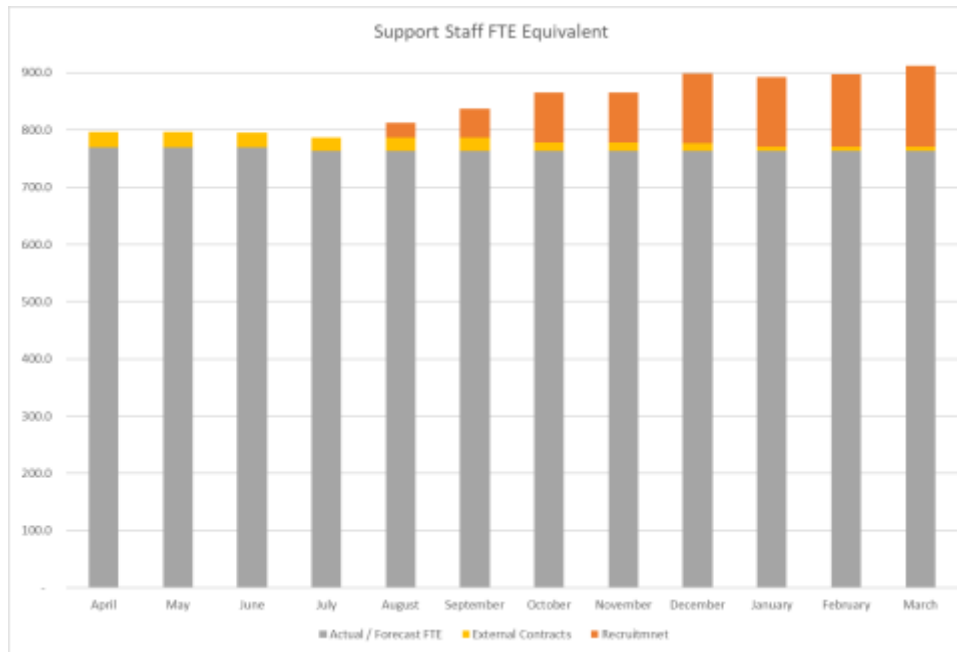
### **4.2 Forecast 59 OVER**

Support staff costs are forecast to overspend by £59,000, representing 0.2% of budget.

The dedicated plans to increase recruitment of both temporary and permanent support staff is forecast to result in an additional 141 posts over the remainder of the financial year with associated costs of £2,329,000. The graph below shows the forecast recruitment profile over the financial year.



## OFFICIAL



#### 4.3 Action to be Taken

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

A review of the posts requested under the business case process should be undertaken to ensure they remain relevant and recruitment is realistic.

## 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 monitored.

## 6 TRAINING

### 6.1 Year to Date

**14 OVER**

Training costs are currently £14,000 overspent, representing 7.5% of budget.

The overspend relates to specialist training courses within Directorates.

## **6.2 Forecast 13 OVER**

Training costs are forecast to be £13,000 overspent, representing 1.6% of budget.

The forecast for specialist training costs is expected to remain in line with the year to date position.

## **6.3 Action to be Taken**

A review should be undertaken as to whether the overspends in specialist training can be accommodated within the Learning and Development budget.

## **7 SUBSISTENCE**

### **7.1 Year to Date 129 UNDER**

Subsistence costs are currently £129,000 underspent, representing 28.4% of budget.

Subsistence costs, for employees attending training courses are £164,000 underspent. This reflects the COVID restrictions that currently remain in place.

Other subsistence costs are overspent by £35,000. This is the result of restriction on travel abroad, caused by COVID, which has led to increased demand for hotels in Scotland and a corresponding increase in unit prices.

### **7.2 Forecast 227 UNDER**

Subsistence costs are forecast to be £227,000 underspent, representing 15.1% of budget.

The underspend in subsistence costs, for employees attending training courses is forecast to increase to £284,000. The forecast assumes an increase in costs from current levels of 50% over the remainder of the financial year.

The overspend in other subsistence is forecast to increase to £57,000 as detailed in section 7.1

### **7.3 Action to be Taken**

This position will continue to be monitored.

**8 OTHER EMPLOYEE COSTS****8.1 Year to Date 19 UNDER**

Other employee costs are currently £19,000 underspent representing 5.1% of budget.

Costs for optical and vision aids are £19,000 underspent reflecting the COVID restrictions that remain in place and limit the throughput at opticians.

**8.2 Forecast 26 UNDER**

Other employee costs are forecast to be £26,000 underspent, representing 2.2% of budget.

The underspend in respect of optical vision aids is forecast to increase to £26,000 as detailed in section 8.1.

**8.3 Action to be Taken**

This position will continue to be monitored.

**9 PROPERTY****9.1 Year to Date 30 UNDER**

Property costs are currently £30,000 underspent, representing 0.6% of budget.

Service contracts are £30,000 underspent mainly due to reduced costs for the Legionella Risk Assessment initiative.

Other property costs are £26,000 underspent mainly due to savings relating to the foam tank at the Newbridge training facility.

The earlier than expected sale of Thornton accounts for savings of £7,000 in respect of utility charges.

Cleaning costs are £16,000 overspent. This is due to specialist cleaning activity to ensure facilities remain COVID secure.

Security costs are £15,000 overspent following a temporary increase in the provision of security at the Newbridge training facility.

Fixtures and fittings are £2,000 overspent.

**9.2 Forecast 222 UNDER**

Property costs are forecast to be £222,000 underspent, representing 0.8% of budget.

**OFFICIAL**

Service contract are forecast to underspend by £558,000. The increased costs which were budgeted for the contract renewal of hard facilities management services are not expected until 2022/23 and have resulted in a forecast underspend of £500,000. Costs for the Legionella Risk Assessment initiative and Cambuslang Bio Mass initiative are forecast to result in underspends of £46,000 and £12,000 respectively.

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

The early termination of fuel tanker services, following the decommissioning of fuel sites last year, is forecast to result in a £18,000 underspend.

The Estate Drainage initiative is forecast to underspend by £8,000.

Property repairs and maintenance costs are forecast to overspend by £500,000 with a strategic decision having been made to utilise the underspend within service contracts to address issues with the Service's building estate.

Cleaning costs, to ensure premises remain COVID secure, are forecast to overspend by £32,000.

The additional costs for security at Newbridge is forecast to continue until the end of August and result in an overspend of £18,000.

Property adaptations and fixtures and fittings are forecast to overspend by £11,000 with budget holders taking the opportunity to utilise underspends in other areas of their budget to carry out minor improvements.

Costs in respect of the Automated Meter Reading (AMR) initiative are forecast to overspend by £7,000.

Other property costs are forecast to underspend by £34,000, mainly in respect of the foam tank at the Newbridge training facility.

### **9.3 Actions to be Taken**

This position will continue to be monitored.

Options should be identified to utilise underspends to address areas requiring investment or accelerate spend that would be required in future years.

**10 SUPPLIES & SERVICES****10.1 Year to Date****40 UNDER**

Supplies and Services are currently £40,000 underspent, representing 0.4% of budget.

Catering costs are £54,000 underspent reflecting COVID restrictions which have limited training activity at the centralised training centres during the first four months of the year. In addition, meetings with third party organisations are being carried out online.

Timber costs for training activities are £13,000 overspent reflecting the price increases seen across the construction industry due to material shortages.

Other Supplies & Services are £1,000 overspent.

**10.2 Forecast****47 OVER**

Supplies and services are forecast to be £47,000 overspent, representing 0.2% of budget.

The overspend in timber costs for training activities is forecast to increase to £40,000. Work is currently being undertaken to explore alternative methods of delivery and to renegotiate unit prices with the supplier.

Gym Equipment costs are forecast to overspend by £15,000 with additional costs being included to address outstanding maintenance requirements.

The cost of the outsourced Home Fire Safety Visits (HFSV) call handling service is forecast to overspend by £12,000 following the award of a new tender.

Archived storage costs are forecast to overspend by £6,000.

Catering costs are forecast to be £18,000 underspent as detailed in section 10.1 with the forecast for training related catering expected to increase as the year progresses.

Advertising costs are forecast to underspend by £8,000. This is the result of an extension to the Safe & Well initiative pilot which means that advertising activity this year will be lower than originally anticipated. This is partially offset by additional costs for recruitment advertising.

**10.3 Action to be Taken**

This position will continue to be monitored.

**11 TRANSPORT****11.1 Year to Date****27 UNDER**

Transport costs are currently £27,000 underspent, representing 1.4% of budget.

**OFFICIAL**

Travel costs are £30,000 underspent reflecting the restrictions imposed on travel as a result of COVID and the efficiencies being delivered by employees working from home. This is partly offset by an increase in some flight and ferry prices caused by increased demand as highlighted in section 7.1.

Lease car costs are underspent by £9,000 reflecting the transition of employees from legacy car leasing arrangements.

Tyre costs are overspent by £8,000 caused by an increase in unit prices.

Vehicle hire costs are £4,000 overspent.

**11.2 Forecast****85 UNDER**

Transport costs are forecast to be £85,000 underspent, representing 1.3% of budget.

The underspends in travel costs and leased car costs are forecast to increase to £93,000 and £28,000 respectively, as detailed in section 11.1.

The overspends in respect of tyres and vehicle hire are forecast to increase to £23,000 and £13,000 respectively.

**11.3 Action to be Taken**

This position will continue to be monitored.

Options should be identified to utilise underspends to address areas requiring investment or accelerate spend that would be required in future years.

**12 THIRD PARTY PAYMENTS****12.1 Year to Date****74 UNDER**

Third Party payments are currently £74,000 underspent representing 11.7% of budget.

Professional fees are £87,000 underspent. The majority of the underspend, £75,000, relates to the PVG initiative which has now been completed. The remaining £13,000 relates to savings for the Health and Safety recording system following the appointment of a new service provider. Other professional fees are £1,000 overspent.

Costs for medical reports and physiotherapy fees are underspent by £15,000 and £7,000 respectively due to lower than budgeted activity caused by COVID-19 restrictions.

Fire Board costs are £7,000 underspent due to reduced travel and overnight accommodation caused by COVID restrictions.

**OFFICIAL**

Court and tribunal costs are £35,000 overspent due to an increase in the number of tribunal cases.

Other Third Party costs are £7,000 overspent.

**12.2 Forecast****70 UNDER**

Third party payments are forecast to be £70,000 underspent, representing 4.3% of budget.

The underspend in professional fees is forecast to remain £86,000 underspent as detailed in section 12.1.

The underspend in medical reports is forecast to remain £15,000 underspent. Physiotherapy fees are forecast to increase as the year progresses and be on budget.

Fire Board costs are forecast to underspend by £20,000 as detailed in section 12.1.

Court and tribunal costs are forecast to overspend by £46,000 as detailed in section 12.1.

Other Third Party costs are forecast to overspend by £5,000.

**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****19 OVER RECOVERED**

Income is currently £19,000 over recovered, representing 15.6% of budget.

**OFFICIAL**

Rental income in relation to shared services is over recovered by £21,000 following an increase in the number of sites being shared with the Scottish Ambulance Service (SAS).

Other income is under recovered by £2,000.

**14.2 Forecast****61 OVER RECOVERED**

Income is forecast to be £61,000 over recovered, representing 5.2% of budget.

Rental income in relation to shared services with the SAS is forecast to over recover by £63,000 as detailed in section 14.1.

Other income is forecast to under recover by £2,000.

**14.3 Action to be Taken**

This position will continue to be monitored.

**15 DISPOSAL OF ASSETS****15.1 Year to Date****19 OVER**

Disposal of Assets are £19,000 overspent following the sale of Thornton for less than the net book value.

**15.2 Forecast****19 OVER**

Disposal of Assets are forecast to overspend by £19,000 as detailed in section 15.1.

**15.3 Action to be Taken**

Asset valuations should continue to be reviewed.



**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>	(581)	541	(40)
<b>Control</b>	-	-	-
<b>Retained</b>	(150)	37	(113)
<b>Support</b>	-	-	-
<b>Training</b>	-	-	-
<b>Subsistence</b>	(57)	284	227
<b>Other</b>	-	26	26
<b>Property Costs</b>	(32)	-	(32)
<b>Supplies &amp; Services</b>	(40)	18	(22)
<b>Transport Costs</b>	-	93	93
<b>Third Party</b>	-	35	35
<b>Income</b>	-	-	-
<b>TOTAL</b>	<b>(860)</b>	<b>1,034</b>	<b>175</b>

# SCOTTISH FIRE AND RESCUE SERVICE

*The Board of Scottish Fire and Rescue Service*



Report No: B/FCS/13-21

Agenda Item: 15

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>26 AUGUST 2021</b>						
<b>Report Title:</b>	<b>CAPITAL MONITORING REPORT 2021/22 – JULY 2021</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	To advise the Board of actual and committed expenditure against the 2021/22 capital budget for the period ending 31 July 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 of £0.750m was received on 1 July 2021.						
2.3	The sale of Thornton took place in April 21, 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 21/22 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 £1.451m was awarded in November 2020 from Transport Scotland to purchase additional Electric Vehicle Charging Infrastructure 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 £1.674m. A further £0.401m is expected to be spent in the current financial year which is a change from previous period of £1.045m due to a Grant for £0.644m from Transport Scotland, being changed to an Externally funded project, as the Grant is for a 3 year lease of 62 Electric Vehicles.						
2.6	Taking the above into account the revised budget is £33.980m, as shown in Section 3.1.						

<b>3</b>	<b>Main Report/Detail</b>																																																															
<b>3.1</b>	<b>Expenditure</b>																																																															
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<b>3.3</b>	<b>Budget Virements</b>																																																															
3.3.1	No budget virements took place during the month of July.																																																															
<b>3.4</b>	<b>Progress During the Month</b>																																																															
3.4.1	<b>Expenditure</b>																																																															
3.4.2	<p><u>Property - McDonald Road Refurbishment project.</u></p> <p>SFRS are currently procuring quotations for Fixtures &amp; Fittings, Gym and Audio Visual equipment. Flooring and ceilings work have started. Partitions are complete and second fix mechanical is substantially completed. The toilet and kitchen fit-out are progressing. The limitations of a Covid-secure workplace for the project, has resulted in delays and ultimately higher costs. A change request for time and an additional cost of £963,000 has been completed and was presented by the Acting Director of Asset Management to the Change Committee on the 5 August for scrutiny. The site is working at 40% capacity, therefore the extension to timeline for project delivery has resulted in additional costs for temporary accommodation and contractor's preliminaries. There is also a scarcity of construction materials resulting in cost increases. A separate tender exercise has now progressed for the Museum, with tenders received and being reviewed.</p>																																																															

3.4.3	<p><u>Property - Portlethen Training Facility.</u> Works are now complete and the site has been handed over. Only minor snagging and post contract works still to be instructed. There is an anticipated additional spend of £350,000 during the year due to the inclusion of the USAR facility in the scope which was originally anticipated next financial year.</p>
3.4.4	<p><u>Fleet</u> Orders have been placed in the month for two Aerial Ladder Platform chassis's, brought forward from 2022/23 Capital Programme. This is to mitigate the risk in delivery of Rescue Pump chassis's ordered previously in the year, with delivery dates close to the end of the financial year.</p>
3.4.5	<p><u>PPE &amp; Equipment</u> The second issue of PPE to Retained/Volunteer Duty System (RVDS) firefighters is being rolled out.</p>
3.4.6	<p>Twenty-eight Light Portable Pumps (LPP's) were ordered in the month, with expected delivery in November. Acceleration of Powered Rescue Equipment (PRE) was also agreed in July, to mitigate the risk of underspend within the capital budget, due to the worldwide semi-conductor issue, as mentioned in Section 5.1.1.</p>
3.4.7	<p><u>ICT</u> Work continues on the Command &amp; Control Futures Project with the creation of Site Acceptance Facilities at Dundee and Edinburgh Operation Controls. Technical fit out and furniture installation took place in the last week of July. The system supplier is scheduled to be on site w/c 9 August to install and configure their hardware within these 2 rooms to allow Command and Control Mobilising System(CCMS) training and system testing to commence. System Testing continued in the UAT phase and the team continue to engage with the system supplier on defects and resolutions.</p>
3.4.8	<p>Work continues to progress on the analysis phase of the People, Training, Finance and Asset Systems (PTFA) Programme. A contract Business Analyst has been on boarded to begin the process of initiating the rostering tranche of the Programme. Agreement has been reached at the Programme Board to investigate the option for a client-side partner with experience of business case and requirements development to support the completion of this work. Market engagement is underway to identify potential costs and therefore suitable routes to market for these professional services before a costed proposal is taken to the Programme Board for their consideration prior to committing to any costs.</p>
3.4.9	<p><u>Electric infrastructure</u> 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.</p>
3.5	<p><b>Progress Anticipated Next Month</b></p>
3.5.1	<p><b>Expenditure</b></p>
3.5.2	<p><u>Property - West Asset Resource Centre</u> A planning application has been submitted for this project. Stage 3 design and build is currently being finalised and awaiting signed contract from building and civil engineering supplier, before Stage 4 can commence. This project has been delayed to gain cost certainty and an underspend of £1.9million is anticipated in this financial year which will be used in part to support the forecasted overspend on the McDonald Road project.</p>

3.5.3	<p><b><u>Fleet</u></b> The delivery of fifty Kia E-Nero's is expected in August and three Kia Ceed's are due for delivery in September. A batch of nineteen completed Rescue Pumps ordered in 2020/21, are also expected to be delivered by autumn.</p>
3.5.4	<p><b><u>Equipment</u></b> 7,500 Torches were ordered in May and the first 2,000 units were delivered by the end of July. A further 1,000 are due in again in October, with the final 4,500 due in December.</p>
3.5.5	<p><b><u>ICT</u></b> Command and Controls Future project. It has been identified that there is likely to be a delay in the Go Live of the new CCMS. This has resulted in the timeline moving to the right and therefore milestones that were scheduled to be paid in 21/22 will now slip to 22/23. A full financial review of the project has been carried out and notification given to the Capital Monitoring Group of a potential slippage of £0.868m. Due to the timeline slip, the project is required to extend the commercial cover for the Test Analysts and Test Manager at a cost of circa £0.225m and other project costs of £0.143m. Therefore, the Capital Monitoring Group have been tentatively advised that £0.500m may be available for redistribution to other Capital Projects pending Project Board approval.</p>
3.5.6	<p>The contract award letter for a Research Partner was issued in July for the PTFA project. The services are due to commence on the 1 August.</p>
3.5.7	<p><b><u>Electric Infrastructure</u></b> 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.</p>
3.6	<p><b>Receipts - Property</b></p>
3.6.1	<p>Missives concluded for the sale of Maddiston at the end of June and receipt completed on 1 July for £0.744m, with a net book value of £0.760m.</p>
3.6.2	<p>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.</p>
3.6.3	<p>Excess land at Cove Fire Station has been identified as surplus and was sold in July. The land is being sold to a neighbouring residential owner. A capital receipt was received on 1 July for £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.</p>
3.7	<p><b>Forecast</b></p>
3.7.1	<p>Appendix A provides the current forecast spend profile for the full financial year. As</p>
3.7.2	<p>highlighted previously, there has been significant challenges in progressing the capital programme in all areas with the exception of equipment due to the continuing risks identified at 5.1 impacting the programme. A revised capital programme is currently being drafted to reflect the deliverability of capital projects within this financial year. Full visibility of the virements between the different projects will be included in the next capital monitoring report to the Board.</p>
3.7.3	<p>Total forecast expenditure is expected to be in line with the revised budgeted figure of £33.980m.</p>

<b>4</b>	<b>Recommendation</b>
4.1	The Board is asked to approve the level of actual and committed expenditure for the period ended 31 July 2021.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	The current worldwide shortage of semi-conductors continues to present significant risks to the delivery of Rescue Pump Chassis, 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 have been taken to mitigate.
5.1.2	Due to the current Covid pandemic, building construction costs have significantly increased, as well as delays in supplying materials which is continuing to impact capital spending in the year. This will be closely monitored through the Capital Monitoring Group and mitigations have been taken.
5.1.3	Strategic Leadership Team (SLT) agreed last month to include these risks in the strategic risk register and these will be kept under review.
5.2	<b>Financial</b>
5.2.1	Financial implications are detailed within the report.
5.3	<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 reducing greenhouse gas emissions.
5.4	<b>Workforce</b>
5.4.1	SFRS employees will benefit from this investment in our asset base.
5.5	<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.
5.6	<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.
5.7	<b>Timing</b>
5.7.1	This report covers the period up to 31 July 21 and known events just after the period end.
5.8	<b>Performance</b>
5.8.1	Total forecast expenditure is expected to be in line with the revised budgeted figure of £33.980m.
5.9	<b>Communications &amp; Engagement</b>
5.9.1	Key stakeholders are engaged during project development and implementation.
5.10	<b>Legal</b>
5.10.1	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  6.2	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 July 2021.  It is currently anticipated that the revised budget of £33.980m will be fully spent 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>18 August 2021</i>	<i>For Scrutiny</i>
<i>Board</i>	<i>26 August 2021</i>	<i>For Decision</i>

## Scottish Fire &amp; Rescue Service

## Forecast Spend Profile – Capital Programme 2021/22

£000

Category	Approved Budget	Actual	Forecast					Variance to budget	Variance (%)
		Apr-Jul	Aug-Sep	Oct-Dec	Jan-Mar	Total			
Property – Major Works	7,719	2,261	1,213	1,487	2,758	7,719	0	0	
Property – Minor Works	7,550	1,555	507	2,687	2,801	7,550	0	0	
Vehicles	8,650	0	887	3,141	4,622	8,650	0	0	
ICT	5,660	711	1,297	1,353	2,299	5,660	0	0	
Operational Equipment	4,000	946	977	1,109	968	4,000	0	0	
Transition to Net Zero Grants	401	0	0	401	0	401	0	0	
<b>TOTAL EXPENDITURE</b>	<b>33,980</b>	<b>5,473</b>	<b>4,881</b>	<b>10,178</b>	<b>13,448</b>	<b>33,980</b>	<b>0</b>	<b>0</b>	
<b>CUMULATIVE TOTAL</b>	<b>33,980</b>	<b>5,473</b>	<b>10,354</b>	<b>20,532</b>	<b>33,980</b>	<b>0</b>	<b>0</b>	<b>0</b>	



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



Report No: B/SPPC/15-21

Agenda Item: 16

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>26 AUGUST 2021</b>						
<b>Report Title:</b>	<b>CORPORATE RISK AND PERFORMANCE REPORT - QUARTER 1 2021/22</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</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 present the Board with a quarterly progress report on how we are performing against our strategic outcomes and objectives for scrutiny.						
<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 2021/22, 15 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 between 1 April and 30 June 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 2021/22. There are 27 Actions contained within the Plan.						
3.3.2	At the end of Quarter 1 (2021/22), the following progress has been reported: <ul style="list-style-type: none"> <li>• 20 actions were noted as progressing as planned (Green RAG Status)</li> <li>• 7 actions were noted as experiencing some slippage (Amber RAG Status)</li> </ul>						
3.3.3	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.						

3.3.4	Section 4 (Residual AOP Action 2020/21 Reporting) provides commentary on the 12 actions that were not completed within the timescale agreed within the previous 2020/21 Annual Operating Plan. This section also includes three actions where milestone due dates extend into the 2021/22 reporting period but where it was agreed that the full action would not be included in the 2021/22 Annual Operating Plan.
3.3.5	Section 5 (Residual AOP Action 2019/20 Reporting) provides commentary on the five actions that have been carried forward from the previous 2019/20 Annual Operating Plan. These actions have been marked red due to the slip in original timescale. This will only change when the action is completed.
3.4	<b>Our Corporate Measures</b>
3.4.1	As agreed within the Performance Management Framework, 15 measures will be reported to the Board to provide a high-level overview of our performance results.
3.4.2	Up to the end of Quarter 1, of the 15 measures identified: <ul style="list-style-type: none"> <li>• 6 measures are on track to meet their target (Green)</li> <li>• 2 measures are slightly off target (Amber)</li> <li>• 0 measures are off track to meet their target (Red)</li> <li>• 7 measures have no target but are being closely monitored (Blue)</li> </ul>
3.4.3	Further information on those measures which are off track or are of heightened interest are provided within the report.
3.5	<b>Our Projects</b>
3.5.1	The Corporate Risk and Performance Report 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 Change Committee. The information contained in this report is from the Programme Dashboard most aligned with the Quarter 1 reporting period.
<b>4</b>	<b>Recommendation</b>
4.1	The Board is invited to scrutinise the quarterly report and progress made against our strategic outcomes and objectives as detailed in Appendix A.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	This report includes high level Strategic Risk information. Links have also been made with actions of the Annual Operating Plan 2021/22 and the Corporate Risk Register. Any risks arising from any individual actions will be brought before Strategic Leadership Team (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 2021/22 contains actions which supports the Scottish Fire and Rescue Service's commitment to protecting the environment and achieving greater sustainability.

5.4 5.4.1	<b>Workforce</b> 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 5.5.1	<b>Health &amp; Safety</b> The Annual Operating Plan 2021/22 contains actions which supports SFRS commitment to health, safety and wellbeing.
5.6 5.6.1	<b>Training</b> There are no training implications arising from this report.
5.7 5.7.1	<b>Timing</b> This progress report covers the Quarter 1 period (1 April 2021 – 30 June 2021).
5.8 5.8.1	<b>Performance</b> Progress against the Annual Operating Plan is reported to the Senior Management Board, SLT and the SFRS Board.
5.9 5.9.1	<b>Communications &amp; Engagement</b> 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 5.10.1	<b>Legal</b> Delivery of the Annual Operating Plan meets with the requirements of the Governance and Accountability Framework.
5.11 5.11.1	<b>Information Governance</b> 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 5.12.1	<b>Equalities</b> 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 1 to the Board for scrutiny.
<b>7</b>	<b>Appendices/Further Reading</b>
7.1	Appendix A – Corporate Risk and Performance Report Quarter 1 Progress Report (2021/22)

<b>Prepared by:</b>	Louise Patrick, Temporary Performance and Strategic Planning Manager	
<b>Sponsored by:</b>	Richard Whetton, Head of Corporate 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 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>11 August 2021</i>	<i>For recommendation</i>
<i>Strategic Leadership Team</i>	<i>18 August 2021</i>	<i>For recommendation</i>
<i>SFRS Board</i>	<i>26 August 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 2021/22**

## **Quarter 1 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 its 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 data is on target.

Further details of our actions are contained in the [Annual Operating Plan 2021/22](#). 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 2020/21

This section provides commentary against those actions that have carried forward from the Annual Operating Plan 2020/21.

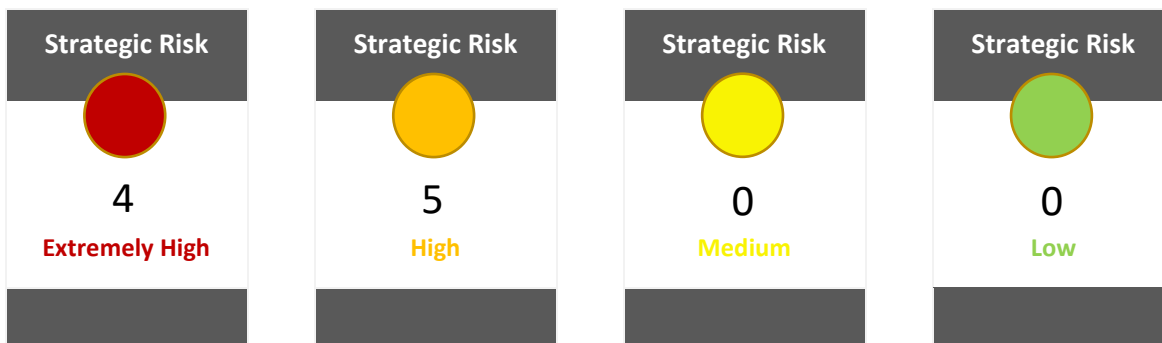
### Section 5 – Residual Annual Operating Plan Action 2019/20

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.

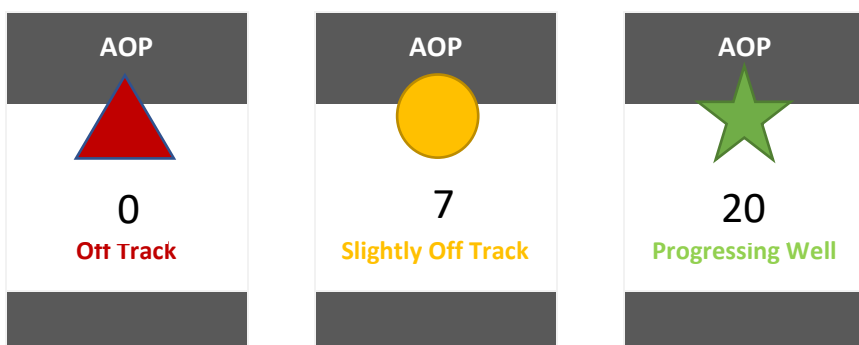
## Section 1: Executive Summary

### Strategic Risks Ratings Totals

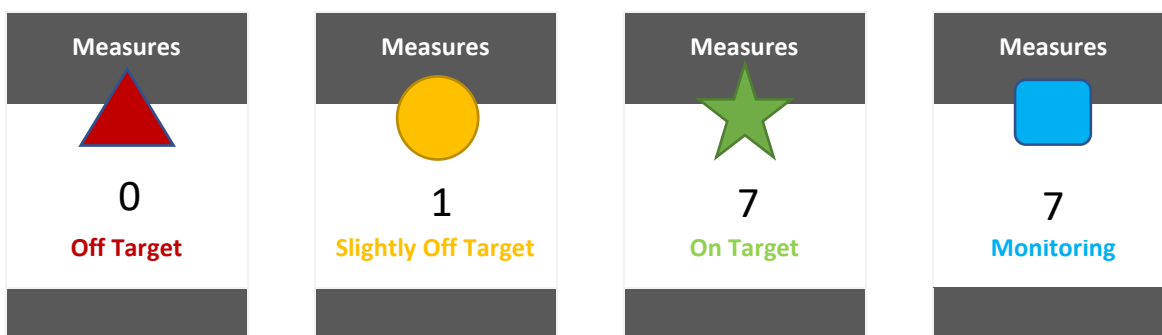


The latest Strategic Risk Update is [available here](#).

### 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 22)	RAG
Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences.	Service Delivery	01/04/2020	30/04/2022	70%	★
Manage the commissioning of the new SFRS museum.	Service Delivery	01/04/2020	31/11/2021	30%	●

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

The May 2021 Transformation Programme Dashboard is [available here](#).



**Home Fire Safety Visits**



**8,887**

On Target

YTD


As Covid restrictions continue to ease, our Home Fire Safety Visits have been able to resume for a broader range of properties and we see our figures increasing. Guidance on conducting HFSVs has been provided in the SFRS Response to Scottish Government Covid-19 Protection Levels. In all cases Local Senior Officer (LSO) Areas will 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 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.

**ADF Low Severity**




**463**

On Target

YTD

**ADF Medium Severity**




**517**

On Target

YTD

**ADF High Severity**



**71**

Slightly Off Track

YTD

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

High-severity fires have been decreasing over time. The figure is down on the three-year average but it is slightly off target.

**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 22)	RAG
Agree and implement a SFRS specific Fire Safety Enforcement (FSE) Competency Framework to align with national guidance.	Service Delivery	01/04/2021	31/03/2022	25%	★

**Non-Domestic Fires**



**368**

**On Target**

**YTD**

Non-Domestic Fires have returned closer to historical trend patterns. Quarter 1 returned a higher rate of occurrence than the previous three quarters but still reflects a long-term reduction in Non-Domestic Fires. We believe that the impact of Covid-19, and the associated restrictions on businesses, are no longer evident.

**Strategic Outcome 1: Prevention**


**Our collaborative and targeted prevention and protection activities improve community safety and wellbeing and support sustainable economic growth.**

**Objective 1.3 We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.**

*Performance Question: How effective are our prevention and protection activities?*

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
No Annual Operating Plan Action associated with this Strategic Objective.					

**ADF Casualties**




**89**

On Target

YTD

**Fire Fatalities**



**12**

Monitoring

YTD

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 of nearly 20% (provisionally) achieved.

Of the 12 fire fatalities, 10 occurred within dwellings. This remains a concern, as the figure is similar to previous totals, and the risk profile is comparable with previous years.

**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 22)	RAG
Review and revise the Unwanted Fire Alarm Signal (UFAS) Strategy.	Service Delivery	01/14/2020	31/03/2022	45%	★

**Unwanted Fire Alarm Signals**



**5,698**

**On Target**

**YTD**

Unwanted Fire Alarm incidents have seen an increase since last quarter.

Although these figures still reflect a reduction against the target set and are 'On Target', we do not yet know whether the gradual opening of businesses and education buildings, in line with the easing of Covid restrictions, will negatively impact this in future quarters.

**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	% Complete	RAG
No Annual Operating Plan Action associated with this Strategic Objective.					

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Community Risk Impact Model (formerly Futures Vision)	★	★	★	★
Station and Appliance Review	★	★	★	★

The May 2021 Transformation Programme Dashboard is [available here](#).

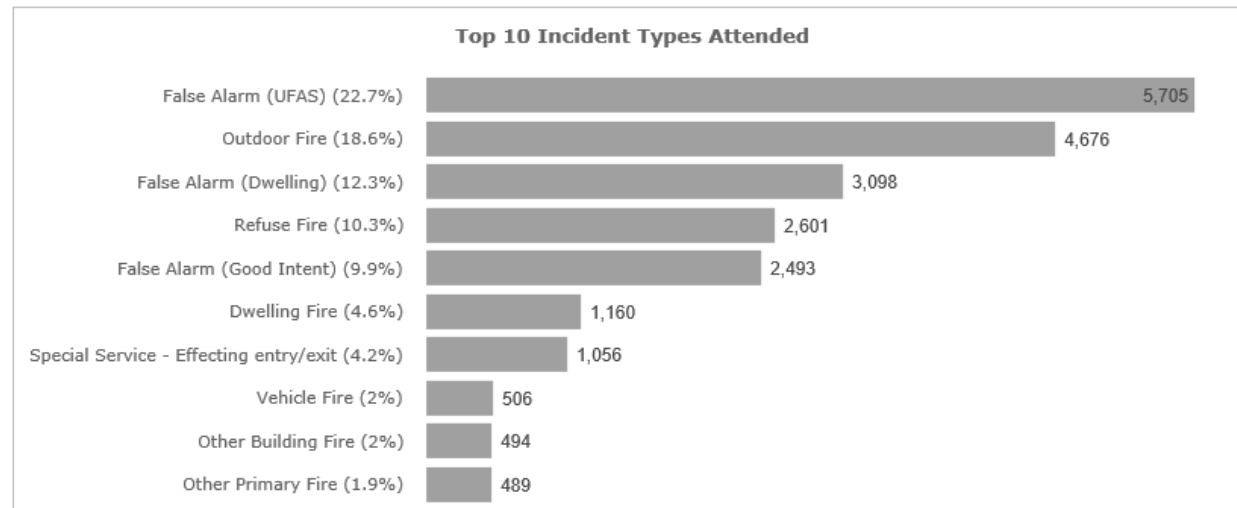
**Incidents Attended**



**25,150**

Monitoring

**YTD**



**Strategic Outcome 2: Response**

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

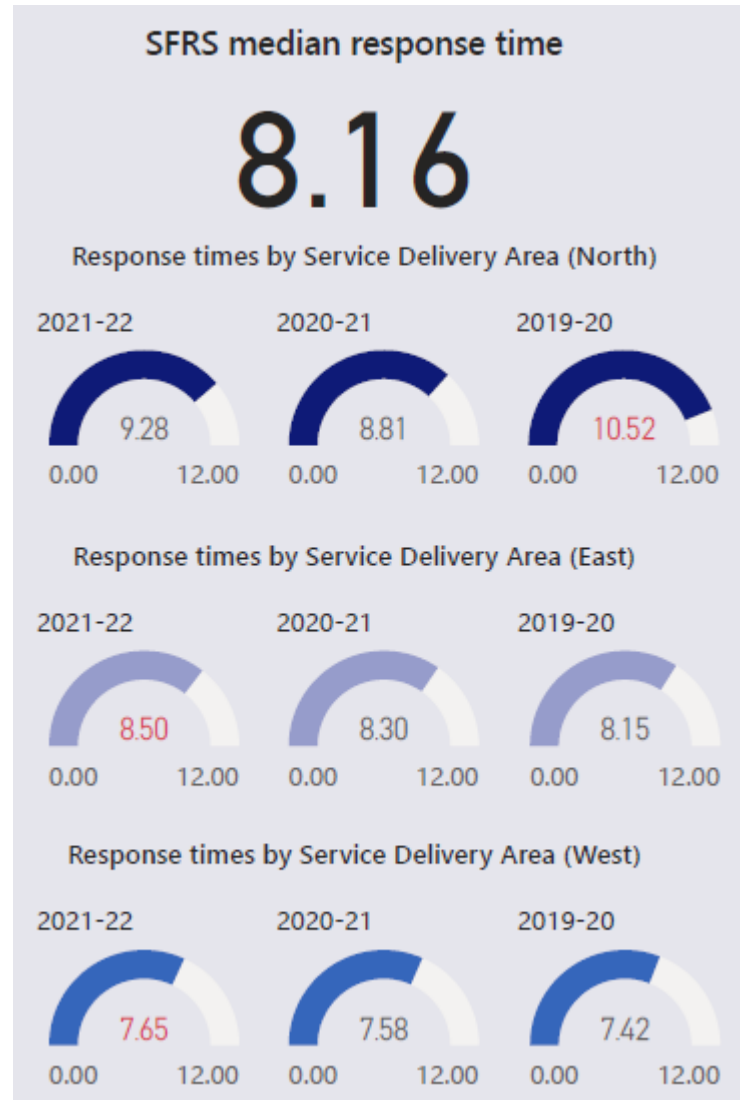
**Objective 2.2 We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology.**

*Performance Question: How will we demonstrate we are more flexible? How will we demonstrate we have modernised our preparation and response to emergencies? How effective and efficient is our emergency response?*

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Complete the development phase to produce and publish an SFRS Operations Strategy.	Service Delivery	01/07/2020	30/03/2022	25%	★
Plan and deliver a number of national events taking place across Scotland during 2021/22 to ensure that SFRS Operational Response remains resilient throughout these events.	Service Delivery	01/10/2019	31/03/2022	20%	★
Introduce a Clinical Governance regime for Operational Care.	Training, Safety & Assurance	01/04/21	28/02/2022	70%	★

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Demand Based Duty System	★	★	★	★

The May 2021 Transformation Programme Dashboard is [available here](#).



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.

Response times increased nationally against last year's first quarter by 12 seconds. A collaborative exercise involving Service Delivery and SPPC Data Services is currently looking at overall response time and aim to identify the factors driving regional increases.

Call Handling and Response times continue to vary across the country. Lower median call handling and response times are achieved in areas that are classed as 'urban' and 'accessible' under the Scottish Government urban rural classifications. We note that there is a negative impact on median times when incidents are more difficult to locate both for the operator dealing with a caller and for crews in determining the precise location requiring assistance. Increases in domestic tourism with people less familiar with their surroundings and the continued threat of increased rates of wildfire and flooding from climate change, are all factors that could affect our speed of response. The Service is aware that this is a continuing concern and cross directorate working is in place to establish the extent of the issue.

**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	% Complete	RAG
No Annual Operating Plan Action associated with this Strategic Objective.					

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Retained Volunteer Duty System (RVDS) Strategy	★	★	★	★

The May 2021 Transformation Programme Dashboard is [available here](#).

RDS Appliance Availability	WT Appliance Availability	Quarterly RDS availability varies cyclically each year because of seasonal differences in working patterns amongst other things. However, availability over the past five quarters has varied significantly due to crew availability during the Covid-19 pandemic.  * Due to technical issues causing a loss of data, the West Service Delivery Area Wholetime Appliance Availability figure is unavailable for Quarter 1. As such, this total only represents the North and East SDA totals. The national total is likely to be lower.
 <b>81%</b> On Target	 <b>97.8%*</b> Monitoring	
Latest	YTD	



**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	% Complete	RAG
No Annual Operating Plan Action associated with this Strategic Objective.					

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Command and Control Futures (phase 2)	▲	★	●	●
Emergency Services Network	●	Unknown	★	★

The May 2021 Transformation Programme Dashboard is [available here](#).

### SFRS median call handling time

# 1.30

#### Call Handling Times by Service Delivery Area (North)



#### Call Handling Times by Service Delivery Area (East)



#### Call Handling Times by Service Delivery Area (West)



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 and Response times continue to vary across the country. Lower median call handling and response times are achieved in areas that are classed as 'urban' and 'accessible' under the Scottish Government urban rural classifications. We note that there is a negative impact on median times when incidents are more difficult to locate both for the operator dealing with a caller and for crews in determining the precise location requiring assistance. Increases in domestic tourism with people less familiar with their surroundings and the continued threat of increased rates of wildfire and flooding from climate change, are all factors that could affect our speed of response. The Service is aware that this is a continuing concern and cross directorate working is in place to establish the extent of the issue.

**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 22)	RAG
Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	People and Organisational Development	01/10/2019	30/09/2023	15%	★
Deliver Strategic Workforce Planning and Resourcing.	People and Organisational Development	01/04/2020	31/03/2023	50%	●

**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 22)	RAG
Develop, implement and review the SFRS approach to Talent Management and Development which identifies and develops capacity and capability at all levels.	People and Organisational Development	01/10/2019	30/09/2022	15%	★

**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 22)	RAG
Implement the Mental Health Strategy to promote and mainstream positive mental health.	People and Organisational Development	01/04/2021	30/03/2023	30%	★
Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Training, Safety and Assurance	01/04/2021	28/02/2022	15%	●
Strengthen arrangements to help support and improve staff general wellbeing to safely and effectively undertake their roles.	People and Organisational Development	01/04/2020	31/03/2024	50%	●

**RIDDOR Injuries**



**2**

**Monitoring**

**YTD**

**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 22)	RAG
Develop a SFRS Communications and Engagement Strategy for 2021 – 2023.	Strategic Planning, Performance and Communications	01/07/2021	30/03/2022	50%	★

**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 22)	RAG
Implement robust sustainable arrangements for the mainstreaming of equality, diversity, inclusion and human rights.	People and Organisational Development	01/04/2020	31/03/2022	65%	★
Implement Year 2 Actions from the Carbon Management Plan 2020-2025.	Finance and Contractual Services	01/04/2021	31/03/2022	40%	★
Develop formal Fleet Strategy 2022-2032 with clear links to the Carbon Management Plan 2022 – 2025 and associated strategies.	Finance and Contractual Services	01/05/2021	31/01/2022	0%	●
Complete decommissioning of fuel sites identified as environmental concerns surplus.	Finance and Contractual Services	01/02/2021	28/02/2024	70%	★

**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 22)	RAG
Maintain and develop robust Cyber Security minimising the opportunity for cyber-attack on SFRS ICT architecture and systems.	Service Development	01/04/2021	31/03/2022	45%	★
Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Finance and Contractual Services	01/04/2021	31/03/2022	30%	●
Review the SFRS Corporate Governance Framework.	Strategic Planning, Performance and Communications	01/04/2021	31/03/2022	20%	★

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Protection Vulnerable Groups (PVG) Scheme	★	★	★	★

The May 2021 Transformation Programme Dashboard is [available here](#).



**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 22)	RAG
Implement the new Wide Area Network.	Service Development	01/04/2021	31/03/2022	50%	★
Develop and publish the SFRS Digital Strategy 2021-2024.	Service Development	01/04/2021	31/12/2021	25%	●
Implement Employee Self Service (ESS) for all employees within iTrent as a precursor to future development within the PTFA project.	Finance and Contractual Services	01/03/2021	31/12/2021	60%	★

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	★	★	★	★

The May 2021 Transformation Programme Dashboard is [available here](#).

**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 22)	RAG
Develop the structure of the Service Development Directorate to support the delivery of the SFRS change ambitions and change portfolio.	Service Development	01/04/2021	31/03/2022	60%	★
Implement a Portfolio, Programme and Project approach to managing change across the SFRS.	Service Development	01/11/2020	31/03/2022	40%	★
Create a structure for Service Delivery that recognises the relationship between its Functions.	Service Delivery	01/09/2020	31/03/2022	70%	★

### Section 3: Exception Reporting: Annual Operating Plan Actions 2021/22

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.

Objective	Annual Operating Plan Action	Directorate	Due Date	RAG	Commentary Update
1.1	Manage the commissioning of the new SFRS museum.	Service Delivery	31/11/2021	●	<p>Layout and exhibits for the Museum have been identified and agreed. A tender process has been undertaken to identify a contractor who will fit out the Museum. A Volunteer Experience Team leader has been recruited and the heritage collection has been moved from its current location at Maddiston to new site at Dunlop Square (Livingston).</p> <p>Construction and fit out of Museum will now commence in October/November (original due date was September, after that point volunteer recruitment is expected to commence in December 2021).</p> <p>It is anticipated that the opening of the Museum to the public will slip from November 2021 to early 2022.</p> <p><b>This action is marked amber due to a slip in milestone timescales</b></p>
3.1	Deliver Strategic Workforce Planning and Resourcing.	People & Organisational Development	30/03/2023	●	<p>Our workforce planning team has been strengthened to add additional capacity and improvement in this area. During the pandemic, the team has supported Service Delivery by monitoring crewing against our target operating models (TOM), which has provided support to managing operational availability and driving down costs. Additional effort and resource has also been put in ensuring resourcing recovery from the impact of the pandemic, including a dedicated manager and additional team members.</p> <p>The team is currently placing particular focus on RVDS with a number of workstreams reviewing the process and seeking continuous improvement.</p> <p><b>This action is rated amber to reflect that recovering our TOM has remained a challenge due to COVID restrictions.</b></p>

3.3	Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Training, Safety and Assurance	28/02/2022	●	<p>Development of modules for SFRS Health and Safety Management system are ongoing. Event Reporting and Display Screen Equipment (DSE) assessments are complete. The reporting functionality associated with both modules is undergoing further enhancements at present and, as such, the launch date for DSE assessments has been delayed.</p> <p>Development of Premise Inspection, Workplace Transport, and Risk Assessment is nearing completion.</p> <p><b>This action has been marked amber due to a slight slip in two milestone due dates and the knock-on effect this may have on the remaining three milestones.</b></p>
3.3	Strengthen arrangements to help support and improve staff general wellbeing to safely and effectively undertake their roles.	People and Organisational Development	31/03/2024	●	<p>Progress against the research project to inform fire ground fitness is progressing well. Phase one of the Fire Ground Fitness Research Project commenced with establishment of the technical panel to identify task simulations that will comprise the new FF Simulation Test.</p> <p>In years 1-4 of the 5 year clinical governance action plan, 88 actions of 144 are complete with 25 being completed in Quarter 1. Conflicting work priorities within the team may impact on the ability to deliver all actions due for years 1-4 by the end of Quarter 4.</p> <p><b>Due to the concern over conflicting work priorities and ability to deliver against existing timescales, this action has been given an amber status.</b></p>
4.1	Develop formal Fleet Strategy 2022-2032 with clear links to the Carbon Management Plan 2022 – 2025 and associated strategies.	Finance and Contractual Services	31/01/2022	●	<p>Due to ongoing Covid issues and operational demands there has been limited available capacity to commence this action. However, this will become a priority during July/August to bring it back on target.</p> <p><b>This action has been given an amber status to reflect the slip in timescales.</b></p>
4.2	Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Finance and Contractual Services	31/03/2022	●	<p>The review is in progress and discussions are underway with all Local Government Pension Scheme providers and Scottish Government. It is anticipated that these discussions will slip from June 2021 into August 2021. Initial information gathering is in progress with Visit Scotland who have completed this exercise and engagement with actuaries on scoping of this exercise is currently underway.</p> <p><b>Due to the slip in milestone timescales, this action has been given an amber status.</b></p>

4.3	Develop and publish the SFRS Digital Strategy 2021-2024.	Service Development	31/12/2021	●	<p>There has been a minor delay on the first milestone to complete research and development of the Digital Strategy. It is anticipated that further research will be carried out for a further month. The schedule for engagement and approval of the Strategy has been agreed by the Digital Board and it is anticipated that the overall due date will still be reached.</p> <p><b>Due to the minor slip in milestone timescales, this action has been given an amber status.</b></p>
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## Section 4: Residual AOP Action 2020/21 Reporting

*\*Some actions in this residual reporting section are also included in this year's plan (where the action spans more than one year). This section of the report details the outstanding activities from the previous year's Annual Operating Plan (2020/21). Where this is the case, to offer further clarity, the outstanding milestones associated with the action from the 2020/21 reporting year have been detailed to allow scrutiny of the overdue work packages.*

*This section also includes uncompleted actions from last year's AOP (2020/21) that were not carried forward into this year's Plan (2021/22)*

Objective	Annual Operating Plan Action: Outstanding Milestone	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
1.3	<p><b>Undertake a review of the structure of the Fire Investigation section to ensure the most effective and efficient model is in place.</b></p> <p><i>*Action not carried forward into AOP 2021/22 but was not fully completed in 2020/21. Included within this section of the report for completeness reporting.</i></p>	Service Delivery	30/09/2021	N/A	●	<p>A paper to implement the findings of the structural review is pending submission to the Strategic Leadership Team for final option approval. Once approved by the Strategic Leadership Team, the selected option can be developed for implementation. The paper is scheduled for the August Strategic Leadership Team meeting.</p> <p><b>This action is marked amber due to a slip in milestone timescales.</b></p>
3.1	<p><b>Harmonise Instructor Terms and Conditions: Consultation period and finalisation of agreement.</b></p> <p><i>*Outstanding milestone from 2020/21</i></p>	Training, Safety and Assurance	31/12/2020	N/A	★	<p>New Instructor Terms and Conditions will be implemented on 01 July 2021 following the introduction of a collective agreement and supporting policy which was developed in collaboration between People and Organisational Development, the Training Function and the Fire Brigades Union. Engagement sessions have been completed with Instructors and managers within the Training Function and Service Delivery who have training responsibilities.</p> <p><b>This action is now complete and has been marked green.</b></p>
3.1	<p><b>Review, revise and implement Pay and Reward Frameworks which ensure SFRS pay, terms and conditions are fair, transparent and attractive and remain</b></p>	People & Organisational Development	31/03/2021	31/03/2022	●	<p>A series of engagement events were held with RVDS staff during Quarter 1, enabling managers to discuss the SFRS offer with them. Communications were issued for RVDS staff regarding progress made and further preparations were made to support implementation should agreement be reached. Whilst the Fire and Rescue Services Association have accepted this offer on behalf of their members, SFRS are still awaiting ballot dates from the Fire Brigades Union in order to progress. Should collective agreement be</p>

	<p><b>fit for purpose:</b> <i>Progress consultation and negotiation to implement harmonised terms and conditions for Retained Duty System (RDS) staff.</i></p> <p><i>*Outstanding milestone from 2020/21</i></p>					<p>reached on the offer, the unexpected delay regarding the FBU ballot will impact on implementation dates.</p> <p><b>A revised due date which includes the time taken to implement the revised T&amp;Cs has been provided. This action is amber due to the slip in original timescales.</b></p>
3.2	<p><b>Strengthen SFRS approach to Talent Management and Development which identifies and develops capacity and capability at all levels:</b> <i>Review Learning Needs Analysis arrangements to enhance links to organisational annual planning approach.</i></p> <p><i>*Outstanding milestone from 2020/21</i></p>	People & Organisational Development	31/03/2021	N/A	★	<p>The revised Learning Needs Analysis (LNA) process for 2021-22 and supporting internal learning and leadership development arrangements aligning the LNA to the organisational annual planning approach were approved in Quarter 1.</p> <p><b>This action is now complete and has been marked green.</b></p>
3.4	<p><b>Implement recommendations from the internal communications review.</b></p> <p><i>*Full action overdue</i></p>	Strategic Planning, Performance & Communications	31/03/2021	31/12/2021	▲	<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 broadcasts has been completed 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>A revised due date has been provided. This action is red due to the slip in original timescales and the limited progress that has been made against the milestones.</b></p>
4.1	<p><b>Support, promote and monitor the</b></p>	People & Organisational	31/03/2021	31/03/2022	●	<p>The revised Dignity and Respect Policy and supporting procedure has progressed through relevant governance routes and is now out for first</p>

	<p><b>development of a positive transparent working culture that is aligned with SFRS values:</b> <i>Implement the outcomes of a review of the SFRS approach to Bullying, Harassment and Discrimination and develop a plan to address the culture of bullying and harassment suggested within the 2018 staff survey results.</i></p> <p><i>*Outstanding milestone from 2020/21</i></p>	Development				<p>consultation. An associated toolkit and training packages are also being developed to support the revised policy arrangements. It is anticipated that these will be completed later in 2021/22.</p> <p><b>A revised due date which includes the provision of the Policy, Toolkit and training packages has been provided. This action is amber due to the slip in original timescales.</b></p>
4.2	<p><b>Maintain and develop robust Cyber Security minimising the opportunity for cyber-attack on SFRS ICT architecture and systems:</b> <i>Roll out multi-factor authentication.</i></p> <p><i>*Outstanding milestone from 2020/21</i></p>	Service Development	30/09/20	31/10/2021	●	<p>Procurement of tokens for Multi Factor Authentication in Control and Service Delivery is underway and it is expected that the process will be completed by October 2021.</p> <p><b>A revised due date has been provided. This action is amber due to the slip in original timescales.</b></p>
4.3	<p><b>Review and implement the New Fleet Strategy, including charging infrastructure, in dealing with Climate Change across SFRS.</b></p> <p><i>*Full action overdue</i></p>	Finance & Contractual Services	31/03/2021	TBC	●	<p>A 2021/2022 business case was presented to Transport Scotland for consideration of circa £3.4M funding to meet strategic fleet objectives. A revised due date for the action will be provided once a decision has been received from the business case. In the meantime, the roll out of the electric car fleet is progressing well.</p> <p><b>This action awaits a revised due date and has been marked amber due to the slip in original timescales.</b></p>
4.3	<p><b>Deliver the Phase 1 of the Portlethan Refurbishment Programme.</b></p> <p><i>*Full action overdue</i></p>	Finance & Contractual Services	31/03/2021	31/07/2021	●	<p>This action is progressing well and will be completed by July 2021.</p> <p><b>A revised due date has been provided. This action is amber due to the slip in original timescales.</b></p>



4.4	<p><b>Implement Portfolio, Programme and Project approach to managing change across the SFRS: Implement Project Management Module.</b></p> <p><i>*Outstanding milestone from 2020/21</i></p>	Service Development	31/03/2021	N/A	▲	<p>The Portfolio Office is currently under road map development and, as such, it is likely that this milestone will no longer be relevant moving forward. It is anticipated that a new action will supersede this milestone by the next reporting quarter. At this point, it will be proposed that this action is closed off.</p> <p><b>Until that time, the action will have a red RAG status due to slip in timescale and lack of progress.</b></p>
4.4	<p><b>Review our approach to the recording and use of incident data, including our use of the Incident Recording System (IRS).</b></p>	Service Development	31/05/2021	31/03/2022	●	<p>Options for SFRS regarding continuation or replacement of the Incident Recording System are being investigated and demonstrated to key users.</p> <p><b>A revised due date has been provided. This action is amber due to the slip in original timescales.</b></p>
4.4	<p><b>Coordinate the statutory review of Local Fire and Rescue Plans: Support Local Senior Officers to revise and publish Local Plans in line with review outcomes.</b></p> <p><i>*Outstanding milestone from 2020/21</i></p>	Strategic Planning, Performance & Communications	31/03/21	31/12/2021	●	<p>19 of the 32 Local Plans have been approved at local Scrutiny and have been published on the SFRS website. The remaining have all been developed but are awaiting approval at Scrutiny/Council level.</p> <p><b>A revised due date has been provided. This action is amber due to the slip in original timescales.</b></p>

## Section 5: Residual AOP Action 2019/20 Reporting

Objective	Annual Operating Plan Action	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
1.2	Design and implement revised Fire Investigation (FI) Delivery Model.	Service Delivery	31/03/2020	31/03/2023	▲	<p>The design is complete and implementation is pending Strategic Leadership Team Restructure option approval.</p> <p><b>A revised due date which includes time for implementation has been provided. This action is red due to the slip in original timescales.</b></p>
2.1	Ensure resilient command cover throughout Scotland by monitoring, reviewing and updating our Flexible Duty Officer (FDO) policies and procedures.	Service Delivery	31/03/2020	30/09/2021	▲	<p>Flexi Duty Officer (FDO) policy work has been delayed due to COVID-19 response.</p> <p>The 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.</p> <p>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>A revised due date is to be confirmed. This action is red due to the slip in original timescales.</b></p>
2.3	Deliver updated documentation to ensure effective uniformed staffing management.	Service Delivery	31/03/2020	31/03/2022	▲	<p>Due to the COVID-19 pandemic, rostering Safe Systems of Work and procedures were continually monitored and reviewed to protect the H&amp;S of personnel.</p> <p>The updated 5 Watch Duty System Policy and Guidance went live in January 2021.</p> <p>A Stakeholder team has been established to ensure accurate information on rostering systems to support the go-live of Command and Control Futures project.</p> <p><b>A revised due date is to be confirmed. This action is red due to the slip in original timescales.</b></p>
3.3	Facilitate the implementation of the SFRS Management of Risk at Operational Incidents Framework.	Training, Safety and Assurance	31/03/2020	31/03/2022	▲	<p>Due to the impact of Covid-19 in the last financial year, this area of work was deferred. Good progress has been made this financial year with proposals for the implementation of the Framework agreed in principle with the Director of Training, Safety and Assurance Directorate. Further enhancements are being made to the proposals prior to progression to the Strategic Leadership Team for decision. Strategic Leadership Team approval will be sought in Quarter 3. Engagement with business partners will commence in Quarter 4 with implementation most likely governed by the review dates on identified SFRS policies.</p> <p><b>A revised due date has been provided. This date reflects the</b></p>

						<b>commencement of implementation. This action is red due to the slip in original timescales.</b>
3.4	Review and improve how SFRS captures and reports on compliments and complaints: <i>Engage with Local Senior Officers to capture compliment and complaint information at a local level.</i>	Strategic Planning, Performance and Communications	31/03/2020	N/A	★	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. Work to implement the new system will carry into 2021/22, however, the outstanding milestone to engage with LSOs has been completed.  <b>This action is now complete.</b>

**SFRS DRAFT BOARD FORWARD PLAN**

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<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> <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 (linked to SDC update SS)</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> </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> </ul>
<p align="center"><b>16 December 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>•</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>• Final Report for Grenfell Fire</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Budget Strategy 2022-23</li> <li>• AFA Final Option (UFAS)</li> </ul>

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
	<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>				
<p style="text-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</li> <li>• 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> </ul>