21 October 2021

TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Dear Member

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

Date: Thursday 28 October 2021

Time: 1000 hours

Venue: Conference Facilities

The business for the meeting is detailed overleaf.

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

Yours sincerely

Kirsty L Darwent

KIRSTY DARWENT
Chair

Please note that this meeting will be recorded and published on the SFRS Website.

PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE

THURSDAY 28 OCTOBER 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 26 AUGUST 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.

Please note that this meeting will be recorded and published on the SFRS Website.

9 CHIEF OFFICER'S REPORT *(attached)* *M Blunden*

The Board is asked to note the Chief Officer's Report.

10 COMMITTEE REPORTS:

The Board is asked to note the following updates:

10.1 ***Change Committee***
- *Draft Minute of Meeting: 5 August 2021 (attached)* *F Thorburn*

10.2 ***Audit & Risk Assurance Committee*** *B Baverstock*
- *Update of Meeting: 14 October 2021 (verbal)*

10.3 ***People Committee:***
- *Draft Minute of Meeting: 9 September 2021 (attached)* *M Wylie*

10.4 ***Service Delivery Committee****:*
- *Draft Minute of Meeting: 1 September 2021 (attached)* *N Barr*
- *Grenfell Tower Fire Update Report - C/SDC/20-21 (verbal)* *S Stevens*

11 BOARD FORWARD PLAN SCHEDULE 2022/23 *(attached)* *M McAteer*

The Board is asked to approve the report.

12 SFRS LONG TERM STRATEGIC VISION: UPDATED DOCUMENT AND FINAL ENGAGEMENT DETAIL *(attached)* *M McAteer*

The Board is asked to approve the report.

13 RISK MANAGEMENT POLICY *(attached)* *J Thomson*

The Board is asked to approve the report.

14 ANTI-FRAUD AND CORRUPTION POLICY *(attached)* *J Thomson*

The Board is asked to approve the report.

15 CAPITAL MONITORING REPORT 2021/22 – SEPTEMBER 2021 (*attached)* *J Thomson*

The Board is asked to approve the report.

16 RESOURCE BUDGET MONITORING REPORT – SEPTEMBER 2021 *(attached)* *J Thomson*

The Board is asked to scrutinise the report.

17 RESOURCE BUDGET OUTTURN REPORT - **MARCH 2021** *(attached)* *J Thomson*

The Board is asked to scrutinise the report.

Please note that this meeting will be recorded and published on the SFRS Website.

18 **CAPITAL BUDGET OUTTURN REPORT 2020/21** *(attached)* *J Thomson*

The Board is asked to scrutinise the report.

19 **SFRS COVID COINS** *(attached)* *M McAteer*

This report is for information only.

20 **RISK THEMES** *(verbal)* *K Darwent*

The Board is asked to reflect on any risk themes identified during this meeting.

21 **FORWARD PLAN** *(attached)* *A Cameron*

The Board is asked to note the update.

22 **DATE OF NEXT MEETING**
Thursday 16 December 2021

PRIVATE SESSION

23 **MINUTES OF PREVIOUS PRIVATE MEETING: THURSDAY 26 AUGUST 2021** (***attached)*** *K Darwent*

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

24 **DRAFT ANNUAL REPORT AND ACCOUNTS 2020/21** (***attached)*** *J Thomson*

The Board is asked to approve the report.

Please note that this meeting will be recorded and published on the SFRS Website.

DRAFT - OFFICIAL

Agenda Item 5

PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 26 AUGUST 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Kirsty Darwent, Chair (KD)
Stuart Ballingall (SB)
Steve Barron (SBa)
Lesley Bloomer (LBl)
Malcolm Payton (MP)
Tim Wright (TW)
Fiona Thorburn, Deputy Chair (FT)
Nick Barr (NB)
Brian Baverstock (BB)
Angiolina Foster (AF)
Paul Stollard (PSt)
Mhairi Wylie (MW)

IN ATTENDANCE:

Martin Blunden (MB)	Chief Officer
Ross Haggart (RH)	Deputy Chief Officer
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
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
Hilary Sangster (HS)	Group Commander Business Support
Alasdair Cameron (AC)	Group Commander Board Support
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS:

Derek Smith, Scottish Government
Chris McGlone, Fire Brigades Union

1 CHAIR'S WELCOME

1.1 KD opened the meeting and welcomed those participating via MS Team, in particular new Board Members, Stuart Ballingall, Steve Barron, Angiolina Foster and Paul Stollard to their first Board meeting and observers from Scottish Government and Fire Brigades Union.

1.2 On behalf of the Board, KD offered congratulations to Angiolina Foster on her recent appointment as the Chair of Public Health Scotland.

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

1.4 On request, direct public access to observe meetings was now available, however, meetings would still be recorded and published on the public website

2 APOLOGIES

2.1 Liz Barnes, Director of People and Organisational Development
John Dickie, Assistant Chief Officer, Director of Training, Safety and Assurance
Iain Morris, Acting Director of Asset Management

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

3.1 The Board agreed that the *Annual Performance Review Report 2020/21* and the *Request for Settlement of Insurance Claim* would be taken in private due to confidential matters (Standing Order 9G) and matters relating to an individual (Standing Order 9A).

4 DECLARATION OF INTERESTS

4.1 None.

5 MINUTES OF PREVIOUS MEETING:

5.1 **Thursday 24 June 2021**

5.1.1 The following amendments were noted and agreed:

Item 11 Audit and Risk Assurance Committee – Date of next public meeting to be amended to 8 July 2021.

Item 15 Resource Budget Monitoring Report May 2021 – The following text to be added to more accurately reflect the fuller discussion "*The Board acknowledged the restricted timeline, however, where possible the Service should seek to avoid this difficulty and this would be discussed further at a future Strategy Day."*

5.2 **Subject to the above amendment being made, the minutes of the meeting held on 24 June 2021 were approved as a true record of the meeting.**

6 ACTION LOG

6.1 The Board considered the action log, noted the updates and agreed the removal of completed actions.

6.2 It was agreed that the closing statement for Item 16.4 (Combined Risk and Performance Q3 Progress Report) would be amended to provide clarity of the meeting being referenced.

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

7 DECISION LOG

7.1 The Board considered the Decision Log.

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

8 CHAIR'S REPORT

8.1 The Chair presented her report noting events which had occurred since the Board meeting held on 24 June 2021. The following key points were highlighted:

- Attendance at Kilbirnie Street Memorial event on 25 August 2021 to mark the 49th anniversary of the tragic incident.
- Meeting with the Minister of Community Safety and Scottish Government colleagues to appraise them of the future vision and direction of the Service. Further details will be shared with the Board at the Strategy Day on 30 September 2021.
- Met with new Board members along with the Deputy Chair, to ascertain their initial impressions of the Service and the main themes would be carried forward to future strategy days.

8.2 KD briefed the Board on the successful multi-agency Vepsish exercise, held on 27 July 2021, in preparation for Conference of Parties (COP) 26 which proved to be a valuable learning opportunity for all agencies involved.

8.3 **The Board noted the report.**

9 CHIEF OFFICER'S REPORT

9.1 The Chief Officer presented his report noting events which had occurred since the Board meeting held on 24 June 2021. The following key points were highlighted:

- Met with Minister of Community Safety (11 August) to discuss the recent tragic drowning incidents and to provide assurance that the Service were committed to assist in reducing incidents of this nature.

9.2 MB briefed the Board on the Future Vision Course he attended, facilitated by Birmingham Leadership Institute, for both public and private sector UK Chief Executives which explored modern leadership, challenges, successes and learning. A report would be submitted to the Remuneration, Appointments and Nominations Sub Committee in December 2021 to both update and provide clarity on the outcomes of the course.

9.3 The Chief Officer provided a further update on the following key areas:

- Service continues to support and assist Scottish Ambulance Service with the provision of drivers.
- Updated on the recent major incident on George IV Bridge, Edinburgh, which despite the complex and challenging nature, was handled in an exemplary manner by all those involved.
- Key areas of risk were Command and Control Futures (CCF), Marauding Terrorist Attacks (MTA), COP26 and health and wellbeing of staff. Substantive updates were provided at a previous Strategy Day (30 July 2021). The risks associated with CCF remains high. The Digital Audit Office have undertaken an audit and their report would be provided to the Strategic Leadership Team in due course.
- Potential emerging risk related to the Service's ability to fully spend the Capital budget within the current financial year as a result of Covid. The potential impact on the capital programme would be discussed further at a future Strategy Day.

9.4 **The Board noted the report.**

10 DEPUTY CHIEF OFFICER'S CHANGE PORTFOLIO UPDATE

10.1 RH updated Members regarding Change Portfolio matters which had occurred since the Board meeting held on 24 June 2021, highlighting the following:

- Change Committee workshop held on 20 July 2021, which was led by Andy Main, Head of Portfolio Office. The workshop included:
  - An overview and assessment of the Portfolio Office in terms of maturity.
  - Key opportunities for development were:
    - Design/develop standard Project Portfolio Management change lifecycle framework.
    - Creation of a dependency management approach.
    - Develop a suite of reports in conjunction with Change Committee.
    - Design a programme management allocation model to support career development.
    - Strengthen approach to finance and relationships with financial partners.
    - Identification of Portfolio Management Tools to improve performance (interim basis).
    - Developing our approach to resource capacity planning.
    - Development of a digital strategy for the Portfolio office, in relation to knowledge management system.
  - Development of roadmap to support the delivery of improvements within the Portfolio Office.

- Identification and integration of quick wins within the wider programme of change.
- Indicative potential structures (interim, medium and long term) to support the development of Portfolio Office.

10.2 The Board asked whether there was an identified clear definition of what change was within the Service. RH indicated that the Service currently had several high-level programmes of work/individual projects and overarching these there was a need to refresh the strategy for change, to refresh and strengthen the approach to a portfolio at a strategic level to fully understand the significant changes proposed going forward. RH noted that this would link with the Future Vision.

10.3 The Board asked whether the Service intended to develop a clear set of criteria to assist the formal transition from change into business as usual. RH noted that the Service had criteria which helped to identify significant change, directorate managed projects or business as usual, however, this needed to be developed further and would be progressed through the development of the change lifecycle work.

10.4 RH stated that the development work would take approximately 18 months.

10.5 PS informed the Board that the development of the change cycle was a key priority and it was anticipated that this would be finalised within approximately 2-3 months.

10.6 RH assured the Board that any identified changes/improvements, eg suite of documentation, would be applied to support existing ongoing programmes/projects.

10.7 Board members who attended the Change Committee workshop commended the professionalism, enthusiasm and level of work undertaken by the Portfolio Office, as well as the commitment from the Strategic Leadership Team to enhance this function.

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

11 COMMITTEE UPDATES

The Board approved the following changes to the Committee structures with immediate effect:

- Fiona Thorburn would stand down from the Service Delivery Committee and join the People Committee.
- Angiolina Foster would stand down from the People Committee and join the Service Delivery Committee.

11.1 **Change Committee (CC)**

11.1.1 FT reported that the Committee held a public meeting on 5 August 2021 and provided a verbal update, highlighting the following:

- Informative workshop on 20 July 2021 noting the previous good work and additional resources within the Portfolio Office.
- Review of Committee's Annual Value Added Statement.
- Change request presented for the Safe and Well project.
- Emergency Service Network project reported a slippage in timeline.
- Updated change requests and project dossiers relating to the Service Delivery Model Programme.
- Update on the People, Training, Finance and Assets Systems (PTFAS) including the willingness to talk and listen to frontline staff/end users on what was actually required, emphasis on adopting rather than adapting software packages and the importance of providing training and assistance to staff to support the adoption.
- Update on McDonald Road Refurbishment project.

- Update on Command and Control Futures project. A separate session has been arranged to provide some additional background to new Committee Members, Angiolina Foster and Stuart Ballingall, and also to provide an opportunity for them to share their previous experiences.

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

11.2 **Audit and Risk Assurance Committee (ARAC)**

11.2.1 BB noted that the Committee held a public meeting on 8 July 2021 and referred the Board to the attached draft minutes. He highlighted the following:

- Comprehensive Annual Governance Statement which was an exemplar across the public sector.
- Internal Audit Annual Report 2020/21 highlighted the completion of all audits during a particularly challenging year which was testament to the auditors and the Service. Overall opinion that the Service had a framework of governance, risk management and controls that provides reasonable assurance regarding the effective and efficient achievement of objectives. Some known areas of improvement regarding ICT, data security and asset management were noted and being addressed.
- Final Audit reports presented for SFRS Expenses Policy, SFRS Procurement and Tendering, Estates Asset Management and Maintenance, Operational Equipment. Overall content with actions already being taken to address the recommendations made.
- Review of Strategic Risk Register noting the appreciation of the Committee on the development and embedding of the new system of risk management.
- Comprehensive HMFSI Annual Report noting the commitment to strengthen relationships and to support continuous improvement within the Service.

11.2.2 **ARAC Annual Report to the Board and Accountable Officer**

BB presented the report to the Board which confirmed the Committee gained assurances from audit activity, met their Committee terms of reference and the Committee have the necessary skill set to undertake their role. In conclusion, the Committee were assured that the Service continues to operate effective risk management, internal controls and governance.

11.2.3

BB noted potential future focus for the Committee, including cyber security, impact of Covid and implications on risk.

11.2.4

The Board noted the draft minutes and the Annual Report to the Board and Accountable Officer.

11.3 **People Committee (PC)**

11.3.1 The next meeting of the Committee is scheduled for 9 September 2021.

11.4 **Service Delivery Committee (SDC)**

11.4.1 NB reported that the Committee held a public meeting on 26 May 2021 and noted that the draft minutes were previously circulated and discussed. The next meeting of the Committee was scheduled for 1 September 2021 and highlighted the business being presented:

- New and improved format for performance reporting.
- Updates report will be presented for HMFSI Audit Reports, Unwanted Fire Alarm Signals (UFAS) review project, clinical governance and Grenfell Tower.
- Specific report on Automatic External Defibrillators (AED).
- Risk Spotlight on SD005 Water Supply.
- Presentation on the Operational Strategy review within the Service Delivery Directorate.

- Annual Complaints report to review handling and statistics.
- Private workshop on Fire Safety Enforcement, invitation extended to all Board members.

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

12 ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1 APRIL 2020-31 MARCH 2021

12.1 JT presented a report to the Board seeking approval for the Annual Procurement Report for the period 1 April 2020 – 31 March 2021 noting the Service's requirement to prepare and publish under the Procurement Reform (Scotland) Act 2014. Following approval, the report would be published no later than 31 August 2021. He highlighted the following:

- Thirty-four regulated procurements, totalling £42.8million, were awarded.
- Collaborative contracts accounted for 83% of procurement spend.
- Continue to invest in procurement resources to support service delivery.
- Small/Medium Enterprises (SME) represented 62% of the overall supplier base and 46% of the total spend was with Scottish suppliers.
- Total cashable savings amounted to £1.77million.
- Reduction of £0.500million on non-contract spend.

12.2 The Board commented on the positive report and asked for consideration to be given to include some previous year's comparable data. JT noted that the annual procurement report was a legislative document with set criteria which had to be adhered to, however, the inclusion of some key points would be considered for future reports.

12.3 The Board sought clarification on how community benefits, ie women in work experience, apprenticeships, etc were identified within individual projects. JT stated that at the start of the contract, the Service agrees with the Contractor which areas should be targeted and delivered as an outcome of the project.

12.4 The Board asked for clarification on the future regulated procurement entry for Microsoft Licensing Agreement for the year 2022/23. In response to this query, JT agreed to check and would report back later in the meeting. (Update provided: JT confirmed that this contract was through Crown Commercial Services, therefore the Service were receiving the benefits from the full UK public sector.)

12.5 In regard to carbon reduction and financial savings, JT reminded the Board that investment in carbon reduction would not deliver immediate financial benefits. An example of financial benefits would be reduced energy consumption. The Service remained proactive in identifying and securing grant funding from Scottish Government to support the continued commitment of reducing carbon.

12.6 In regard to the procurement of immunisation, JT noted that this contract was currently paused and directly related to Out of Hospital Cardiac Arrest (OHCA).

12.7 The Board offered congratulations on the high percentages of SME contracts and the processing of payment within 10 days. JT reminded the Board that the Service were committed to make payments to suppliers promptly and were continuing to explore and identify areas of improvement.

12.8 The Board queried whether the format of the report could be streamlined to improve its readability. JT confirmed that the format was prescriptive and the level of detail published was to ensure transparency. JT noted the potential to truncate future reports, whilst maintaining transparency by continuing to publish a more detailed report.

12.9 The Board welcomed and acknowledged the strong narrative around procurement being a driver to achieve strategic objectives. However, the current core performance indicators were not aligned. JT reminded the Board that the new Procurement Strategy which had a greater focus on sustainability and alignment of key performance indicators had only recently been agreed. The Board noted the future refresh and evolution of the report to align with the new Procurement Strategy.

12.10 **The Board approved the Annual Procurement Report for the period 1 April 2020 – 31 March 2021.**

(Meeting broke at 1125 hrs and reconvened at 1130 hrs)

13 SFRS LONG TERM STRATEGIC VISION: CONSULTATION FEEDBACK

13.1 MMcA presented a report to the Board advising the result of feedback from the public consultation on the draft Long Term Vision document and to seek approval of the proposed change to the Long Term vision document. MMcA sought the nomination of a Board member(s) to act as liaison and to provide Board assurances on the final edits within the Long Term Vision document.

13.2 The following key points were highlighted:

- Consultation launched on 7 June and concluded on 18 July. Stakeholder mapping exercise was undertaken to target key stakeholders. Consultation process was primarily virtual with direct emails, online surveys and promotion through social media. Information sessions were held with Local Senior Officers to enable them to share key messages with Scrutiny/Community Planning Partnership meetings.
- Range of consultation materials were developed to support the process and delivery of consistent messaging.
- Total of 261 responses were received. Of which, 40% were aged between 41-55, 56% were male and 62% provided postcode areas to identify Service Delivery Areas (SDA). An overall majority either agreed/strongly agreed with the draft long term vision (79%), the 4 strategic intentions (78-81%), and the 8 priorities (75-85%).
- Reasons for disagreement, although very low, included lack of detail or too vague, perception of future cuts and concern regarding partnership working.
- Submissions were received from 7 separate key partners including the Fire Brigades Union, who were broadly in agreement but raised some concerns.
- Details and examples of responses given to the 2 open questions.
- Details and examples of themes arising from the responses included community and partner engagement, content/style, operational response, staffing, investment, organisational culture, staff engagement, technology and data, training, environment and consultation process.
- All responses would be published and made publicly available.
- Reflection on themes and refine vision document accordingly ie improve readability and incorporate graphics, clarify links to Strategic Plan, strengthen commitment to engage further with partners and communities, outline engagement process with external stakeholders and clarify broader contribution.
- Proposal to refine and publish final document by the end of October 2021.
- Next steps following publication included a detailed planning exercise taking place, any early/quick wins would be identified and publicised together with the development of the Strategic Plan 2022/25.

13.3 For clarification purposes, the Board were being asked to scrutinise and agree the process for taking this forward. It was noted that should the final document be resubmitted to the next formal Board meeting, it was explained this would delay publication. The alternative proposal to circulate the final document by email with a brief report, containing a list of amendments, be submitted to the next Strategy Day (30 September) was suggested at that point.

13.4 The Board then commented on the following:

- Review language throughout the document and remove all "professional language" to simplify and improve readability. Consider sourcing external editorial support and using Crystal Mark. Should professional language need to be used, a clear definition should also be provided.
- Presentation of graphics to be amended to clarify that "Not Known" responses relate to location/postcode not being provided rather than the questions being asked.
- Consider the merits and purpose of presenting the breakdown of responses by service delivery areas.
- Consider adequacy of feedback to respondents and whether this could be enhanced by providing more information/clarification within the published analysis as well as addressing any negative responses.
- Disappointment in the lack of organisational responses from groups who relate to certain aspects of our strategic vision.
- Assured by the level of local engagement by Local Senior Officers.
- Concerns regarding national level engagement and the potential lack of awareness and understanding of the wider role and services of SFRS.
- Importance of identifying key strategic partners/individuals for further engagement and continuing to raise awareness of the long term vision and ambitions of the Service.

13.5 MMcA reminded the Board that a debrief exercise on the consultation and engagement process would be carried out to help identify any lessons and themes including any geographically (LSO/SDA) specific negativity which had not been captured within the analysis.

13.6 Going forward MMcA noted that the Service would reflect and adjust the language/terminology used, undertake broader consultation with key strategic national and local partners, further engage with partners and communities to ensure that they understand the plan. The detailed plan on the strategic planning process would be finalised in due course.

13.7 To ensure due diligence and transparency, it was agreed not to take this to the Board Strategy Day but that a special Board meeting would be convened on Thursday 30 September 2021 to enable the final Long Term Vision document to be publicly presented for approval.

13.8 **The Board noted the contents of the report, approved the process going forward with the revised Long Term Strategic Vision being brought back to a Special Board Meeting (30 September 2021).**

14 RESOURCE BUDGET MONITORING REPORT – JULY 2021

14.1 JT presented a report advising the Board of the resource budget position for the period ending 31 July 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 £0.032m and a forecasted year-end underspend of £0.145m. This forecast position was on the basis that additional funding would be received to support the Service's investment in COP26. Trace & Protect and Emergency Services Mobile Communications Programme (ESMCP). The following key points were highlighted:

- Two virements during the period: Transfer of funds from travel costs to subsistence in respect of Health & Safety Covid Audit Team business case, and funds were drawn from contingency to support the Cameron House fatal accident inquiry. Additional virements would be required in respect of Cameron House, however, these were still unknown at this time.

- Reformatted presentation to provide an enhanced visual summary of the in-year financial position and focus on the financial risks.
- Main variations were
  - Wholetime costs forecasted overspend of £1.237m due to pay offer, overtime and recruitment.
  - Support Staff costs forecasted overspend of £0.059m due to recruitment to support business cases.
  - Control, Retained Duty System (RDS) and travel & subsistence costs forecasted underspends.
  - Property costs were underspend due to the earlier than anticipated sale of Thornton site.
- Continued impact of Covid on the financial position was being managed and forecasted appropriately.

14.2 The Board welcomed the new format of the report and suggested that it would be helpful to include some information on the method of risk mitigation.

14.3 In regard to overtime, the Board queried whether anything further could be done to improve the management of this budget. JT assured the Board that the Service was constantly reviewing and managing the overtime situation. JT reminded the Board of several drivers which impacted on overtime, including maintaining skills levels, recruitment, etc. The Overtime Action Group scrutinised this area and fully understood the drivers and plan as appropriate based on the budget available, trends from previous years, forecasted recruitment/retiral profiles, etc. In previous years, JT noted the Service's ability to predict overtime more accurately, however, due to the impact of Covid, the circumstances were different this year.

14.4 It was confirmed that the Board were being asked to scrutinise the report rather than approve (as noted on the covering report).

14.5 **The Board scrutinised the resource budget position for the period ending 31 July 2021.**

15 CAPITAL MONITORING REPORT 2021/22 – JULY 2021

15.1 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 July 2021. It was anticipated that the revised budget of £33.980 million would be spent by the end of the financial year. The following key points were highlighted:

- Revised Net Zero Grant due to grant in relation to vehicle leasing being removed and was now shown as Deferred Income.
- Accounting to change under IFRS16 which would be applied to the public sector in 2022/23.
- Overall expenditure to date was £23.631m (approximately 69.5%)
- Completion of Portlethen Training Facility project.
- Acceleration of Powered Rescue Equipment (PRE) to mitigate risk of underspend.
- Additional funding awarded through the Green Public Decarbonisation Scheme in the amount of £2.100m. This would be allocated to environmental projects on stations.

15.2 The Board commended the team for identifying and securing additional grant funding for environmental issues.

15.3 It was confirmed that the Board were being asked to scrutinise the report rather than approve (as noted on the covering report).

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

16 COMBINED RISK AND PERFORMANCE Q1 2021/22 PROGRESS REPORT

16.1 MMcA presented a report advising the Board of the quarterly progress made against the strategic outcomes and objectives. He noted that individual Committees undertake detailed scrutiny of performance and risk and this report presented a high-level overview to the Board. The following key point were highlighted:

- Strategic Risks: Ongoing discussions on approach to risk and risk reporting through Audit and Risk Assurance Committee.
- Annual Operating Plan (AOP): Of the 27 actions, 20 actions were progressing as planned (Green) and 7 actions were experiencing some slippage (Amber).
- Update on residual AOP actions from 2019/20 and 2020/21.
- Performance Management: Of the 15 measures, 6 were on track (Green), 2 were slightly off track (Amber) and 7 measures (no targets set) were being closely monitored (Blue).
- Home Fire Safety Visits were On Target and in line with 3-year average.
- Accident Dwelling Fires were below the 3-year average with high severity fires remaining slightly off target.
- Unwanted Fire Alarm Signals (UFAS) remain below target but may increase due to opening of businesses, etc.
- Fatalities remained broadly comparable to the 3-year rolling average. Further details to be captured through the Fire Investigation reports.

16.2 In regard to Objective 1.2 (design and implement revised Fire Investigation Delivery Model), the Board requested clarification on the reason for the revised extended due date and the consequences of this slippage. SS reminded the Board that the Fire Investigation restructure which reduced the number of posts. However subsequently a broader review of fire investigation was undertaken with a view to modernise the function in order to support the strategic intentions going forward in terms of prevention and protection. This would be done through work with academia, building standards, ISO accreditation to support the criminal justice system, training frontline crews as well as informing the prevention and protection strategy. Due to Covid, there has been a delay of approximately 18 months, however, this has afforded the Service an opportunity to explore and identify alternative methods of working. The Strategic Leadership Team have approved the new fire investigation model which will be implemented at the start of the next financial year 2022/23. The financial consequence of the delay has been subsumed across the Service Delivery budget.

16.3 The Board commented on the lack of risk information within the report and were reminded that work was ongoing to develop the template output that reports directly from the risk management system. Once refined, these reports would be incorporated into the combined risk and performance report.

16.4 **The Board scrutinised the Combined Risk and Performance Quarter 1 Progress Report.**

17 RISK THEMES

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

18 FORWARD PLAN

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

19 DATE OF NEXT MEETING

19.1 As agreed earlier in the meeting, a special meeting of the Board to be convened on Thursday 30 September 2021 @ 0930 hrs.

19.2 Thereafter, the next formal meeting of the Board is scheduled to take place on Thursday 28 October 2021 at 1000 hrs.

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

PRIVATE SESSION

20 MINUTES OF PREVIOUS PRIVATE MEETING:

20.1 **Thursday 24 June 2021**
The private minutes were agreed as an accurate record of the meeting.

20.2 **The minutes of the private meeting held on 24 June 2021 were approved as a true record of the meeting.**

21 ANNUAL PERFORMANCE REVIEW REPORT 2020/21

21.1 MMcA presented a report to the Board seeking approval to release the Annual Performance Review (APR) Report 2020/21 to the Minister. It was noted that this report would help frame discussions during the Review, reflected against the 10 priorities within the Fire Framework and specific areas identified by the Minister. The Review is currently scheduled for Tuesday 5 October 2021 which is subject to change. The backup date of Wednesday 27 October 2021 should continue to be held in the meantime.

21.2 MMcA provided a brief background on the formal performance review and interim review undertaken by Scottish Government (SG). MMcA formally thanked Lou Patrick, T/Performance and Strategic Planning Manager, for her efforts in co-ordinating and producing the report.

21.3 **The Board noted the report and agreed that a further iteration would be circulated by email for comment prior to finalising and submission to SG.**

22 REQUEST AUTHORISATION FOR SETTLEMENT OF INSURANCE CLAIM

22.1 JT presented a report to the Board seeking approval for the settlement of an Employers Liability claim raised against the Service. Brief details of the incident, reasons for recommendation of settlement and subsequent investigation/lessons learned were noted.

22.2 **The Board approved the recommendation to instruct Clyde & Co to settle the claim.**

There being no further matters to discuss in private, the meeting closed at 1340 hours.

SFRS BOARD MEETING – ROLLING ACTION LOG

Background and Purpose

A rolling action log is maintained of all actions arising or pending from each of the previous meetings of the Board. No actions will be removed from the log or the completion dates extended until approval has been sought from the Board.
The status of Actions are categorised as follows:

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

Actions/recommendations

Currently the rolling action log contains one action. A total of one of these actions have been completed.

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

Board Meeting: 29 April 2021						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**Status**	**Completion Date**	**Position Statement**
Item 12.3	**Annual Governance Review of Board and Committee Related Items:** In regard to the *Financial and Performance Monitoring arrangements including virement*s 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)**		**October 2021**	**Update (24/06/2021):** 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. **Update (26/08/21):** 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. **Completed (28/10/2021):** This action has now been superseded. Financial reporting now includes the detail of all virements.

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
Meeting Date: 27 October 2020				
ITEM 12	**BOARD FORWARD PLAN SCHEDULE 202-22**	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve a proposal setting out a Meetings Schedule for the Board and its Committees and Board Forward Plan until March 2022. These set out the Board's programme of scrutiny and key decisions for 2021-22. The proposal will ensure that the business being brought forward is strategic in nature and aligning with the Service's planning cycle, governance policies, procedures and priorities.	**The Board approved the proposed 2021/22 Forward Plan Schedule.**	**April 2021**
ITEM 13	**BOARD REMUNERATION REVIEW**	The Chief Officer (Accountable Officer) asked SFRS Board to confirm they were content to receive their annual remuneration (pay uplift) for both 1 April 2019 and 1 April 2020. Since the formation of the SFRS the remuneration (daily rate fee) for all Board Members has remained unchanged. This review ensures SFRS Board Member remuneration will now be monitored annually and kept in line with similar roles, taking cognisance of wider implications, while ensuring the role remains attractive to a diverse range of people, with the necessary skills, as part of any future SFRS Board public appointments. It was therefore proposed and agreed that this be brought forward on an annual basis to the Remunerations, Appointments	**The Board agreed that Board member remuneration from April 2019 be adjusted in line with PSPP and that henceforth the application to Non-Execs be reviewed by RANSC on an annual basis. Any recommendation to defer from that would be brought back to the Board**.	**April 2021**

		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.		
ITEM 24	**DRAFT ANNUAL REPORT AND ACCOUNTS 2019/20 (PRIVATE)**	The Director of Finance and Contractual Services presented the Draft Annual Report and Accounts for the year ended 31 March 2020, showing a Resource budget underspend of £1.392 million and a Capital budget underspend of £0.002 million.	**The Board approved the Annual Report and Accounts 2019/20 and authorised the Chief Officer, as the Accountable Officer, to sign and submit this on behalf of the Service.**	**April 2021**
ITEM 25	**EMPLOYERS LIABILITY CLAIM AGAINST THE SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)**	The Director of Finance and Contractual Services sought approval to authorise Clyde & Co (Scotland) Ltd, acting on behalf of Zurich Municipal Insurance, to settle the claim the value of which has yet to be determined by Counsel, but is anticipated to be contained within the reserve set by Zurich.	**The Board approved the recommendation to instruct Clyde & Co, acting on behalf of Zurich Municipal Insurance, to settle the claim.**	**April 2021**
ITEM 26	**STRATEGIC REVIEW DEVELOPMENT OPTIONS (PRIVATE)**	The Director of Service Development sought approval of the recommended option from the Strategic Leadership Team (SLT) for strengthening our portfolio and programme management capability and capacity.	**The Board approved the Strategic Leadership Team's recommendation to progress Option 5 (Blended Approach).**	**April 2021**

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

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

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 25 March 2021				
ITEM 12	**RESOURCE BUDGET 2021/22**	The Director of Finance and Contractual Services advised the Board of the proposed Resource Budget for 2021/22 and sought approval. The total Resource Budget for 2021/22 will be set at £284.7million, in line with resource budget funding from the Scottish Government.	**The Board approved the proposed Resource Budget 2021/22.**	**September 2021**
ITEM 13	**CAPITAL PROGRAMME 2021-2024**	The Director of Finance and Contractual Services advised the Board of the proposed Capital Programme for 2021 – 2024. Total proposed expenditure is £101.279million, funded by Capital DEL budget of £97.500million, capital receipts from sale of property of £1.060million, and specific grants of £2.719million.	**The Board approved the proposed Capital Programme for 2021-2024.**	**September 2021**
ITEM 14	**STATUTORY REPORTING REQUIREMENTS – MAINSTREAMING REPORT AND EQUALITY OUTCOMES REPORT 2021**	The SFRS has a duty under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 to report on every two years and set every four years a series of Equality Outcomes which outlines the high-level ambitions this organisation has to improve the life chances and opportunities for communities and employees. This report sets out the programme of activities to allow compliance with this duty by 30 April 2021.	**The Board approved the proposed Equality Outcomes and the content of the Mainstreaming and Equality Outcomes Report 2021.**	**September 2021**

ITEM 15	**EQUAL PAY AND GENDER PAY REPORT 2021**	Under the provisions the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, SFRS is obliged to publish information on the pay gap between male and female employees and on occupational segregation within its structure.	**The Board approved the content of this report and the attached Equal Pay and Gender Pay Gap Report and approved its publication.**	**September 2021**

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 29 April 2021				
ITEM 12	**ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS**	The Director of Strategic Planning, Performance and Communications asked the Board to approve the proposed amendments outlined in the revised Standing Orders for Meetings of the Board and its Committees, Scheme of Delegations and other associated documents to ensure the continued effectiveness of the governance arrangements of the SFRS Board and its Committees. These arrangements are intended to ensure that the SFRS Board and its Committees continue to meet their statutory requirements and strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland, together with the expectations of Scotland's communities.	**The Board approved the 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.**	**October 2021**
Impact Assessment for Board Decision (Review Date - 04/2022):				
ITEM 13	**INTERNAL AUDIT PLAN 2021/22**	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	**The Board approved the Internal Audit Plan 2021/22.**	**October 2021**

		arrangements within SFRS which link to the Service's purpose, outcomes and risks.		
Impact Assessment for Board Decision (Review Date - 04/2022):				
ITEM 14	**ANNUAL OPERATING PLAN 2021/22**	The Director of Strategic Planning, Performance and Communications presented the Annual Operating Plan 2021/22 to the Board for approval.	**The Board approved the Annual Operating Plan 2021/22.**	**October 2021**
Impact Assessment for Board Decision (Review Date - 04/2022):				
ITEM 15	**PROCUREMENT STRATEGY 2021-2024**	The Acting Director of Finance and Procurement presented the draft Procurement Strategy 2021–2024 to the Board for approval.	**The Board approved the Procurement Strategy 2021-2024.**	**October 2021**
Impact Assessment for Board Decision (Review Date - 04/2022):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 27 May 2021 (Special Board)				
ITEM 5	**PERFORMANCE MANAGEMENT FRAMEWORK REVIEW**	The Director of Strategic Planning, Performance and Communications presented the revised Performance Management Framework 2021 to the Board for approval.	**The Board reviewed and approve the draft Performance Management Framework, noting its ongoing evolution, and approved release for publication.**	**November 2021**
Impact Assessment for Board Decision (Review Date - 04/2022):				

ITEM 7	**SCOTTISH FIRE AND RESCUE SERVICE LONG TERM STRATEGIC VISION UPDATE (PRIVATE)**	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.	**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.**	**November 2021**
Impact Assessment for Board Decision (Review Date - 04/2022):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 24 June 2021				
ITEM 12	**BOARD MEMBER APPOINTMENTS AND REVIEW OF COMMITTEE STRUCTURE**	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.	**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.**	**December 2021**
Impact Assessment for Board Decision (Review Date - 06/2022):				

ITEM 13	**ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD**	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.	**The Board approved the arrangements for reviewing the effectiveness of the SFRS Board.**	**December 2021**
Impact Assessment for Board Decision (Review Date - 06/2022):				
ITEM 14	**UNWANTED FIRE ALARM SIGNALS (UFAS) CONSULTATION: PROPOSALS FOR RESPONDING TO AUTOMATIC FIRE ALARMS**	The Director of Service Delivery presented the report to recommended 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, commencing 19 July 2021, and also the Draft Mandate for Consultation.	**The Board approved the proposed plans for consulting on 3 options, commencing 19 July 2021, and also the draft Mandate for Consultation.**	**December 2021**
Impact Assessment for Board Decision (Review Date - 06/2022):				
ITEM 25	**DRAFT UFAS CONSULTATION DOCUMENT: PROPOSALS FOR RESPONDING TO AUTOMATIC FIRE ALARMS (PRIVATE)**	The Director of Service Delivery presented the Draft Public Consultation document, setting out proposals for responding to automatic fire alarm (AFA), for approval.	**The Board approved the draft Consultation Document, subject to any final amendment as deemed appropriate.**	**December 2021**
Impact Assessment for Board Decision (Review Date - 06/2022):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 26 August 2021				
ITEM 12	**ANNUAL PROCUREMENT REPORT FOR PERIOD 1 APRIL 202-31 MARCH 2021**	The Acting Director of Finance and Procurement presented the Annual Procurement Report for the period 1 April 2020 – 31 March 21, as required under the Procurement Reform (Scotland) 2014.	**The Board approved the Annual Procurement Report for the period 1 April 2020 – 31 March 2021.**	**February 2022**
Impact Assessment for Board Decision (Review Date - 08/2022):				
ITEM 13	**SFRS LONG TERM STRATEGIC VISION**	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. 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.	**The Board noted the contents of the report, approved the process going forward with the revised Long Term Strategic Vision being brought back to a Special Board Meeting (30 September 2021).**	**February 2022**
Impact Assessment for Board Decision (Review Date - 08/2022):				
ITEM 21	**ANNUAL PERFORMANCE REVIEW REPORT 2020/21 (PRIVATE)**	The Director of Strategic Planning, Performance and Communication presented the Board with the draft Annual Performance Review Report 2020/21 and requested its release to the Scottish Government to inform the Annual Performance Review Meeting	**The Board noted the report and agreed that a further iteration would be circulated by email for comment prior to finalising and submission to Scottish Government.**	**February 2022**
Impact Assessment for Board Decision (Review Date - 08/2022):				

ITEM 22	**REQUEST AUTHORISATION FOR SETTLEMENT OF INSURANCE CLAIM (PRIVATE)**	The Acting Director of Finance and Procurement sought approval to authorise Clyde & Co (Scotland) Ltd to settle the claim.	**The Board approved the recommendation to instruct Clyde & Co to settle the claim.**	**February 2022**
Impact Assessment for Board Decision (Review Date - 08/2022):				

Agenda Item 8

THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 28 OCTOBER 2021

CHAIR'S UPDATE – SEPTEMBER/OCTOBER 2021

Thursday 2 September 2021
Board/Committee Chairs meeting

Tuesday 7 September 2021
Public launch event - Fire Brigade Union's DECON: To Prevent and Protect

Thursday 9 September 2021
Remuneration, Appointments and Nomination Sub Committee meeting
People Committee meeting
Regular Chair/Chief Officer meeting

Friday 10 September 2021
Trainee Graduation Ceremony
Meeting to discuss potential Audit Committee Chair Network Group

Thursday 23 September 2021
Regular Chair/Chief Officer meeting
Introductory Meeting with Martyn Evans, Chair of Scottish Police Authority
Regular Chair/Board Support Team meeting

Wednesday 29 September 2021
Regular Chair/Chief Officer meeting

Thursday 30 September 2021
SFRS Board Strategy Day

Monday 4 October 2021
Regular Chair/Chief Officer meeting

Tuesday 5 October 2021
Ministerial Annual Performance Review 2020/21
Meeting to discuss Command and Control Future Programme

Wednesday 6 October 2021
Reform Collaboration Group

Thursday 7 October 2021
National Joint Council Employers and Annual General meetings

Thursday 14 October 2021
Integrated Governance Forum
Meeting with Keith Brown, Cabinet Secretary for Justice

Monday 18 October 2021
Meeting re RANSC with F Thorburn, M Wylie, S Barron
SFRS Board Pre-Agenda meeting

Tuesday 19 October 2021
People Committee Workshop

Wednesday 20 October 2021
Introductory meeting with Sharon Clelland, Head of Legal Services
Regular Chair/Board Support Team meeting

Thursday 21 October 2021
FRSA/National Employer Consultation meeting

Friday 22 October 2021
Board Focus Group: Review of Strategic Plan 2019-22

Monday 25 – Tuesday 26 October 2021
SFRS Board/Strategic Leadership Team Away Days

Thursday 28 October 2021
SFRS Board meeting
Regular meeting with Robert Scott, HMFSI and CO Blunden

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.

Agenda Item 9

THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 28 OCTOBER 2021

CHIEF OFFICER'S UPDATE – September/October 2021

Tuesday 7 September 2021
Criminal Justice Committee Roundtable on Covid 19 – pre meet
Regular Chief, Chair and HMI meeting
Budget Planning Meeting
Monthly catch up with Sponsor Unit

Wednesday 8 September 2021
Introductory address to Trainee Ffs
Criminal Justice Committee Roundtable on Covid 19
Informal SLT meeting

Thursday 9 September 2021
RANSC
Water Safety Meeting
Chief & Chair Regular Catch up

Friday 10 September 2021
Graduation Ceremony at NTC
Planning Session

Monday 13 September 2021
DACO Interviews

Tuesday 14 September 2021
RVDS Strategy Meeting
Regular Director 1:1
Strategic CONTEST Board Q3 meeting

Wednesday 15 September 2021
Visit to Abington Community FS
RVDS Seminars
Meeting with FBU Rep

Thursday 16 September 2021
Graduation Ceremony – Newbridge
Regular Director 1:1
Visit to McDonald Road site

Friday 17 September 2021
Meeting to finalise APR
GOLD meeting

Monday 20 September 2021
Staff Officer Briefing
Introductory Address to new trainees at Newbridge
Regular Director 1:1

Tuesday 21 September 2021
Dementia Pledge Launch, Police Scotland HQ, Glasgow

Wednesday 22 September 2021
Ministerial Roundtable Water Safety Meeting
Formal SLT Meeting

Thursday 23 September 2021
Chief & Chair Regular Catch up
2022-23 Budget meeting
NFCC H&S Committee Pre-Agenda Planning meeting

Friday 24 September 2021
MTA Exercise with White Watch, NTC

Monday 27 September 2021
Weekly NFCC Chair/Vice Chair meeting
Review of Strategic Plan 2019-22
Regular Director 1:1
FM Brief on COP26 – virtual dial-in

Tuesday 28 September 2021
GOLD meeting
New board member 1:1 x 2 sessions
Financial Budget Strategy – presentation to SLT

Wednesday 29 September 2021
Regular Chief & Chair catch up
NFCC Full Council Meeting

Thursday 30 September 2021
Board Strategy Day

Friday 1 October 2021
Meeting with new CO of NIFRS

Monday 4 October 2021
Regular Chief & Chair Catch up
Technical Reading Day

Tuesday 5 October 2021
SFRS APR
Monthly Meeting with Sponsor Unit
Meeting with S O'Donnell
GOLD Meeting

Wednesday 6 October 2021
NFCC H&S Committee Meeting
RVDS Leadership Forum
Meeting with HMI R Scott

Thursday 7 October 2021
NJC Employers Meeting
Health & Public Service Virtual Event

Friday 8 October 2021
Long Term Vision Meeting
Telephone Call Jim Savege, CEO Aberdeenshire
Telephone Call Royal Foundation of the Duke & Duchess of Cambridge
Forward Planning Session

Monday 11 October 2021
Asset Management Meeting
Regular Director 1:1 x 2 sessions
Mid Year Review with DCO
Meeting to discuss External Audit Feedback Report

Tuesday 12 October 2021
Director meeting
National Fire Chiefs Council Meeting
Mid Year Review with Director of POD

Wednesday 13 October 2021
Informal SLT Meeting
Board Away Day – discussion around agenda
LSGC Medal presentation at NTC

Thursday 14 October 2021
Integrated Governance Forum
Meeting with Cabinet Secretary

Friday 15 October – Friday 22 October 2021
Annual Leave

Monday 25 – Tuesday 26 October 2021
Board Away Days

Wednesday 27 October 2021
Formal SLT Meeting

Thursday 28 October 2021
SFRS Board Meeting
Regular Director 1:1
Regular Chief, Chair and HMI meeting

Friday 29 October 2021
Staff Welfare Visits x 2

Agenda Item 10.1

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 5 AUGUST 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Fiona Thorburn, Chair (FT)	Brian Baverstock, Deputy Chair (BB)
Nick Barr (NB)	Angiolina Foster (AF)

IN ATTENDANCE:

Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Iain Morris (IM)	Director of Asset Management
Andy Main (AM)	Head of Portfolio Office
Gillian Buchanan (GB)	Deputy Portfolio Manager
Kirsty Darwent (KD)	Chair of SFRS Board
Ali Perry (AP)	Head of Prevention and Protection (Item 9.1)
Kevin McCusker (KC)	Group Commander, Safe and Well Project (Item 9.1)
John MacDonald (JMacD)	Head of Service Development (Item 9.1)
Paul McGovern (PMcG)	PTFA Programme Manager (Item 9.2)
Heather Greig	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Joan Nilsen	Portfolio Office
Siobhan Hynes	Portfolio Office

1 WELCOME

1.1 The Chair opened the meeting and welcomed those participating via MS Team, in particular, new Board Members Angiolina Foster and Stuart Ballingall to the Committee. She noted that due to a prior commitment, Stuart was unable to attend this meeting.

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

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

2 APOLOGIES

Stuart Ballingall, Board Member
Ross Haggart, Deputy Chief Officer
Alasdair Cameron, Group Commander Board Support

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

3.1 The Committee agreed that the McDonald Road Change Request (Agenda Item 17) and the Periodic Update: Command and Controls Futures (CCF) Project (Agenda Item 18) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E).

3.2 No private items were identified.

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS PUBLIC MEETING: 6 MAY 2021

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

5.1.1 **The minutes of the meetings held on 6 May 2021 were approved as a true record of the meeting.**

5.2 **Matters Arising**

5.2.1 None

6 ACTION LOG

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

Item 8.5.6 Retained and Volunteer Duty System Change Request and Updated Dossier (05/11/20): The Committee noted that the provided position statement did not address the original action. The Committee clarified that the original action was how we were emphasising the importance of Comms & Engagement into all projects. Portfolio Office were asked to update the position statement to more closely reflect the original action.

Item 8 Service transformation Programme Dashboard (04/02/2021): The Committee were content to close this item, however, agreed to revisit this action at the end of the meeting.

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

7 SENIOR MANAGEMENT BOARD (SMB) ACTION LOG

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

8 ANNUAL VALUE ADDED STATEMENT

8.1 FT presented the Change Committee (CC) Annual Value Added Statement 2020/21, outlining evidence of how the Committee supports the effective functioning of the Board.

8.2 The Committee discussed the potential inclusion of the general summary of assurance taken from the Committee's work and to highlight ongoing issues with specific projects/areas. It was noted that inclusion of this information may detract from the original purpose of the Value Added Statement. FT agreed to reflect on the discussions and review the statement which would be circulated by email for approval.

ACTION: FT

8.3 AM to review and provide revised wording for Section 5.2 (Financial Key Strategic Implications) within the covering report.

ACTION: AM

9 CHANGE PORTFOLIO/MAJOR PROJECTS

9.1 **Change Portfolio/Major Projects Dashboard**

9.1.1 GB presented the Change Portfolio/Major Projects Dashboard to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver. Change Requests were presented for Emergency Services Network (ESN), Service Delivery Model Programme (SDMP), Community Risk Index Model (CRIM), Station and Appliance Review (SAR), Demand Based Duty System (DWDS) and Safe and Well (S&W) projects. An overview of the exception reporting for individual projects was provided.

9.1.2 In regard to SDMP, the Committee requested an update on the recruitment of the Public Involvement and Consultation Team and the potential implications of the imminent retirement of Area Commander John MacDonald. PS noted the 3 main areas of resource in terms of SDMP which were actively being progressed. These included posts within Public Engagement and Consultation Team (3 No.), Impact Assessment and Business Case teams (2 No.), Strategic Data Analysist and GIS Officer. The Skills/Resources remain red for this project primarily since the recruitment was still ongoing. PS assured the Committee that the Service were actively identifying and considering options ahead of AC MacDonald's retirement.

9.1.3 <u>Safe and Well – Change Request and Updated Dossier</u>
AP presented the Change Request and updated Dossier noting the challenges arising from Covid had resulted in an options paper being developed and the decision to introduce a pilot scheme with the flexibility to draw from other staffing groups. The changes were outlined: extension to project timeline, additional milestones, inclusion of pilot analysis and associated resource and financial implications.

9.1.4 AP explained that the financial implications associated with the extended pilot had resulted in budget allocated for training within the current financial year not being fully realised, however, it would be required next financial year and a business case would have to be submitted. Similarly, project based personnel would remain on the project for this extended period.

9.1.5 The Committee sought clarification on the timeline for the extended pilot and the proposed roll out. AP confirmed that the pilot would be extended for 6 months (April 2022). Regarding identifying a specific timeline for the roll out, AP noted some of the challenges and other factors that needed to be considered, ie ongoing discussions with Rep Bodies, full period of communications and engagement, alignment with other projects, competing demands on ICT.

9.1.6 **The Committee scrutinised and noted the change request and updated dossier.**

(A Perry and K McCusker left the meeting at 1030 hrs)
(J MacDonald joined the meeting at 1030 hrs)

9.1.7 <u>Emergency Services Network – Change Request and Update Dossier</u>
PS presented the Change Request and updated Dossier noting the revised timeline as dictated by the Home Office. The transition from commencement and completion and Airwave shut down were noted. Confirmation of business case approval was still awaited.

9.1.8 The Committee noted the extended timeline and requested whether there was any additional risk to the Service. PS noted the risk related to short-medium term actions already taken based on the expected timeline. An example being the OI tablets purchased and the potential need to review and replace this equipment, if they do not have the necessary capabilities required. He noted the potential impact on the financial and resource perspective which would have to be reviewed once the business case was

approved. The Committee noted the update and welcomed the horizon scanning and collation of potential risks.

9.1.9 The Committee commented on the interdependencies and impact on the Command and Control Futures Project. PS confirmed that both the ESN Board and CCF Board were alive to the interdependencies and this would be discussed further under agenda Item 18.

9.1.10 The Committee commented on the risk relating to coverage (new network was not as strong as Airwave) and the mitigation action (drive testing) and requested reassurance on the fundamental level of risk involved.

9.1.11 PS assured the Committee that the Service were making significant representation at a UK level on the coverage elements and work continues to improve the mast infrastructure. A presentation would be provided to the project board on the extended mast infrastructure locations. Assessing the coverage across Scotland continues by drive testing, which is the most effective method of testing whether the masts are distributed appropriately to support the Service in all locations. The Service were currently trialling coverage booster over several sites. PS assured the Committee that the Service was represented at a programme and UK level in order to ensure that the coverage was acceptable and, as the Senior Responsible Officer, he would not sign off the project unless the coverage was suitable. He confirmed that all testing would be undertaken and finalised prior to the go live date.

9.1.12 **The Committee scrutinised and noted the change request and updated dossier.**

9.1.13 <u>Service Delivery Model Programme – Change Request and Framework</u>
<u>CRIM/SAR/DWDS – Change Request and Dossiers</u>
JMacD presented 4 change requests and 3 updated project dossiers to the Committee noting the Senior Management Board's approval of these documents. The following key points were highlighted:

- SDMP Framework updated to include:
  - Recognition of the RVDS element transferring to business as usual within the Operations Function. He assured the Committee that the appropriate level of contact will be maintained.
  - Updated terminology to take account of recent changes of the naming of the Change Committee, etc.
  - Inclusion of additional resources allocated to the project.
  - Alignment of SDMP into the overarching strategic change timeline.
- Projects dossiers had been updated to reflect the above changes and included additional detail and timelines.

9.1.14 The Committee noted on the extended timeline of 2 years. JMacD explained that the extended timeline would enable to the Service to develop a suite of options, allow due process for appraising the options, undertake formal consultation and give due regard to the outcomes and the development of an appropriate implementation plan which takes cognisance of key stakeholders and deliverability.

9.1.15 JMacD assured the Committee that the Service recognised the importance of consultation and noted the engagement/input/training with the Consultation Institute to ensure best practice. JMacD provided a brief update on the recruitment of the Public Involvement and Consultation Team.

9.1.16 PS reiterated the Service's awareness of the significant importance of consultation, the recruitment of dedicated resources, willingness to learn from previous consultations and the need to adhere to the Gunning principles to ensure the Service undertake a structured and systemic process which meets the needs of a public consultation.

9.1.17 On behalf of the Committee, FT thanked JMacD and wished him well for his imminent retiral from the Service.

9.1.18 **The Committee scrutinised and noted the updated Framework, change requests and updated dossiers.**

(J MacDonald left the meeting at 1055 hrs)
(P McGovern joined at meeting at 1055 hrs)

9.2 **People, Training, Finance and Assets System Project Update**

9.2.1 PMcG provide the Committee with a verbal update on the PTFAS Project, highlighting the following key points:

- Four tranches include finance/people/payroll, rostering, training and asset management
- Project timeline projected to March 2025, which is subject to change at Senior Management Board and includes time for benefit realisation.
- Building core programme team and associated contracted individuals. Bringing in resources from other areas of the Service/Directorate to help resource and direct the project.
- Focus over the first 6 months has been finance/people/payroll to identify current challenges, understand what better looks like, identify future target operating model.
- Some deliverables for the first phase include development of business case (HM Treasury 5 Case Model) to ensure approval for the significant level of investment required, develop statement of requirements for procurement exercise, engaged research partner (Gartner) to sense check and review, reviewing options for progressing work to include client side partner, engaged with other customers to learn from their experiences notably advised to stay standard and not to try to adapt systems (adopt rather than adapt).
- Engaging with Service Delivery Team Management Team meetings to reflect on current service being provided and proposal to engage with personnel throughout the service/station structure.
- Current Finance and HR licences expire in April and October 2023 and engagement had commenced with suppliers to ensure flexibility to enable the Service had time to identify any change.
- Potential costs are wide ranging and the Service needs to refine the project scope to enable costs to be more accurate.
- Governance – Additional project manager to be in post by September 2021 and the Programme Board to step back to undertake a more strategic overview.
- Rostering tranche commenced with a Business Analyst being appointed, who would identify stakeholders, understand the Service's vision for the future of rostering, help to develop an analysis plan that includes the development of a business case, initiate procurement process, recognise the significant operational impact of this tranche of the programme.

9.2.2 The Committee welcomed the engagement with customers/end users and noted that the instilling the sense of ownership with our staff was fundamental to the success of the programme.

9.2.3 The Committee requested clarification on the programmes relationship with the Portfolio Office. AM informed the Committee of early discussions with PMcG since taking up his post and to oversee governance arrangements, AM would sit on the Project Board. AM noted the opportunity to use PTFAS as a potential blueprint for other programmes/projects and integrate any learnings.

9.2.4 The Committee asked how previous learning from other programmes/projects was being taken on board and influencing the Service. PMcG noted one example of how previous

learning had highlighted the importance of using and seeking professional advice (business analysist) from outwith the Service.

9.2.5 The Committee requested that a written report be submitted for future meetings.

ACTION: PMcG

9.2.6 PMcG confirmed that the Service were engaging with other public bodies and private companies, ie Police Scotland, Renfrewshire Council and Liberty Steel. Scottish Government have also offered to share information and extended invitations to attend supplier demonstration. The Committee noted that several Scottish universities had undertaken a similar project and it may be worthwhile to engage with them.

9.2.7 The Committee referred to the initial proposals for a single system and asked whether a single system was still viable or whether separate systems were being considered. PMcG noted that a single HR/finance system was still an option, however this would depend on the pros/cons of a single or separate system and as part of the business case we would need to evaluate the options. He noted the potential level of compromise which may be required for a single system and also the improved integration opportunities now available. PMcG reiterated the intention to purchase "off the shelf" system(s) and did not envisage using/creating bespoke system(s).

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

(P McGovern left the meeting at 1130 hrs)
(J Dickie joined the meeting at 1130 hrs)

10 GENERAL REPORTS

10.1 Gateway Review Action Plan

10.1.1 AM presented the Gateway Review Action Plan update report to the Committee.

10.1.2 Following on from the recent Committee workshop, AM outlined his intentions to:

- Define and establish a roadmap to reflect the continuous improvement programme which relates to the Portfolio Office.
- Close the Gateway Review Action Plan as this would be replaced by the roadmap (Portfolio Progress Update) which would be reviewed by the Senior Management Board.
- Continue to report quarterly to the Change Committee with the addition of granting access to the roadmap outwith the normal reporting cycle.

10.1.3 In regard to benefit tracker/management, AM noted that a review would be undertaken in this area and as discussed at the workshop, consideration would be given to recruit into this area to improve effectiveness and this would be reflected within the roadmap.

10.1.4 **The Committee noted the report.**

10.2 New Watch Duty System Project Evaluation and RRU, RFTP and NWDS Evaluation

10.2.1 **Combined Action Plan**

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

- Combined action plan created due to the similarities identified within the findings for each project.
- Strengthening oversight of action plan, improve governance arrangements and strengthened performance management.
- Majority of actions were allocated to the Portfolio Office which would be addressed during the review of this function.

10.2.2 The Committee noted the quality of the project evaluations, the progress being made and supported the combining of the action plans.

10.2.3 The Committee commented on the evaluation reports focusing on the governance and process rather than the outcomes of the projects. PS acknowledged the Committee comment. He noted that due to elements of the original process being missing, this had lead to certain elements not being captured and therefore not able to be included within the evaluation reports. The Committee noted the immaturity of the Service at the time of these projects and the development made since.

10.2.4 **The Committee noted the report.**

(Meeting broke at 1137 hrs and reconvened at 1145 hrs)

11 RISK

11.1 **Portfolio Office Risk Log**

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

- Six risks were added to the risk log. These related to McDonald Road (3 No.), PTFAS (1 No.) and ESN (2 No.)
- Six risks were removed and transferred back onto the project risk registers. These related to S&W (3 No.) and ESN (3 No.).

11.1.2 **The Committee noted the report.**

11.2 **Strategic Risk Register**

11.2.1 The Committee noted the SRR and Aligned Change Committee Directorate Risks. It was noted that the resource and capacity within the SDMP project has been previously discussed.

11.2.2 **The Committee noted the report.**

12 COMMITTEE ROLLING FORWARD PLAN

12.1 **Committee Forward Plan**

12.1.1 The following was noted:

- Future PTFA updates should be submitted as a written report.
- Gateway Review Action Plan to be removed and replaced by Portfolio Progress Update (roadmap).

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

12.2.1 No items were identified.

13 REVIEW OF ACTIONS

13.1 HG confirmed that 3 formal actions were recorded during the meeting.

13.2 The Committee confirmed that Item 8 Service Transformation Programme Dashboard (04/02/21) would be closed.

14 DATE OF NEXT MEETING

14.1 The next meeting is scheduled to take place on Thursday 4 November 2021 at 1000hrs.

14.2. There being no further matters to discuss, the public meeting closed at 1150 hrs.

PRIVATE SESSION

15 MINUTES OF PREVIOUS PRIVATE MEETING: 6 MAY 2021

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

16 PRIVATE ACTION LOG

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

17 MCDONALD ROAD – CHANGE REQUEST

17.1 IM presented the change request to the Committee and provided an overview of the increased project costs, some general and specific project challenges, mitigating actions and potential risks.

17.2 **The Committee noted the updated and change request.**

18 COMMAND AND CONTROL FUTURES (CCF) PROJECT – STATUS UPDATE

18.1 GMacK presented a report to the Committee to provide an overview of the current project progress and an indication of emerging issues and impacts.

18.2 **The Committee noted and thanked JD and GMacK for the update and their ongoing efforts on the project.**

DRAFT

Agenda Item 10.3

PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 9 SEPTEMBER 2021 @ 1300 HOURS

BY CONFERENCE FACILITIES

PRESENT:

Mhairi Wylie (Chair) (MW)
Malcolm Payton (MP)
Paul Stollard (PSt)
Steve Barron (Deputy Chair) (SBa)
Fiona Thorburn (FT)

IN ATTENDANCE:

Liz Barnes (LB)	Director of People and Organisational Development
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Stuart Stevens (SSt)	Assistant Chief Officer, Director of Service Delivery
Scott Semple (SSe)	Head of People and Organisational Development
Jim Holden (JH)	Deputy Head of Safety and Assurance
Kenneth Barbour (KB)	Head of Training Delivery and Performance
Ceri Dodd (CD)	Deputy Head of People and Organisational Development
Jason Sharp (JS)	Area Commander Workforce, Planning and Resourcing
Linda MacKenzie (LMacK)	People and Organisational Development Manager (Item 9.1 only)
Mary Corry (MC)	Safety and Wellbeing Business Manager (Item 14.1 only)
Geri Thomson (GT)	Deputy Head of People and Organisational Development
Kirsty Darwent (KD)	Chair of SFRS Board
Alasdair Cameron (AC)	Group Commander, Board Support
Debbie Haddow (DH)	Board Support /Minutes

OBSERVERS:

None

1 WELCOME

1.1 In her new role as Committee Chair, MW opened the meeting and welcomed those present, in particular Steve Barron, Fiona Thorburn and Paul Stollard to their first meeting.

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

1.3 On request, direct public access to observe meetings was now available, however, meetings would continue be recorded and published on the public website.

2 APOLOGIES

2.1 Karen Lockhart, Head of Safety and Assurance
Paul King, Head of Training and Employee Development
Julie Harkins, Acting Head of Safety and Assurance

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

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

3.2 No further items were identified.

4 DECLARATION OF INTERESTS

4.1 None.

5 MINUTES OF PREVIOUS MEETING: 2 JUNE 2021

5.1 One minor typographical error was noted and amended.

5.2 **Subject to the above amendment, the minutes of the meeting held on 2 June 2021 were approved as a true record of the meeting.**

5.3 **Matters Arising**

5.3.1 LBa provided clarity on the services provided by MidlandsHR and ongoing discussions regarding an extension to the existing contract.

6 ACTION LOG

6.1 There were no outstanding actions.

7 PERFORMANCE AND RISK REPORT QUARTER 1 2021/22

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

7.1.1 SSe presented the Committee with the POD Progress and Performance Report Quarter 1 2021/22. The following key areas were highlighted:

- Format and content of report revised to align with the 8 performance indicators within the Performance Management Framework.
- Section 1 Strategic Resource Planning:
  - Target Operating Model (TOM) continues to be affected by Covid, However, the number of trainees undertaking the foundation training course was increasing. Potential to further increase trainee intake was being investigated by POD, Training and Service Delivery.
  - Retained and Volunteer Duty System (RVDS) vacancies remain high. The National Retained Volunteer Leadership Forum were focused on enhancing RVDS recruitment and selection processes.
  - Continued focus to improve the recruitment and selection practices to ensure that the entire process was as streamlined as possible.
- Within Section 2 Developing diverse workforce and inclusive culture:
  - Total number of grievances and discipline cases concluded within 6 weeks.
- Within Section 3 Strengthen our employee heath, wellbeing and fitness arrangements:
  - Reporting an overall reduction in staff absences, due to a reduction in Operations Control (OC) absence levels. Absence rates within other staffing groups have increased.

7.1.2 The Committee requested clarification on how grievances/disciplinary cases connect with supporting a diverse workforce. LBa noted within grievance/disciplinary cases, issues of diversity may manifest themselves. Wider analysis, monitoring and reporting of equality and diversity measures were reported separately through various reports produced.

7.1.3 The Committee queried how the ongoing Covid restrictions were impacting on recruitment. In order to support recovery, SSe reminded the Committee that a significant number of additional posts were being recruited over and above normal practice. A working group has

been stood up to review the management and co-ordination of the recruitment processes. SSe outlined the potential challenges and additional vacancies that may arise from recruiting internally to these additional posts. SSe noted the potential challenges with external recruitment due to the current marketplace and advised that the Service was using recruitment frameworks where possible.

7.1.4 In regard to the OC staff absences, the Committee were reminded of the work undertaken to identify any trends/themes and, with the assistance of Lifelines Scotland, the Service had identified improvements within the support offered to this staffing group.

7.1.5 In line with the current restrictions on physical distance, the Committee were informed that the current projections for future trainee course intakes were 48 trainees per quarter.

7.1.6 In regard to Brexit, the Committee were informed that the Service had supported all individuals affected and there were no significant issues. SSe noted that following the launch of the new Agile Working Framework, potential recruitment from outwith the UK was being explored.

7.1.7 **The Committee scrutinised the report.**

7.2 **Training, Safety and Assurance**

7.2.1 KB and JH jointly presented Training, Safety and Assurance Progress and Performance Quarter 1 Report 2021/22. KB highlighted the following key areas within the Training Function:

- Key successes include 32 RVDS trainees completing their initial training course (Task and Task Management), 51 RVDS trainees have completed their Breathing Apparatus and Fire Behaviour training, 34 Wholetime (WT) trainees completed and a further 47 WT trainees commenced (June 2021) the Foundation Training Programme.
- Successful delivery of modular Incident Command Level 1 (ICL1) course on the islands.
- Successful delivery of specialist rescue training in preparation for the Conference of Parties (COP) 26.
- Risk levels remain stable.
- Spotlight Report on ICL1 (acquisition) training. Due to restrictions, all courses have a reduced capacity which has led to the introduction of innovative methods of delivery. The benefits of the modularised ICL1 courses were noted.
- Operational Core Competence continues to be managed between Training and Service Delivery. Due to Covid, some innovative solutions have been sought. Work continues to support and manage RVDS personnel through their maintenance programme.
- Overall Incident Command Competence levels remain high and innovative solutions are in place to address the underreporting within the Flexi Duty Officer staffing group. This refresher training can now be fully delivered and assessed remotely.

7.2.2 The Committee welcomed the innovation and measures taken to ensure the continuation of training being delivered. With more training being delivered remotely, the Committee queried whether there were any short/medium term implications on the existing training centres. KB informed the Committee that the future delivery of training would be via a blended approach and this would increase the overall capacity to deliver training, ensure consistency in delivery and ultimately enhance Firefighter safety. JD reminded the Committee that the national training sites were primarily for the acquisition of training and as such they would always be required. JD further noted that the blended approach to training was the way forward and further work was ongoing to identify other innovative delivery methods.

7.2.3 The Committee commented on the potential risk to building strong relationships and loss of positive local ethos/culture due to training courses being delivered remotely. JD noted that the training element was only one part of the SFRS family culture and relationships were built across the Service daily. National training sites would continue to be used, as appropriate, particularly for acquisition of training, specialist training, etc. JD reminded the Committee

that the ability to deliver training remotely would benefit both the RVDS personnel and communities living on the islands.

7.2.4 JH highlighted the following key areas within the Safety and Assurance Function:

- Completion of 5 new management arrangements and supporting LCMS modules. Further 2 existing management arrangements reviewed.
- Continued refinement of arrangements in relation to Covid with a view to assisting end users.
- Continued influence and input into the Operation Document Conversion Project.
- Improvement Plan 2021/22 agreed with all Directorates.
- Improvement plan report providing comparison with the previous Q1 data and trend analysis over the last 3 years.
- Improvement plan contains 89 actions with 21 specifically allocated within Quarter 1. Of these 21 actions, 10 actions had been completed and the remaining 11 were progressing well.
- All key performance indicators were showing a downward trend, except for Acts of Violence.
- Covid figures were now shown separately, with a positive downward trend as a result of the control measures put in place.
- Reduction in Operational and Non-Operational Incident Injuries.
- Developing Service Delivery Areas (SDA) and Training Handbooks to review generic risk assessments and safe systems of work for routine station/training activities.
- Increased accidents/injuries within the North and East SDA and a notable reduction in the West SDA.
- Common causation of accidents/injuries included manual handling/body movement, slips, trips and falls and hot/cold injuries.
- Reduction in Near Miss reporting over the last 3 years. Health and Safety Briefing was being developed to raise awareness. Positive ratio increases of near miss reporting against RIDDOR reportable incidents.
- Increased Acts of Violence incidents over the last 3 years. Good practices identified within some Local Senior Officers areas would be presented to the Safety and Assurance Sub Group with the proposal for dissemination throughout the Service.
- Reduced Vehicle Accidents with the main causation being slow speed manoeuvres. Working Group has been convened to review and develop interactive case study/training.

7.2.5 The Committee commended the positive progress being made and the fullness of the report being presented. In regard to RIDDOR Reportable Injuries, the Committee noted that the infographic and narrative were not consistent.

7.2.6 The Committee noted that manual handling/body movement remained a common causation of accidents/injuries and enquired on the work being undertaken to address this. JH informed the Committee that the current manual handling training had been reviewed and would be rolled out across the Service. JH further noted that manual handling assessments would be considered during the procurement of new equipment and the Service Delivery Handbook would include an element of safe systems of work/training requirements. JD informed the Committee that the Musculoskeletal Group had been stood up to review and identify trends and mitigating actions.

7.2.7 In regard to Vehicle Accidents, the Committee asked for clarification on the current procedures/training, in particular the use of driving assistants. JD reminded the Committee that this was a long-standing issue, noted the various approaches adopted and that all accidents were investigated to identify cause/areas for improvement. JD and PS to discuss further outwith the meeting.

7.2.8 The Committee commended the report, however, noted that it was difficult to focus on key points due to the volume of information/ analysis being presented. JD offered to discuss the format, etc of the report further outwith the meeting with PSt due to his previous work in the health and safety arena.

7.2.9 The Committee thanked all those involved in the production of this report. The Committee acknowledged and appreciated the efforts and adaptions made during the challenging 18 months to ensure the Service continued to deliver services, training and safeguard personnel.

7.2.10 **The Committee scrutinised the report and thanked all those involved in its production.**

(L MacKenzie joined the meeting at 1400 hrs)

8 WORKPLACE CULTURE

8.1 Building the Future Together (BTF)

8.1.1 CD offered to deliver the concept overview of the BTF programme presentation to the new Committee members, which had been delivered to the previous members, at a separate session outwith this meeting. This Committee accepted this offer.

ACTION: BST

8.1.2 CD provided a brief overview of BTF programme concept noting the broad aims were focused on values, behaviours, skills and leadership as the Service continues to mature and to ensure the changing needs of the Service and local communities of Scotland are met.

8.1.3 **The Committee noted the verbal update and looked forward to the future information session being scheduled.**

9 EMPLOYEE RELATIONS

9.1 Covid-19 Recognition Scheme Review

9.1.1 LMacK presented a report to the Committee providing an update on the review, and subsequent actions, of the Covid-19 Recognition Scheme in preparation for the launch of the main recognition scheme. The key points in relation to the recommendations were:

- Development of the communication strategy in partnership with Comms & engagement colleagues.
- Development of targeted comms to help address the imbalance of nominations between staffing groups.
- Develop supporting guidance for nominators.
- Consideration to be given to the frequency of scheme, ie bi-annual.
- Identification of key nomination themes etc ahead of the launch.

9.1.2 LMacK advised the Committee that the People Board approved the recommendation and this would now be progressed.

9.1.3 **The Committee noted the report and commented on the importance of recognising the positive work undertaken by staff.**

9.2 Attendance Management Policy, Procedure and Management Handbook

9.2.1 The Attendance Management Policy, Procedure and Management Handbook report was presented to the Committee for information.

9.2.2 The Committee noted the revised Policy document and queried whether it had been necessary for the procedure and handbook to be presented to the Committee. LBa noted the comment.

9.2.3 The Committee requested clarification and assurance on how managers would progress individual cases through the absence capability process in the absence of a “single formula”. LBa advised the Committee that circumstances differed from case to case and individual

managers would be aware of the specific case details as well as knowledge of the individual involved. Throughout the process individual managers would be supported and work alongside HR managers who would provide advice and ensure consistency was applied.

9.2.4 **The Committee noted the report.**

10 LEARNING AND DEVELOPMENT

10.1 Learning Needs Analysis 2021-22

10.1.1 CD provided the Committee with a verbal update on the progress made since the previous meeting on the Service-wide Learning Needs Analysis (LNA) process for 2021-22. The following key points were noted:

- Proposals to realign annual and ongoing LNA process across the Service.
- Engaging with Heads of Functions to realign LNA to the business planning arrangements to work towards the ability to zero base budget for learning and development needs.
- Establishing learning partner arrangement to support and improve working relationships across the Service.
- Move towards a more responsive learning and development service delivery model to meet the changing needs of the Service.
- Early launch of LNA to prepare for early implementation in 2022/23.

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

10.2 Leadership for Change Programme etc

10.2.1 CD presented a report to inform the Committee of the approved proposal to recommence the implementation of Leadership for Change Programme (LfCP) aligned to an updated virtual delivery plan. CD noted that the virtual roll out was scheduled for November 2021, however due to the recent rise in Covid levels and the precedence of maintaining an operational response, the implementation timescale would remain under review and adjusted if necessary.

10.2.2 The Committee commented on the 23-week programme timeline and queried whether this would benefit from being condensed. CD noted that the virtual delivery timescale had been developed to ensure flexibility, access and non-detrimental impact on operational response.

10.2.3 The Committee suggested that the inclusion of inspirational talks from guest speakers, from outwith the fire and rescue service, would enhance the programme. CD noted that a suite of inspirational leadership talks was available and that this programme formed part of the wider ongoing Middle Management Programme.

10.2.4 **The Committee noted the report.**

11 INDEPENDENT AUDIT/INSPECTION ACTION PLAN UPDATE

11.1 KB provided an update on the action plan to the Committee which has been developed in response to the report published by Her Majesty's Fire Service Inspectorate (HMFSI), relating to the Training of the Retained Duty System (RDS) Personnel. The following key points were highlighted:

- Action plan contains 31 actions: 10 were currently being progressed, 5 deferred and 16 completed. Overall 79% completion.
- Two action due dates have been revised to October 2021, due to capacity/concurrency of events.

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

12 UPDATE: WORKING TOGETHER FRAMEWORK

12.1 Update from Employee Partnership Forum (EPF)

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

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

12.2 **Update from Partnership Advisory Group (PAG)**

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

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

13 STRATEGIC RISK REGISTER

13.1 The Strategic Risk Register was presented to the Committee.

13.2 **The Committee noted the report.**

14 FORWARD PLANNING

14.1 **POD Policy Review Schedule Update**

14.1.1 The POD Policy Review Schedule Update report was presented to the Committee for information. During Q1, three policies were published and a further two policies were issued for consultation during Q1. Additional information on Agile Working had been published on the iHub and drop in information sessions were scheduled. During Q2, six policies were issued for consultation and a further two policies were deferred to the next quarter. Several RDS policies have been prepared for consultation, however, these were subject to the outcomes of the Terms and Conditions ballot.

14.1.2 **The Committee noted the report.**

14.2 **Committee Forward Plan Review**

14.2.1 The Committee noted the Forward Plan.

14.3 **Items for Consideration at Future IGF, Board and Strategy Meetings**

14.3.1 There were no items identified.

14.3.2 The Committee requested that consideration be given for the undernoted items to be brought to a future Strategy Day, Committee meeting or development/orientation workshop. MW agreed to consider and identify the appropriate forum:

- RVDS Recruitment and Retention
- Identifying a strategy for creating a more Representative Workforce
- Graduate Recruitment Scheme

ACTION: MW/AC

15 REVIEW OF ACTIONS

15.1 AC confirmed there were 2 formal actions raised during the meeting.

16 DATE OF NEXT MEETING

16.1 The next meeting is scheduled to take place on Thursday 2 December 2021 at 1300 hrs.

16.2 There being no further matters to discuss, the public meeting closed at 1440 hrs.

PRIVATE SESSION

17 MINUTES OF PREVIOUS PRIVATE MEETING: 2 JUNE 2021

17.1 The minutes of the private meeting held on 2 June 2021 were approved as a true record of the meeting.

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

18.1 The draft minutes of the RANSc meeting on 2 June 2021 had been circulated to the Committee. The Committee noted the key issues discussed at the meeting of RANSc that was held earlier today (9 September 2021).

19 KEY CASE UPDATE 2021/22 – QUARTER 1

19.1 LBa provided a verbal update to the Committee on the Discipline, Grievance, Bullying and Harassment Statistics for Quarter 1 2021/22 and ongoing Employment Tribunals.

DRAFT

DRAFT - OFFICIAL

Agenda
Item 10.4

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

WEDNESDAY 1 SEPTEMBER 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Nick Barr, Chair (NB)	Tim Wright, Deputy Chair (TW)
Malcolm Payton (MP)	Angiolina Foster (AF)

IN ATTENDANCE:

Ross Haggart (RH)	Deputy Chief Officer
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager
David Farries (DF)	Head of Operations (Item 11 only)
Marysia Waters (MW)	Head of Corporate Comms
Richie Hall (RHa)	Continuous Improvement Project Manager
Carol Wade (CW)	Information Governance Manager (Item 12 only)
Kirsty Darwent (KD)	Chair of SFRS Board
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Alasdair Cameron (AC)	Group Commander, Board Support Manager
Debbie Haddow (DH)	Board Support Team/Minutes

OBSERVERS
Robert Scott, HMFSI

1 WELCOME

1.1 The Chair opened the meeting and welcomed those present, in particular Angiolina Foster to her first Committee meeting. Having stood down from the Committee, thanks were extended to Fiona Thorburn for her valued contributions throughout her tenure.

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

1.3 On request, direct public access to observe meetings was now available, however, meetings would continue be recorded and published on the public website.

2 APOLOGIES

2.1 Lesley Bloomer, Board Member
John Dickie, Assistant Chief Officer, Director of Training, Safety and Assurance

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

3.1 The Committee agreed that Item 16 (Automated External Defibrillators Analysis) and the draft minutes of the previous meeting would also be taken in private due to the confidential nature of the issue in line with Standing Orders (Item 9G).

3.2 No further items were identified.

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS MEETING: 26 MAY 2021

5.1 Minor typographical errors and the following amendment were noted and agreed:

Item 8.2.4 – Action Plan and Closing Report Updates – SS requested that the text "*SS stated that some previous HMFSI recommendations were not clear or specific and ….*" to be amended to "*SS stated that some previous related HMFSI recommendations were not clear or specific and …*".

5.2 **Subject to the above amendment and other minor typographical errors, the minutes of the meeting held on 26 May 2021 were approved as a true record of the meeting.**

6 ACTION LOG

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

7 SERVICE DELIVERY UPDATE

7.1 RH presented the update report detailing relevant matters from a SFRS service delivery perspective, which comprises Service Delivery and Training, Safety and Assurance Directorates, for the period 11 May 2021 to 15 August 2021, albeit some actions may precede and extend beyond these dates. The following key points were highlighted:

- Prevention and Protection (P&P) Summer Thematic Action Plan which targets anti-social behaviour, fires in derelict buildings, wildfire prevention, Make the Call and water safety campaigns.
- Under Covid recovery, recruitment of additional Fire Safety Enforcement and Community Safety staff was underway.
- Unwanted Fire Alarm Signals (UFAS) Review consultation was launched on 19 July 2021 and would close on 11 October 2021.
- Update included on business as usual contingency planning for Operations Control sites.
- Overview of Operations Strategy provided (further update to be provided under Agenda Item 11).
- Overview of planning for Conference of Parties (COP) 26.
- Merger of Aberdeen City and Aberdeenshire and Moray Local Senior Officer (LSO) areas undertaken and well received. Similarly, North and South Lanarkshire LSO area have also been merged.
- Details provided of Clinical Waste Plant Fire, Bellshill.
- Support provided to Scottish Ambulance Service with the provision of drivers.
- Continuing to progress the rollout programme for E-hydraulic Powered Rescue Equipment (PRE).
- Harmonised Instructor's Terms and Conditions went live on 1 July 2021 and work continues to implement the changes.
- As a result of Covid, Incident Command training has been delivered remotely and this would now be mainstreamed into future training provision.

7.2 The Committee acknowledged the wide range of work undertaken during the last quarter and noted their appreciation of the information being presented.

7.3 The Committee were informed that the warm zone co-ordinator training for the 36 National Inter-Agency Liaison Officers (NILO) had been delivered as part of the Marauding Terrorist Attack (MTA) process.

7.4 RHa reminded the Committee of the potential implications from the enactment of Section 19 of the Road Safety Act. To mitigate the potential impact, the Service were working alongside Police Scotland to engage with Scottish Government and the Department of Transport.

7.5 In regard to COP 26, the Committee sought assurance on the potential staffing models and when these would be finalised. SS advised the Committee that the Service were still awaiting finalised details on the itinerary for the event and until this had been received, the appropriate staffing model could not be determined. However, SS assured the Committee that the Service had a business as usual staffing model, specialist resources/appliances available, were continuing to scenario plan and had a cadre of volunteers ready to be stood up. SS confirmed that, once the finalised details of the event were known, the Service would be able to ensure that the appropriate staffing models/resources were in place.

7.6 The Committee noted that the increased number of critical faults within the Edinburgh Operations Control (OC). SS reminded the Committee of the aging equipment within the Edinburgh OCs sites which leads to an increased number of faults. SS confirmed that the system refresh within Edinburgh OC was planned for September 2021 and an update report would be provided at the next meeting.

7.7 In regard to the Document Conversion project, SS advised the Committee that the Getac tablets were fit for purpose however, there was an issue with the conversion of the documentation. ICT were working to find a solution and this was progressing well. The Committee noted and welcomed the progression of this project.

7.8 **The Committee scrutinised the report.**

8 SERVICE DELIVERY PERFORMANCE REPORTING

8.1 Quarterly Performance Report for Q1 2021-22

8.1.1 SS introduced CF to the Committee, who presented the performance report for quarter 1, highlighted with the following key areas:

- New format of report and presentation of indicators to show how they align with performance questions, objectives and outcomes as contained within Appendix 5 of the Performance Management Framework (PMF).
- Report contains inaccurate totals of Home Fire Safety Visits (HSFV) and high risk visits conducted due to data migration between in-house systems. The correct figures for HFSV and Hi-Risk visits were 8,887 and 4,680, respectively. The overall number of HFSVs conducted remain affected by Covid.
- Accidental dwelling fires remain on level with the 3-year average. First quarter stats for low severity fires report a reduction, whereas medium severity fires have reported an increase (Strategic Outcome 1). High severity fires remain constant over the last 3 quarters (Strategic Outcome 2).
- Non- domestic fires continue to show a reduction in the 3-year average.
- UFAS increased over the first quarter which could be attributed to the re-opening of non-domestic premises. Positive decline of 7% on previous year's average.
- Report contains inaccurate total of Fire Fatalities due to the further information being provided by Fire Investigation. Accurate figure was 12 (reduced from 13).
- Number of fire casualties continues to reduce at a significant rate.

- Number of incidents have increased significantly during the first quarter and were more reflective of previous year.
- Number of Road Traffic Accidents remain low but have started to increase.
- Wholetime availability remains at 98%. Retained Duty System (RDS) availability decreased to 81% which was consistent with pre-Covid figures.
- Call handling (median) times have increased in the North Service Delivery Area. Median response time across the Service was 8 minutes 15 seconds.
- Number of incidents attended at the request of other agencies and effecting entry/exit incidents have increased during the first quarter.

8.1.2 CF provided assurance to the Committee that there were no issues with previous data and the inaccuracies within the current report were due to migration between in-house systems. These issues have since been rectified. The Committee requested that amendments are made to address the inaccuracies with reporting figures and an updated report should be recirculated.

ACTION: SS/CF

8.1.3 CF commented on the historical issues with accessibility of data on legacy systems. CF informed the Committee that a key part of the Business Intelligence Strategy, which was supported by the Strategic Leadership Team and Board, was to ensure that the Data Services team have access to and can validate information across the Service. CF noted that engagement continued with stakeholders across the Service and both CF and RW were involved in discussions for future data systems and procurement of same.

8.1.4 Regarding Covid affecting KPI/targets, CF noted that this was discussed previously, however there was still uncertainty going forward. He informed the Committee that a paper was recently presented at the Good Governance Board regarding KPI methodology and recommendations on target setting which should be adopted across the Service.

8.1.5 Within the glossary, consideration to be given to include an explanation that the 3 year average was a rolling average.

8.1.6 In regard to the median call handling time, the Committee enquired whether there were outliers identified and how these were managed. CF noted that there were no tolerances in place at this time, however, this would be reviewed during the KPI methodology review. SS stated that call handling times were closely monitored by OC, as well as Heads of OC and Operations, and any outliers are identified and investigated.

8.1.7 RW advised the Committee that a dashboard was being developed to allow detailed breakdown of incidents with mapping (colour coding) solutions for individual Commanders to review and interrogate. RW noted that the newly recruited developer would be based within the Community Risk Index Model (CRIM) team to provide a cross over between the teams. CF commented on the benefits and features of mapping within Power BI and how this can be utilised within the Service. RW provided further assurance that the Service were actively engaging with other fire and rescue services and partners regarding Power BI development.

8.1.8 **The Committee scrutinised the report and welcomed the reformatted presentation of the information.**

8.2 Action Plan and Closing Reports Updates

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

8.2.2 <u>Fire Safety and Enforcement Action Plan</u>
Total of 21 actions with one live action outstanding and 2 actions deferred. Overall RAG rating was green and was noted as 99% complete.

8.2.3 Local Area Inspections (LAI) National Recommendation Action Plan
Total of 7 actions, all complete. Overall RAG rating was green and was noted as 100% complete.

8.2.4 Fleet and Equipment Action Plan
Total of 38 actions with 2 live actions outstanding with revised due dates. Overall RAG rating was amber and was noted as 93% complete.

8.2.5 In regard to the recruitment of drivers, RH confirmed that recruitment was ongoing and there was no indication that the revised due dates was unachievable.

8.2.6 RW to provide confirmation that the Wi-Fi installation has been completed within the revised due date (August 2021) by email.

ACTION: RW

8.2.7 Provision of Operational Risk Information Action Plan
Total of 25 actions with 5 live actions outstanding. Progress has been limited due to the postponement of the UK-wide Emergency Services Mobile Communications Programme. Overall RAG rating was red, due to original due dates not being met and was noted as 90% complete.

8.2.8 Planning and Preparedness for Covid-19 Update Action Plan
Total of 17 actions with 8 live actions outstanding and 9 actions were complete. Overall RAG rating was green and was noted as 75% complete.

8.2.9 Command and Control: Aspects of the Incident Command System Action Plan
Total of 25 actions with 11 live actions outstanding and 14 actions completed. Overall RAG rating was green and was noted as 82% complete.

8.2.10 The Committee requested that the covering report be amended to accurately state that the report was being presented for scrutiny rather than approval.

ACTION: RW

8.2.11 **The Committee noted and scrutinised the report.**

8.3 UNWANTED FIRE ALARM SIGNALS (UFAS) REVIEW PROJECT UPDATE

8.3.1 SS provided a verbal update to the Committee on the UFAS project and ongoing 12-week public consultation which was launched on 19 July 2021. The following key points were highlighted:

- Consultation team were currently undertaking a mid-point review to assess the progress against the consultation and communication plan and would consider any further actions required. This review would help identify any emerging trends or themes based on the responses.
- Total of 321 responses received to date. Of which, staff and members of the public represented 40% and 37% respectively.
- Over 75% of responses either agree or strongly agree that UFAS was a problem and needed to be addressed.
- Over 50% of responses believe that fire appliances should not be sent to Automatic Fire Alarms (AFA), however, 38% opposed this view.
- Mid-point rankings were Option A (66%), Option B (21%) and Option C (13%).
- Suggested proposals for an alternative response was a blanket one pump response (Covid response).
- Consultation would close on 11 October 2021 and outcomes would be reported to the next Committee meeting (24 November 2021) and Board Strategy Day (25 November 2021).

- Final business case to be presented to the Board on 16 December 2021.

8.3.2 MW noted that the level of responses to date was respectable. The mid-point consultation review had identified some gaps ie low response rates and would now target businesses to encourage duty holders to participate. Also, mid-point reminders would be issued to encourage all key stakeholders to respond. Further information to be provided to clarify why the one-pump/Covid response was not an option as well as increasing the awareness of property owner's legal responsibilities.

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

9 OPERATIONAL LEARNING

9.1 **SFRS Clinical Governance Framework Update**

9.1.1 RHa presented a report to the Committee providing an update on the ongoing collaboration between Training, Safety and Assurance Directorate and the Scottish Ambulance Service (SAS) to develop and implement a SFRS Operational Clinical Governance Framework. The following key points were highlighted:

- SAS have completed their review of the Service casualty care training and equipment and submitted their draft report which would be discussed at a joint meeting on 2 September.
- The initial focus was to review the SFRS's Immediate Casualty Assessment and Treatment (ICAT) training. This review was undertaken in 2 stages to provide both a clinical practice/governance and an educational/clinical practice perspective. Both stages identify the same findings and improvements to ensure alignment with the SFRS's operational activities and differing type of casualty care provided by SFRS.
- In parallel to this review, SFRS have undertaken a casualty care consultation process with Firefighters.
- The Memorandum of Understanding (MOU), drafted by the SFRS Legal Team, had been shared with SAS for comment.
- The Service Level Agreement (SLA), drafted by the SFRS Legal Team in collaboration with the SAS Clinical Governance management, would be finalised following receipt of SAS's feedback on the MOU.
- The findings and recommendations report for the SFRS Operational Clinical Governance Framework would be published and presented to the next Committee meeting (December 2021).
- An inaugural meeting of the SFRS Operational Clinical Governance Technical Working Group (TWG) would be convened to assess and implement the findings and recommendations within the report. The TWG would report to both the SFRS and SAS Clinical Governance Committee.

9.1.2 In regard to the casualty care consultation, RHa informed the Committee that there had been 723 responses from across the 3 Service Delivery Areas with a wide range of both positive and negative feedback on the training.

9.1.3 The Committee were reminded that the ICAT course formed part of the initial training and thereafter, it is delivered through the maintenance of skills programme. RHa was currently consulting on the management of casualty care training and the proposal was to continually deliver training throughout the year as opposed to periodic delivery.

9.1.4 **The Committee noted the report.**

9.2 **Grenfell Tower Fire – Update Report**

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

- Total of 17 live actions outstanding with 14 actions remaining on track for completion in September 2021.

- Rationale was provided for the extended timelines for 2 actions (GT17 and GT23) from June 2021 to September 2021.
- Closure of one action (GT34) with the purchase of smoke hoods/curtains being transferred to business as usual (asset management workplan).
- Large scale testing and exercises to test the new processes and procedures would be undertaken during August/September 2021.
- Completion of the action plan was still on target for completion in September 2021.
- Reminder that the HMFSI would be undertaking a Thematic inspection to examine the Service's arrangements for firefighting in high rise buildings.

9.2.2 The Committee enquired on the outcomes of the trial and evaluation process for the smoke hoods/curtains. SS to seek confirmation and circulate via email following the meeting (no formal action to be raised).

9.2.3 **The Committee scrutinised the report and supported the recommendations.**

(Broke at 1137 hrs and reconvened at 1142 hrs.)

10 SERVICE DELIVERY RISK REGISTER

10.1 **Service Delivery Risk Register**

10.1.1 RH presented the Service Delivery Aligned Risks noting that the Directorate risk register was reviewed to ensure the probability, impact of the action and control measures in place were appropriate. The following key points were highlighted:

- Closure of Risk SD002 (There is a risk of failing to plan for the response to planned and unplanned events due to inadequate funding or a lack of resources) – Due to the de-escalation in risk rating, this would now be monitored through the Operational functional register.
- Closure of Risks SSPPC10 (Participate in community planning) and SPPC11 (Effectively manage relations with partners): Removed and merged into new risk SPPC13 (There is a risk that the Service fails to meet its duties to participate in Community Planning and demonstrate strong collaboration and partnership working.). realigned to the Audit and Risk Assurance Committee and the Good Governance Board.

10.1.2 Within Appendix 1C (Aligned Directorate Risk Control Summary), the Committee sought clarification on the RAG status and percentages within the Status column. RH advised that the RAG status relates to the milestones and the percentage relates to completed actions. RW agreed to circulate and share the detailed milestones information with the Committee to help provide some additional clarity.

ACTION: RW

10.1.3 Consideration to be given to how information is presented within this column ie removal of the delimiter as this could be misinterpreted as a negative figure.

10.1.4 **The Committee noted the report.**

(D Farries joined at 1150 hrs)

10.2 **RISK SPOTLIGHT – SD005 WATER SUPPLY UPDATE**

10.2.1 SS presented the risk spotlight briefing note and highlighted the following:

- Brief background on this longstanding issue.
- Key themes identified from an Internal Audit report included financial implications, Scottish Water's charging structure, 3rd party usage, SFRS's testing/maintenance procedures and management system.

- Issues created due to the Service Level Agreement being outdated and past review.
- Implication of 3rd party usage and liability for damages.
- Recent positive engagement with Scottish Water to discuss the financial implications of maintaining the hydrant network. The main priority was to reach an agreement on the outstanding invoice payment.
- Revised Service Level Agreement was currently being developed.
- Internal improvements include the recruitment of additional hydrant operatives, upskilling existing hydrant operatives to undertake minor repairs, improved recording processes and the development of an ICT recording platform.
- Assurances provided that there had been no impact on operational capability at any time due to these issues outlined above.
- Due to the measures and improvements being made, the risk had been de-escalated and transferred to the Operations functional risk register.

10.2.2 The Committee noted and welcomed the de-escalation of the risk and commended the efforts of all those involved in progressing this area of work.

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

(R Hall left the meeting at 1200 hrs)

11 OPERATIONS STRATEGY

11.1 SS introduced DF to the Committee, who presented the Operations Strategy update, highlighted with the following key areas:

- Restructure and rebranding of the previous Response and Resilience Directorate into the Operations function to create the capacity for future needs ie operations strategy, document conversion project, national framework resilience assets.
- Operations Strategy Framework articulates the methodology to the wider Service to raise awareness of what, why and how changes are going to be achieved.
- Operational Strategy aligns with other areas of the Service ie finance, asset management, future concepts of technology and firefighting. Reducing the previous reactionary working practices with future short, medium and long-term planning.
- Strategy has been developed with the assistance of colleagues from all areas of the Service.
- Seven themes within the Operational Strategy.
- Operational Strategy to contain concepts of operations. This would form the focus of operations work and include long term planning and horizon scanning to inform research and development, procurement, technology, etc.
- Six concepts of operations themes include Capabilities, High Reach, Appliance and Equipment, etc.
- Concept of Operations Leads have been appointed and key stakeholders identified.
- Concept of Operations were being developed and consultation with internal stakeholders would take place during Quarter 4, in order to implement the new Operations Strategy on 1 April 2022.

11.2 The Committee welcomed the update and the different approach being adopted ie concept of operations and the alignment to the Service's strategy and future vision.

11.3 The Committee commented on the importance of clear understandable messaging to highlight what the Service was trying to achieve and what the outcomes would be. DF noted that the adoption of this different approach had been well received across the Service and over 200 volunteers have stepped forward to offer their assistance.

11.4 The Committee noted the Service's growing self-confidence and future ambitions. One of the Service's core values was Innovation and it was suggested that this was not featured as prominently as it could be within the framework.

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

(D Farries left the meeting at 1215 hrs and C Wade joined the meeting at 1215 hrs)

12 SFRS COMPLAINTS HANDLING PROCEDURE UPDATE AND ANNUAL STATISTICS

12.1 MW presented a report to the Committee to provide an update on the Complaints process as outlined in the Scottish Public Services Ombudsman (SPSO) Model Complaints Handling Procedure (MCHP) and provide the annual statistics for 2020/21. The following key points were highlighted:

- Revised Complaints Handling Policy as directed by the SPSO, who are encouraging more local/frontline resolution, introducing KPIs (still to be finalised) and evidencing organisational learning from complaints.
- Worked closely with SPSO throughout the development process.
- Intention to create task cards (key points) and develop training for all stages/users to improve understanding and awareness.
- Overall low numbers of complaints received.
- Data Services to assist with the data collation and analysis.
- Quarterly stats to be published on the website and an annual report would be produced for the SPSO.

12.2 The Committee welcomed the revised policy noting the thoroughness of the full procedure. CW noted that the documentation was in line with the SPSO model scheme, however, the website would feature a more concise and accessible version as well as the full procedure.

12.3 The Committee commented on the importance of learning from complaints and integrating any learning and improvements into the Service. MW noted that this was an area currently being developed. MW reminded the Committee that a large percentage of complaints were resolved internally and related to individuals which presented challenges in reporting this information due to the overall low number of complaints received.

12.4 **The Committee noted the report.**

(MW and CW left the meeting at 1235 hrs)

13 FORWARD PLANNING

13.1 **Committee Forward Plan**

13.1.1 The Committee noted the forward plan and confirmed no additional items.

13.1.2 The Committee commented on the potential for HMFSI Action Plan Closing Reports to be brought forward, progress update on Clinical Governance and further consideration of benchmarking to be discussed and incorporated into future reports.

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

13.2.1 There were no items for consideration.

14 REVIEW OF ACTIONS

14.1 AC confirmed that there were 4 formal actions recorded during the meeting.

15 DATE OF NEXT MEETING

15.1 The next meeting is scheduled to take place on Wednesday 24 November 2021.

15.2 There being no further matters to discuss, the public meeting closed at 1240 hours.

PRIVATE SESSION

16 AUTOMATED EXTERNAL DEFIBRILLATORS (AED)

16.1 RW presented a report to the Committee providing an analysis of the operational use of Automated External Defibrillators (AED) for scrutiny and information purposes.

16.2 **The Committee noted the report.**

DRAFT

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service

Report No: B/SPPC/18-21

Agenda Item: 11

Report to:	**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**							
Meeting Date:	**28 OCTOBER 2021**							
Report Title:	**BOARD FORWARD PLAN SCHEDULE 2022-23**							
Report Classification:	**For Decision**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	To present a proposed schedule of Board and Committee related meeting dates and Board Forward Plan covering the period up to March 2023. This has been provided in a timely manner as possible to allow members to plan their forward schedules and enable the Executive to schedule their meetings in order to service the Board and its Committees. The 2022-23 schedule also demonstrates that consideration has been given to the Public Bodies Information Update 257, which focuses on 'Public Body Boards – Online Meetings & A Green Recovery'.
2	**Background**
2.1	To support the business needs and time commitments of the Board, forward plans have been made to outline the proposed frequency and pattern of meetings for the Scottish Fire and Rescue Service (SFRS) Board and its Committees. The cycle of meeting dates has been selected to ensure as far as practicable that they align with the outputs of the Service's annual planning cycle (e.g. Annual Operating Plan), including performance monitoring, annual budget setting and the preparation of the annual report and accounts.
3	**Main Report/Detail**
3.1	The proposed schedule of meetings (Appendix A) and Board Forward Plan 2022-23 (Appendix B) outlines proposals until March 2023. This does not preclude the Board from considering any other strategic issues it wishes or to vary the forward plan to fulfil its functions and maintain a focus on strategy, performance and behaviour. The Board and Committee Forward Plans and Strategy/Information/Development Day programmes are also routinely reviewed by the Strategic Leadership Team (SLT) on a monthly basis to ensure the strategic needs of the Board and assurances they can be offered, continue to meet their expectations.
3.2	The COVID-19 pandemic has meant as an SFRS we have had to adapt our approach to how we work. Throughout this period the SFRS Board and its Committees have conducted business entirely through virtual meetings as a way to continue business as usual, while importantly ensuing everyone's safety. This virtual approach has now developed to a point that enables complete public access to these meetings. This has also brought some positive change, for example supporting attendance and productivity of Board/Committee meetings, limiting the need to travel, and helping make a contribution towards the reduction in carbon emissions.

3.3	In our recovery from COVID-19, and to ensure our commitment to supporting the rebuilding of our society and economy in a greener, fairer and more sustainable way. The proposal for the 2022-23 schedule (Appendix A) will look to equally balance the number of in person and virtual meetings and that by adopting this hybrid approach we are also providing our stakeholders with different options to attend our public meetings over this period.
3.4	The Board Forward Plan (Appendix B) should be reviewed to ensure that the business being brought forward to the Board is strategic in nature and aligning with the Service's governance policies, procedures and priorities.
4	**Recommendation**
4.1	The Board are invited to approve the proposed schedule of meetings for SFRS Board and its Committees and Board Forward Plan 2022-23 along with the arrangements for reviewing these.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** The approval of the revised Board Forward Plan and Meetings Schedule of the arrangements for reviewing the plan is intended to enable the Board to perform its scrutiny role and deliver its statutory duties effectively.
5.2 5.2.2	**Financial** The proposal aims to ensure that the time commitments associated with the schedule of Board related meeting dates are within the Board's financial resources as directed by the Minister and Chair of the Board.
5.3 5.3.1	**Environmental & Sustainability** There are no key strategic environmental and sustainability implications arising from the recommendations set out in this paper.
5.4 5.4.1	**Workforce** There are no key strategic workforce implications arising from the recommendations set out in this paper.
5.5 5.5.1	**Health & Safety** There are no key strategic health and safety implications arising from the recommendations set out in this paper.
5.6 5.6.1	**Training** There are no key strategic training implications arising from the recommendations set out in this paper.
5.7 5.7.1	**Timing** The Board Meetings Schedule has been provided in a timely manner to allow members to plan their forward schedules.
5.8 5.8.1	**Performance** The schedule and plan at Appendix A and B are intended to enable the Board to perform its scrutiny role and deliver its statutory duties effectively.
5.9 5.9.1	**Communications & Engagement** Consultation and feedback will be received from Board members with any agreed amendments incorporated within the final versions.

5.10 5.10.1	**Legal** There are no legal implications arising from the adoption of the schedule of Board meeting dates.
5.11 5.11.1	**Information Governance** *DPIA completed - No.* There are no key strategic information governance implications arising from the recommendations set out in this paper.
5.12 5.12.1	**Equalities** *EIA completed No.* The existing Equality Impact Assessment – Board Operating Arrangements, has been reviewed and there are no issues arising from the matters raised within this report.
5.13 5.13.1	**Service Delivery** There are no key strategic service delivery implications arising from the recommendations set out in this paper.
6	**Core Brief**
6.1	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve a proposal setting out a Meetings Schedule for the Board and its Committees and Board Forward Plan until March 2023. These set out the Board's programme of scrutiny and key decisions for 2022-23, while also taking into account the Public Bodies Information Update 257, which focuses on 'Public Body Boards – Online Meetings & A Green Recovery'. The proposal will look to balance the number of in person and virtual meetings, while continuing to ensure that the business being brought forward is strategic in nature and aligning with the Service's planning cycle, governance policies, procedures and priorities.
7	**Appendices/Further Reading**
7.1 7.2	Appendix A – SFRS Board Meetings Schedule 2022-23 Appendix B – SFRS Draft Board Forward Plan 2022-23

Prepared by:	Alasdair Cameron, Group Commander, Board Support Manager
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Performance
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications

Links to Strategy and Corporate Values

This links to the SFRS Strategic Plan 2019-22 incorporating the following associated key strategic objectives:
Outcome 3 – We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services
Objective 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.
Outcome 4 – 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.
Objectives 4.4 – We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.

Governance Route for Report	Meeting Date	Report Classification/ Comments
SFRS Board	*28 October 2021*	*For Decision*

APPENDIX A

Meeting Dates 2022/23

	Mar-22		Apr-22		May-22		Jun-22		Jul-22		Aug-22		Sep-22		Oct-22		Nov-22		Dec-22		Jan-23		Feb-23		Mar-23		
Monday																											Monday
Tuesday	1																1										Tuesday
Wednesday	2						1										2						1		1		Wednesday
Thursday	3	PC/RANSC					2	PC/RANSC					1				3		1				2	PC/RANSC (AC	2	PC/RANSC	Thursday
Friday	4		1				3		1				2				4		2				3		3		Friday
Saturday	5		2				4		2				3		1		5		3				4		4		Saturday
Sunday	6		3		1		5		3				4		2		6		4		1		5		5		Sunday
Monday	7		4		2		6		4		1		5		3		7		5		2		6		6		Monday
Tuesday	8		5		3		7		5		2		6		4		8		6		3		7	SDC(AGW)	7		Tuesday
Wednesday	9		6		4		8		6		3		7		5		9		7		4		8		8		Wednesday
Thursday	10		7		5		9		7		4		8		6		10	CC	8	PC/RANSC	5		9	CC	9		Thursday
Friday	11		8		6		10		8		5		9		7		11		9		6		10		10		Friday
Saturday	12		9		7		11		9		6		10		8		12		10		7		11		11		Saturday
Sunday	13		10		8		12		10		7		11		9		13		11		8		12		12		Sunday
Monday	14		11		9		13		11		8		12		10		14		12		9		13		13		Monday
Tuesday	15		12		10		14		12		9		13		11		15		13		10		14	CC(AGW)	14		Tuesday
Wednesday	16		13		11		15		13		10		14		12		16		14		11		15		15		Wednesday
Thursday	17		14		12	CC	16		14		11	CC	15	PC/RANSC	13	ARAC/IGF	17		15	Board	12		16		16		Thursday
Friday	18		15		13		17		15		12		16		14		18		16		13		17		17		Friday
Saturday	19		16		14		18		16		13		17		15		19		17		14		18		18		Saturday
Sunday	20		17		15		19		17		14		18		16		20		18		15		19		19		Sunday
Monday	21		18		16		20		18		15		19		17		21		19		16		20		20		Monday
Tuesday	22		19		17		21		19		16		20		18		22		20		17		21		21		Tuesday
Wednesday	23		20		18		22		20		17		21		19		23		21		18		22		22		Wednesday
Thursday	24		21		19		23		21		18		22		20		24	SD	22		19	ARAC/IGF	23	SD	23		Thursday
Friday	25		22		20		24		22		19		23		21		25		23		20		24		24		Friday
Saturday	26		23		21		25		23		20		24		22		26		24		21		25		25		Saturday
Sunday	27		24		22		26		24		21		25		23		27		25		22		26		26		Sunday
Monday	28		25		23		27		25		22		26		24		28		26		23		27		27		Monday
Tuesday	29		26		24		28	ARAC/IGF	26		23	Board	27		25		29	SDC	27		24	ARAC(AGW)	28	SDC	28		Tuesday
Wednesday	30	ARAC/IGF	27		25		29		27		24		28		26		30		28		25				29	ARAC/IGF	Wednesday
Thursday	31	Board*	28	Board	26	SD	30	Board	28	SD	25		29	SD	27	Board**			29		26	SD			30	Board	Thursday
Friday			29		27				29		26		30		28				30		27				31		Friday
Saturday			30		28				30		27				29				31		28						Saturday
Sunday					29				31		28				30						29						Sunday
Monday					30						29				31						30						Monday
Tuesday					31	SDC					30	SDC									31						Tuesday
Wednesday											31																Wednesday
Thursday																											Thursday
Friday																											Friday

Virtual meetings

Full Board Meeting (Board)	Public Meeting: 1000 hrs start	Service Delivery Committee (SCC)	Public Meeting: 1000 hrs start
Audit & Risk Assurance Committee (ARAC)	Public Meeting: 1000 hrs start	Remuneration, Appointments and Nominations Sub-Committee (RANSC)	Private Meeting: 1000 hrs start
Integrated Governance Forum (IGF)	Private meeting: 1400 hrs start	People Committee (PC)	Public Meeting: 1300 hrs start

Change Committee (CC)	Public Meeting: 1000 hrs start		
Strategy/Development/ Information Day (SD)	Private Meeting: 1000 hrs start		

.

APPENDIX B

SFRS DRAFT BOARD FORWARD PLAN 2022-23

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
28 April 2022	• Chair's Welcome • Apologies For Absence • Consideration of/Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting	•	• Combined Risk and Performance Report Q3 Progress Report • Command and Control Future Implementation Update	•	• Board and Committee related Governance Items (SO, SoD, ToR's, Code of Conduct etc) • Internal Audit Plan 2022/23 • Annual Operating Plan 22/23
30 June 2022	• Chair's Welcome • Apologies For Absence • Consideration of/Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log	• HS Policy and Policy Statement • Health & Safety Annual Report 2020/21 • CO Annual report 2021/22	• Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q4 Progress Report • Arrangements and Outcomes of Annual Review – Effectiveness of Board	•	•

	• Chair's Report • Chief Officer's Report (incl MTA Approach until further notice) • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting				
23 August 2022	• Chair's Welcome • Apologies For Absence • Consideration of/Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report (incl MTA Approach until further notice) • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting	• ARAC Committee Annual Report to Accountable Officer	• Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q1 Progress Report • Annual Performance Review 2021/22	•	• Annual Procurement Report 2021/22

27 October 2022	• Chair's Welcome • Apologies For Absence • Consideration of/Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report (incl MTA Approach until further notice) • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting	•	• Resource Budget Monitoring Report • Capital Budget Monitoring Report • Capital Budget Outturn Report 2021/22 • Resource Budget Outturn Report 2021/22 • Performance Management Framework (TBC by Lou)	•	• Board Forward Plan Schedule 2023/24 • Draft Annual Report and Accounts 2021/22 (PRIVATE)
15 December 2022	• Chair's Welcome • Apologies For Absence • Consideration of/Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report (incl MTA Approach until further notice)	•	• Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q2 Progress Report	•	• Budget Strategy 2023-24)

	• Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting				
30 March 2023	• Chair's Welcome • Apologies For Absence • Consideration of/Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report (incl MTA Approach until further notice) • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting		• Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q3 Progress Report • Annual Operating Plan 2023/24 Development	•	• Resource Budget 2023/24 • Capital Programme 2023-2026

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service

Report No: B/SPPC/19-21

Agenda Item: 12

Report to:	**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**							
Meeting Date:	**28 OCTOBER 2021**							
Report Title:	**SFRS LONG-TERM STRATEGIC VISION: UPDATED DOCUMENT AND FINAL ENGAGEMENT DETAIL**							
Report Classification:	**For Decision**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	This paper provides the Board will the revised Scottish Fire and Rescue Service (SFRS) long-term strategic vision, taking into account the feedback received to date.
2	**Background**
2.1	Following the rejection of the pay offer by members of the Fire Brigade Union (FBU) in 2020, the Service took stock. In July 2020 in light of this and the Service experiencing unmatched external change pressures, we committed to commence planning for the future evolution and development of the Service.
2.2	This was to be set out in a long-term vision and in developing this vision for the Service, we wanted to ensure this was done in partnership and in a fully, open and honest way with staff and stakeholders.
2.3	This process began in September 2020 with a series of staff engagement events. Staff feedback was used to inform a draft vision which was then consulted on with stakeholders, partners and the public.
2.4	The six-week document review consultation concluded on 18 July 2021. The Strategic Planning, Performance and Communications (SPPC) team have now considered and analysed all responses to both the staff engagement and consultation processes and this feedback has been used to revise the draft long-term vision document.
3	**Main Report/Detail**
3.1	**Updated long-term vision** The purpose of an engagement and consultation process is to gather views from stakeholders and use this feedback to inform the proposal or document you are consulting on.
3.2	Full analysis of all the feedback from the long-term vision engagement and consultation has now been undertaken and the long-term vision has been revised to reflect the comments SFRS has received.

3.3	It is important to remember that the vast majority, almost 80%, of respondents agreed that the vision was the right direction of travel for the organisation. There was also clear agreement across all stakeholders that working with communities and partners should be the main priority for the Service and that continuing to engage with them was paramount.
3.4	The engagement exercise highlighted a few areas where it was agreed improvements in the document could be achieved. The attached version of the Vision, Appendix A, has encompassed those changes.
3.5	One of the main themes identified from the feedback was regarding the style of the Vision document itself, in that people felt it was too long and lacked detail. As a result, we have rewritten and edited the document to simplify the language and make the document more readable. We have added a foreword to the Vision and a summary of engagement activities that we undertook to highlight the importance we attached to co-designing the Vision with our staff, partners and stakeholders.
3.6	As requested previously by the Board a tracker of amendments is included as Appendix B. Although not every specific change has been document, the tracker highlights that every section has been reviewed and notes the key amendments made.
3.7	Appendix C presents a combined analysis report summarising the staff and stakeholder engagement exercise findings. The full suite of engagement reports and all comments from the consultation survey, which have been anonymised, have also been attached as Appendices D, E, F and G with this report.
3.8	Following Board approval, the final Vision document will be published during November 2021.
4	**Recommendation**
4.1	The SFRS Board is asked to note the changes to the Long Term Vision document and approve the updated version for publication.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** Failure to fully recognise the feedback gathered during the engagement process in the development of the long-term vision for the Service could undermine the successful implementation future change.
5.2 5.2.1	**Financial** There are no financial implications with this report.
5.3 5.3.1	**Environmental & Sustainability** There are no environmental and sustainability implications associated with this report.
5.4 5.4.1	**Workforce** There are no workforce implications associated with this report.
5.5 5.5.1	**Health & Safety** There are no health and safety implications associated with this report.
5.6 5.6.1	**Training** There are no training implications associated with this report.

5.7 5.7.1	**Timing** The final long-term vision will inform the development of the 2022-25 Strategic Plan.
5.8 5.8.1	**Performance** There are no performance implications associated with this report.
5.9 5.9.1	**Communications & Engagement** The final, agreed version of the document will be published and shared with stakeholders.
5.10 5.10.1	**Legal** Effective communications and engagement with staff and stakeholders is a key requirement of Best Value.
5.11 5.11.1	**Information Governance** Standard consultation DPIA and privacy notice has been completed for the consultation process and all comments included within this report have been anonymised.
5.12 5.12.1	**Equalities** EIA was completed for the consultation process.
5.13 5.13.1	**Service Delivery** The successful development of a long-term SFRS vision will help create the conditions for bring about successful changes in Service delivery.
6	**Core Brief**
6.1	This report provides the Board with an amended long-term vision document for approval, along with the final engagement reports and anonymised comments from the consultation process for consideration.
7	**Appendices/Further Reading**
7.1 7.2 7.3 7.4 7.5 7.6 7.7 7.8	Appendix A – Revised Long-Term Vision document Appendix B – Amendments Tracker Appendix C – Combined Engagement Analysis Report Appendix D – CO Leadership Event Feedback Report Appendix E – Focus Group Report Appendix F – Station Feedback Report Appendix G – Electronic Staff Survey Report Appendix H – Feedback and comments from Consultation

Prepared by:	Marysia Waters, Head of Communications and Engagement and Mark McAteer, Director of Strategic Planning, Performance and Communications
Sponsored by:	Mark McAteer, Director of Strategic Planning, Performance and Communications
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications

Links to Strategy and Corporate Values

OUTCOME 3
We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

Governance Route for Report	Meeting Date	Report Classification/ Comments
SFRS Board	*28 October 2021*	*For Decision*

APPENDIX A

Draft Long-Term Vision

FOREWORD

Welcome to the Scottish Fire and Rescue Service's long-term vision, our 10-year forward-look to what the Service will deliver for the people of Scotland.

If the last two years have taught us anything, it is that we can't predict or prepare for everything that may happen. But we can decide what sort of organisation we want to be and how we will meet new challenges when they arise.

As a result, this document sets out our strategic intentions and priorities for the future and everything we do will link back to these core elements of our Vision.

We are committed to making Scotland safer but we can't do this alone. To provide the best Service we can, we have to work with our staff, partners and communities. That's why we spent a full year engaging with our staff and stakeholders to develop this Vision.

What has been most encouraging throughout this process is finding out that we are all agreed – working in and with our communities to keep developing our Service is what matters most.

We want to thank everyone who has helped us to develop this Vision. Whether that was through staff workshops or our public consultation we have listened - and will keep listening - to what you have to tell us.

As Chief Officer and Chair of SFRS, our commitment is that we will continue to build on these relationships and will do more to engage with our communities over the next decade.

There's a lot to do and we are looking forward to working with you now and in the future.

Martin Blunden	Kirsty Darwent
Chief Officer	Chair
Scottish Fire and Rescue Service	Scottish Fire and Rescue Service

1 INTRODUCTION

The Scottish Fire and Rescue Service (SFRS) was established in April 2013. Since then we have built upon the work of the legacy Services from which we were formed. We are also proud to walk in the footsteps of all the Fire Service staff who have served Scotland over the last 200 years. As we look forward, we will maintain our values and traditions while ensuring they remain relevant to Scotland's future.

The vision for Scotland's public services, embodied in the Commission on the Future Delivery of Public Services (Christie Commission), is at the heart of the SFRS. We are dedicated to improving the quality of our Service. We want to keep improving people's lives and improving the safety and wellbeing of the communities we serve; focusing on the prevention of risk of harm and working in collaboration with our partners and communities. We are also fully committed to respecting people's opinions

regarding how we design and deliver our services and to ensuring that their voice helps us shape what we do.

We are conscious that we launch our vision for the Service at a time when Scotland is emerging from the impacts of the worst pandemic for a century. In October 2021, the Scottish Government published its "Covid Recovery Strategy For a Fairer Future" which set outs how Scotland will recover from the Covid pandemic.

As the full consequences of COVID-19 become clear we will offer our full support to Scotland's recovery strategy and to communities across Scotland. We are committed to working with our staff, partners and communities directly to help address the underlying social, health and economic challenges that the pandemic has exposed. We will ensure we play our full part in helping build resilient communities and sustainable and inclusive growth across Scotland as we recover from the pandemic. By working together, we can deliver major change to better support our communities.

2. HOW WE DEVELOPED OUR VISION

When we set out to develop our long-term vision we were clear this needed to be done in partnership with our staff, our partners and the communities we serve.

We began this process by undertaking an extensive staff engagement process to help us draft an initial Vision document which we could share with partners, stakeholders and the public for their views and comments.

The first phase of staff engagement involved three online leadership events for senior management in September. We also undertook 15 independently facilitated workshops with 150 frontline staff to explore some of the emerging themes in more detail.

An electronic staff survey was established on the staff intranet (iHub) and promoted through staff briefings and a station engagement toolkit was developed to capture the comments of station-based staff.

The first draft vision document was then tested at a workshop with senior managers and a further three workshops with frontline staff.

A six-week document review public consultation was launched on 7 June 2021 and a stakeholder mapping exercise was undertaken to target key stakeholders as well as the wider public.

Due to the ongoing COVID-19 pandemic, the consultation process was largely virtual, with a direct email to key stakeholders, an online survey and community engagements and partner contacts undertaken by the Local Senior Officers (LSOs) and their teams. The consultation period formally concluded on 18 July.

Staff, stakeholders and partners across all platforms agreed that this Vision is the right one for SFRS. They also agreed that working together with our partners and communities to identify the services they need and to design local solutions is key to our future success. Furthermore, staff indicated that building on our strong partnerships and working together to achieve the Vision through continued engagement was essential. This is the fundamental building block of our Vision.

We have also reviewed and reflected on all the comments we received from stakeholders and have incorporated these, where possible, into our Vision.

This Vision is not just the Service's Vision but it has been shaped and developed by everyone who has taken the time to share their views and feedback.

3. FUTURE CHALLENGES

As we saw with the COVID-19 pandemic, we cannot always predict what may happen in the future. What we set out below is not a prediction of the future but our understanding of some factors that will shape Scotland's future and what that will mean for the SFRS.

Over the next decade Scotland will have a stronger focus on addressing the factors that improve people's wellbeing. The country will also be managing the social and economic consequences of the COVID-19 pandemic, plus the impact of people living with the long-term consequences of the virus. Also, a focus on addressing the social, health and economic conditions that lead to inequality will be a key feature in how all public services will be designed, directed and resourced.

At the same time the climate emergency will increase its impact on our weather patterns. Meeting the challenges of climate change to ensure our communities are resilient and safe is something that we will play our part in.

There will be ongoing developments to ensure the resilience and safety of communities to safeguard the people who live there. We will continue to experience the threat of potential acts of terrorism, which in turn means there will need to be strong multi agency co-ordination and working to deal the threat as it evolves and changes over time. SFRS will be ready to play an appropriate role in this response while ensuring our staff are protected.

The development in digital and other technologies means new communities will be formed. These will not just be communities in the traditional sense that are formed by living in a common locality, but they will also be communities of interest and experience. All public services, including the SFRS, will need to adapt to deliver what people will increasingly expect of them. This means we will be innovative in our use of technology and how we design our services and will engage with communities to help us design those elements of service change.

The decade ahead presents profound but exciting challenges to Scotland. The onus on public services will be to adapt, thrive and prosper to help meet the challenges ahead. The reward for so doing will be a country and communities that thrive. The SFRS offers enormous potential in delivering a more prosperous and safe Scotland. We already add huge value to the communities we serve, but we can do more. By adapting to our context, meeting the changing needs of communities and engaging with staff, partners and communities we will help communities across Scotland reach their full potential.

4. WHY SFRS NEEDS TO KEEP EVOLVING

The SFRS must evolve, not for the sake of change, but because Scotland is changing. As a Service, it is our duty to respond to those new risks brought about by change. We will do this in new and innovative ways, whilst continuing to deliver our core services. Innovation in the design and delivery of our Service, in the technology and information we use, and how we work with our partners and communities will be the key to our success.

Notwithstanding the impact of the COVID-19 pandemic, over the next decade we will see Scotland's population alter as more people live into older age. Many will live alone and have multiple frailties that will require public services to work together to support them in staying safe, healthy and free from harm.

We will continue to evolve, ensuring that we remain the Service that Scotland needs us to be; designed and built to face the challenges of the third decade of the 21st century and beyond.

5. OUR VISION

We want to be regarded as among the best fire and rescue services in the world, focused on meeting the changing needs of our communities. As an industry leader, committed to achieving best practice standards, we will share our experiences, insights and learning with others about our achievements and how we got there.

6. OUR MISSION

As a confident, modern, efficient, outward looking, learning organisation, our mission remains clear. We are: 'Working Together, for a Safer Scotland' We will work together to secure the ongoing safety of our staff and those we serve throughout Scotland. As we deliver our mission, we will continue to evolve, adapt, grow and transition into whatever is required of us to secure the safety and wellbeing of our communities. We will never lose sight of what our mission means to us. It represents who we are and what we stand for.

7. OUR PURPOSE

At the core of any successful organisation is an understanding of why it exists and what it can deliver - its purpose.

The purpose for the SFRS is: "…. to work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and wellbeing of people throughout Scotland."

This means

- As well as responding to more traditional emergencies, we will further strengthen our work to prevent fires and other accidents occurring.
- Our services will continue to reflect the changing needs of different localities and communities across Scotland
- We will work with partners to protect the most vulnerable members of society, help address inequalities within our communities and respond when people are in need
- We will respond to the growing climate emergency
- We will support the safety of Scottish businesses so that they may continue to grow and deliver a sustainable and inclusive economy for Scotland
- We will help educate our children and young people in all issues relating to safety to help keep them free from harm
- We will work with our partners and with communities to drive out inefficiencies and improve what we do in making life better for the people of Scotland

In delivering against our purpose, we will continue to evolve as an organisation because that's what our communities and Scotland needs of us.

8. OUR STRATEGIC INTENTIONS

To realise the aspirations and ambitions of our Vision we have set four long-term strategic intentions. We have not ordered these by priority, each of them is of equal importance in achieving our long-term success. We will use our strategic intentions to determine our direction of travel and to continually steer the organisation over the next decade. They will guide our ability to adapt, to develop new capabilities and to exploit future opportunities as we realise our purpose and meet our mission. They will also allow us to correct any drift from our purpose that may occur from unexpected changes to our organisational environment.

8. OUR PRINCIPLES

8.1 Our Vision is also set in line with the values that define our Service. 'We will ensure our values remain at the heart of what we do as we deliver our Vision We will adopt the following four operating principles:

Principle 1: Progressive

We will continue to embrace innovation, change and improvement. We will secure best value in all that we do and will challenge ourselves to find new solutions to old problems. We will develop how we respond to emergency situations and work harder to prevent those situations arising where we can. We will be more efficient, ensuring our resources are redirected to priority areas within the Service and are aligned to current and existing risks. We will achieve more by working with our partners and communities in addressing the needs of our changing environment and in building a more sustainable, inclusive and resilient Scotland. We will achieve greater organisational sustainability by reducing our carbon consumption and our environmental impact.

As a public service we are committed to achieving fairness and equality for our staff and for our communities. We will enable more people to join our Retained and Volunteer service by allowing them to balance work and life commitments better. We are committed to working in more agile ways so that staff can build work patterns around their family and personal lives. We will use technology to build our organisational systems and processes to support these forms of agile working. We will connect our data and information to that of our partners to help build insight into how risks are changing, where inequality manifests itself in our communities and to predict operational demand in order to better prevent problems arising. We are committed to being open and transparent in how we perform and about what we achieve.

Principle 2: People Centred

We will be people centred in all that we do. We will be a fair and equitable employer and we will enable our staff to help shape the progression of our vision. We will develop new roles and career opportunities focused on prevention and community resilience building. We will develop our services to meet our communities and staff's needs. We will invest in developing leaders who have the right skills to work in complex situations, work well with people and are innovative in seeking solutions to problems. When we change, we will work with interested parties to ensure that the changes are right for everyone. We will ensure we use the full talents of our staff and our communities to support our change journey.

Principle 3: Inclusive

We will embrace inclusiveness and difference. We will reflect the characteristics and make-up of our communities and put their needs at the heart of what we do. We firmly believe an organisation that is as diverse as the communities it serves is stronger. By embracing differing viewpoints, understandings and insights we will be even more welcoming, tolerant, aspirational and respectful of all. We will work more closely with our existing partners, sharing properties and assets, and will seek new partners to help us achieve our ambitions for Scotland as we know there is no single right answer in keeping communities safe and improving their wellbeing. We will ensure everyone who wants to offer their insight, opinion, guidance and support, as we realise our ambitions, will be able to do so.

Principle 4: Connected

We recognise the importance of 'place' in shaping the lives of the people of Scotland. We will work with communities in developing our understanding of their needs and how we can contribute more to enriching the lives of those who live there. We will ensure our staff are better connected to each other in their work by exploiting technology while reducing our carbon consumption as they work together across the country. We will adopt new technologies to improve the safety of operational staff as they attend incidents.

9. OUR PRIORITIES

To deliver our Vision we propose eight overarching priorities for the Service. By focusing on these priorities over time we will transition our organisation to what Scotland needs us to be. Over time as our Vision is realised we will revisit these priorities to ensure they remain relevant to our strategic intentions, operating principles, and the needs of the communities we serve.

Our priorities are presented below to show how they connect most strongly to our operating principles. While each priority is listed against one principle, they serve all our principles and strategic intentions.

Progressive	People-Centred	Inclusive	Connected
Prevention will be at the heart of our service delivery model as it evolves to meet Scotland's changing needs	We will be an organisation that works in agile and smart ways to support our staff to achieve a positive work/life balance.	Partnership working will be at the core of how we work	We will be driven by a deeper understanding of the needs of our communities
We will be innovative in our use of technology, data and information to change how we work	We will invest in developing our leaders and train our staff to the highest standards	We will value difference of views, experiences and backgrounds within and out with our organisation	We will be a more environmentally sustainable organisation

10. NEXT STEPS

On the basis of the feedback we have received, this Vision - and the key intents set out in it represent our future.

Our Vision reflects the feedback we have received through our engagement and consultation process and is our commitment to our staff and stakeholders. Our Vision marks a new phase in our change journey and it may take us a decade to fully realise.

It will shape what we do, how we work, how we engage with people and how we will evolve to meet the challenges facing Scotland and its diverse communities. It is the foundation for how we will build our Service for the future. But, for us, this is only the beginning.

We now need to set out how we are going to achieve the ambitions our staff, partners and communities have helped us to develop.

In line with the Fire and Rescue Framework for Scotland, we will develop a new Strategic Plan for 2022-25 which will outline the first stage in our journey towards realising our Vision.

We will do this in partnership with our staff, stakeholders and communities because by working together we really can make a difference to the wellbeing and safety of the people of Scotland.

APPENDIX B

Section	Amendments
Foreword	• New addition – emphasising commitment to community to reflect stakeholder feedback which highlighted working in partnership with communities was key priority of both staff and external stakeholders
1. Introduction	• Edited – word count reduced • Text simplified - Plain English • Additional text added to reflect COVID-recovery
2. How we developed our Vision	• Amended to reflect public consultation • Highlighting overall agreement with vision • Emphasis on community support • Emphasis on partnership working
3. Future challenges	• Edited – word count reduced • Text simplified - Plain English • Reworded to highlight priority of staff safety • Strengthen wording around community safety • Added reference to community engagement again to reflect outcome of consultation
4. Why SFRS needs to keep evolving	• Edited – word count reduced • Text simplified - Plain English
5. Our vision	• New section added • Include a Vision statement following feedback that the Vision wasn't clear
6. Our mission	• Edited – word count reduced • Text simplified - Plain English
7. Our purpose	• Edited – word count reduced • Text simplified - Plain English • Two additional bullet points added to reflect the draft Fire Framework – those on reflecting community needs and driving out inefficiencies
8. Our strategic intentions	• Edited – word count reduced • Text simplified - Plain English • Reworded strategic intent regarding agile working following feedback from consultation • All intents have been amended and simplified
9. Our principles	• Edited – word count reduced • Text simplified - Plain English • Revised progressive principle to add context around what we mean by agile – reflecting consultation feedback • Revised people-centred principle to develop investment in leadership • Edited and simplified Inclusive principle • Revised connected principle to reflect meeting local need and to explain how technology can shape the Service

10. Our priorities	• Progressive priority reworded to strengthen commitment to prevention • People Centred priority reworded to contextualise meaning of agile working
11. Where will our vision take us	• Section removed
12. Next steps	• Edited to merge original sections 11 and 12 – word count reduced • Text simplified - Plain English • Reference to Strategic Plans and Fire Framework added
Notes • Overall three pages of text have been removed from the original draft. • The document has been restructured into a simpler format and will be designed before final publication • The individual changes have not been listed in detail due to the significant volume of changes that have been made	

APPENDIX C

The Scottish Fire and Rescue Service

Draft Long Term Strategic Vision (2021)

Staff Engagement and Public Consultation Analysis Report

1. INTRODUCTION

Following the rejection of the Broadening the Role pay offer by members of the Fire Brigades Union (FBU) in 2020 and in light of unmatched external change pressures facing the Scottish Fire and Rescue Service (SFRS), the Strategic Leadership Team (SLT) in July 2020 committed to developing a Long-Term Future Vision for the Service; hereafter called the Vision. The purpose of the Vision was to set out the long-term ambitions that would guide the Service over the next decade in bringing about improvements that would deliver better outcomes for the people of Scotland. At the SFRS Board meeting on 27.08.20 the Board approved the SLT proposal including an engagement plan for the development of the Vision document.

Between September and November 2020 an extensive internal engagement exercise was launched to involve staff in preparing the Vision. The outputs of the exercise were reported to the SLT and the Board in early 2021 and a further round of 'sense checking' with staff on a draft of the Vision was undertaken in March and early April 2021. The draft Vision was then formally consulted upon with the public and stakeholders from June to July 2021.

This paper summarises the results of both the internal and external engagement on the draft Vision and highlights the Service response to issues raised and that are addressed in the final version of the Vision.

2. SFRS STAFF ENGAGEMENT EXERCISE

The SFRS launched an engagement process in September 2020 to capture the views of staff across the organisation to inform the development of the Service Vision.

The engagement process was designed to capture the views of staff across organisational hierarchies, roles and geography to help inform the development of the Vision. This process began with three online leadership events for senior management in September 2020. These events consisted of a presentation from the Chief Officer, followed by smaller discussion groups. A total of 289 staff participated in these events. The leadership events were then followed by 15 independently facilitated workshops which engaged with 150 frontline staff to explore some of the emerging themes from the leadership workshops in more detail. Thirdly, an electronic staff survey was placed on the SFRS intranet (iHub) which was promoted through staff briefings to encourage staff to comment on issues relevant to the Vision. This generated 254 staff responses. Lastly a station engagement toolkit was developed to capture the comments of station-based staff and 88 forms were completed from across Scotland and submitted. Overall, the exercise generated inputs from more than 800 SFRS staff members.

While the leadership event and staff survey included some quantitative data the majority of feedback provided from staff was qualitative. The exercise was purposely structured in this way to ensure we captured staff views without directing the conversation or steering the issues they wished to raise that they saw as being relevant to the long-term success of the Service. As a result, most of the feedback was captured through group discussions or free text answers on the survey rather than binary 'agree/ disagree' type of questions that are typically set out in a standard quantitative survey formats. The reports from each of the engagement process

are provided in appendices, 4,5,6 and 7. Where word clouds were used, we have ensured that every comment was read and analysed to ensure the common themes identified reflected accurately the full feedback received and not just the most frequently occurring words and phrases.

The analysis of the engagement exercises outputs demonstrated a clear consensus across a number of key issues and areas of discussion among staff. We have also endeavoured to ensure that we have represented fairly and accurately alternative views to these emerging themes in this report.

Overall, from the staff engagement exercise a clear mandate for the change and evolution of the Service was evident.

2.1 Summary of Staff Feedback - Thematic Analysis

While there was no one area or topic where a complete consensus was reached, a number of common themes emerged throughout the staff engagement process which produced majority opinions. Many of these are interconnected and some themes are reflected under more than one heading however, broadly comments can be categorised under the key themes listed below:

- What staff value about the SFRS
- Appetite for change
- What should we start doing to support change and what should we continue
- Creating capacity for change (or what we should stop)
- Key partners
- Terms and Conditions
- Training
- Culture of SFRS
- Staff Involvement

2.1.1 What staff value about the SFRS

In both the leadership events and the staff survey participants were asked what they valued about the SFRS and they were asked to list their top three (out of seven) options.

All three leadership sessions identified ‘serving the community’ as the top answer, followed by being part of a team and thirdly the reputation and history of the Fire Service. Operational targets scored the lowest across all three sessions. The staff survey responses echoed the responses generated from the leadership events with ‘serving the community’ as the top answer, followed by ‘being part of a team’ and ‘reputation and history’. Again, operational targets were the lowest valued choice.

The theme of community appears frequently throughout staff feedback, in terms of working with communities to identify local need and in putting the community at the heart of everything the SFRS does. These issues were overwhelmingly viewed in positive terms by staff.

2.1.2 Appetite for Change

Across all the engagement sessions staff recognised the need for SFRS to change and evolve. In the leadership sessions more than 90% of all participants rated change as being either very important or important. Again, there was a similar consensus across the staff survey respondents with a significant majority of survey responses rating change as very important or important, the combined figure was 80%. Participants in the leadership events were also asked to identify what kind of Service they thought the SFRS should be. There was consistency across all three leadership sessions with the top answer being 'flexible'. Closely linked to this was 'future focused' and 'evolving and innovative'. Efficient was rated highly but did not make the top 3 and 'traditional' was rated low (less than 5%) across all three leadership polls.

In the staff survey 48% of respondents were supportive of change with a particular focus on the Service evolving an emergency medical response and more specifically an Out of Hospital Cardiac Arrest (OHCA/OHCA +) option. However, when asked what barriers there existed to change, 32% of respondents described there being a 'change fatigue' within the Service. A number of staff also commented that the Service had struggled to deliver any real significant changes since its inception in 2013 and this then dented their confidence in its ability to bring change about.

The role of the FBU to either support or to limit change was seen by many staff participants as pivotal in bringing change about by the Service. Staff also outlined the importance of open and honest communication and ensuring all that staff voices were heard within the organisation, especially when it came to organisational change.

A small proportion of survey respondents (5.6%) stated unequivocally that no change in SRS was necessary, while 10% said we need to focus on delivering the core roles of the Service. Overall within the staff focus groups, there was recognition that the Service could do more to support the communities that the SFRS serves, but some staff felt that they were at their limit and could not take on additional work that change might bring. The staff focus groups and station feedback also indicated recognition of the need to change, however, there was a much stronger sense of needing to 'get the basics right' first within the organisation.

2.1.3 What should we start doing to support change and what should we continue?

The theme which recurred most often, across all staff feedback, was that the Service needs to engage more with communities to understand their needs better. This was followed closely by the need for the organisation to internally devolve decision making and support further local autonomy to then respond to local needs. This was viewed as integral to the ability of the Service to meet the needs of local communities. 'More empowerment at a local level' was a frequently made comment from staff across all engagement events. Within the staff focus groups this was again emphasised as it was felt important that the Service cannot assume that 'one size fits all' in meeting the needs of diverse communities across Scotland.

The importance of the Service continuing with staff engagement exercises was also viewed as key to achieving change. This emerged as a strong theme in the leadership events and in the staff focus groups. The importance of staff engagement in creating the Vision was regarded as important and it was felt by many participants in the engagement exercise that this commitment to staff involvement in shaping and delivering change should be maintained.

Another key area highlighted by staff that they thought needs to change quickly were issues around the Retained and Volunteer Duty System (RVDS). In particular, there was a strong view that the retained and volunteer roles needed better support and that the Service needed to review and improve its approach to recruitment and retention within the RVDS in order to help bring stability to it and to further support change.

Stations were much more explicit in terms of what the role of a firefighter should, or should not, be in the future. While an EMR was seen as a new way to support communities, staff were clear that this should not extend to providing elements of what they perceived to be 'social care'. At a station level, there was some support for introducing a 'civilian' role to some elements of service delivery, and opinions were strong that many current Service duties do not require a uniformed officer to deliver them. There was strong support for a community safety remit to undertake Home Fire Safety Visits (HFSVs), water hydrant inspections and community engagement work. However, a small number of statin based staff felt this could dilute the role of the front-line firefighter and limit opportunities for career progression.

Finally, at the leadership events there was widespread support to continue virtual meetings, encourage innovation and keep engaging with staff. The pandemic it was felt had shown how technology could help change how the Service operates and it was felt important to continue with this approach and develop it further beyond the pandemic period.

2.1.4 Creating Capacity for Change (or what should we stop doing)

The overwhelming response across all the engagement sessions as to how the Service could create capacity for change, related to how the Service manages its response to Unwanted Fire Alarm Signals (UFAS). This was viewed as something the Service could stop doing now which in turn would create significant capacity at station level. In relation to prevention 23% of staff survey respondents indicated that the development of a non-uniform prevention role within the Service would free up capacity for operational firefighters.

Another recurring theme across engagement sessions was the perception that the Service has too many simultaneous projects and is too ambitious in trying to do too many things at once. Staff felt that there should be a focus on achieving a limited number of projects to a high standard so that good practice could be developed and shared across the Service. Out with the response to COVID there was a perception among many that the Service does not 'do' change well.

There was also a substantial proportion of feedback across all types of engagement sessions which related to the internal policies and procedures of the SFRS. Many staff felt that many policies and procedures added unnecessary levels of bureaucracy, limited capacity and stifled innovation. There was a consistent majority opinion that the Service needs to take steps to reduce levels of self-imposed bureaucracy.

2.1.5 Key Partners

Staff were asked who they valued most as key partners for the SFRS to work with. Overwhelmingly the most common response was the Scottish Ambulance Service (SAS).

At the leadership events, although ratings varied slightly, SAS, local authorities and local communities were recoded as the highest responses among participants when asked this question. Only SAS appeared consistently across all top 3 selections at each leadership event. Representative bodies and HM Coastguard scored lowest among staff as key partners for the Service to work with.

In the Staff survey the top answer when asked who was the most important partners for the Service SAS was regarded as the most important followed by Police Scotland and local communities. The perceived synergy between SFRS with SAS was also evidenced by the support for the development of an emergency medical response.

In terms of how we should work with partners staff were keen to look at the use of shared resources, particularly buildings, and wanted to see more joint training with partners.

2.1.6 Terms and Conditions (T&Cs)

There was a strong sense in the station feedback that issues around T&Cs need to be resolved before the Service could move forward. Concerns around pay and training were frequently raised and the role of the FBU as either a key enabler or blocker of change was also a recurring issue. There was a clear view that the Service needs to work with the FBU to agree better terms and conditions for firefighters.

The leadership events also reflected on the role of the FBU and how the relationship with the FBU can act as a barrier to change. Concerns were expressed about how the Service could ensure that the voices and views of all staff, critically including those who were not members of trade unions, could be heard within current decision-making structures. This was also a recurrent theme that was evident in the staff survey, particularly from staff who felt their voices had not been heard in the debate over the broadened role for firefighters as they were not FBU members but were impacted by the decisions taken on the possible addition of new roles for firefighters.

2.1.7 Training

Concerns around training featured prominently in the discussions in all the engagement forums during the discussions on the broadened role in 2019, so it was not surprising to see the issue raised again throughout the feedback on the Vision.

Across all forums training was consistently viewed as both a barrier and an enabler of change. Staff felt they did not currently have the time or capacity to attend existing training but were still keen to see the Service develop more training, particularly delivered in partnership with the SAS, to support the introduction of an emergency medical response.

To illustrate how important staff, view training the issue was mentioned in almost all of the staff survey answers. In particular support for reducing the use of online training and developing more locally delivered training at a station level was strongly evident. Staff also wanted more time to access training, especially if an EMR was to be developed, and staff wanted to see more training delivered in partnership with the SAS in support of an EMR role if it were to emerge.

Concerns around the promotion process and career progression were also raised in the station feedback, with a general perception being that promotion was not always based on merit.

2.1.8 Culture of SFRS

Across all the engagement forums much of the discussion focused on the internal culture of SFRS and what staff felt needs to change to improve the culture further. Themes, which were consistent across all staff groups, included simplifying business processes, reducing bureaucracy and preventing silo working. The theme of local empowerment was also raised in the context of culture – in that staff felt that centralised decision-making stifled innovation at a local level.

In the staff survey, it is worth noting staff made a number of comments around 'attitudes'. This included the relationship between staff and management with a 'them and us' culture between staff and management seen as common, plus a wholetime and RVDS divide existing in the Service and an operational and support staff divide. These elements of silo-working and thinking were seen by most as requiring change.

In the staff workshops the organisational culture again featured in terms of empowering staff with some staff indicating they fear repercussions for voicing opinions or dissent. Other issues arose around the policies. processes and procedures which are seen to inhibit staff rather than support them.

In the survey when asked about SFRS policies and procedures there was an overwhelming consensus that there were too many policies and they are often too complex. Only 4 out of 254, 1.6% of respondents, viewed existing policies and procedures as good.

Many staff voiced their views that change was not regarded as a priority at this point in time and that the Service should focus first on getting the basics right; that is addressing issues such as silo working, access to training, reducing bureaucracy and empowering our people.

Interestingly, despite a significant proportion of staff feeling that we had not succeeded in delivering change others commented that many staff were experiencing 'change fatigue'. This would appear to link to the comments around limiting the number of projects the Service prioritises and that it should focus on delivering a smaller number of change projects to a higher quality standard.

2.1.9 Staff Engagement

At the leadership event, there was wide support for the process of engagement on the Vision and a call to ensure frontline staff were included in its development. The importance of keeping all staff updated on progress was also highlighted by many participants.

Throughout the whole engagement exercise staff welcomed the opportunity to participate in the process and were keen that their level of involvement continued. Fundamentally, staff wanted to see more and better engagement across a range of issues. From the station feedback there was a fear that change would be pushed through without proper engagement with staff. It was also notable that some expressed a view that if change was forced through it would impact negatively on the morale of staff. It was also clear that there is still a sense among frontline staff that the organisation is not open and transparent enough in communicating with staff and that we need to do more to develop a culture of trust between staff and management.

2.2 Summary of engagement analysis

As evidenced across all the staff engagement forums there was an appetite for change across the Service and a real focus on working with communities to identify what more the SFRS could do to support them. Staff wanted to see a shift to more locally designed solutions and empowering staff at community levels. They also wanted to be involved in and involve their communities in shaping the Service in the future.

The ability to ensure all staff voices could be heard in any change process was a key theme and ensuring the Service continues to engage with staff was regarded as imperative. Many staff voiced their concerns about how change could be progressed without the agreement on the FBU, particularly in relation on any revised terms and conditions.

There was a clear demand to look at streamlining SFRS ambitions and working on a small number of key projects to achieve successful and meaningful change. This good practice could then be shared across the organisation to support future development. SAS emerged as a clear preferred partner in terms of where SFRS can work best in partnership to enhance the services it provides to communities, with a preference to deliver some form of emergency medical response.

However, despite not being the primary aim of the engagement process, the feedback also highlighted a number of internal issues which staff were clearly looking for the Service to improve or resolve. Many of those issues were previously highlighted in other engagement processes such as the 2018 staff survey and the Internal communications review.

Following the staff engagement exercise the draft Vision was amended to reflect staff views and opinions. The redraft was approved by SLT and the Board in April 2021 and the Service proceeded to launch a public consultation exercise on the draft Vision.

3. THE PUBLIC AND STAKEHOLDER CONSULTATION PROCESS

Following from the staff engagement exercise to develop the Vision it was agreed by the SFRS Board that a pubic engagement exercise should be undertaken to secure the views and opinions of stakeholders and the general public. The Service took independent advice on how best to do this and were advised that as the Vision document was such a strategic level document, that a 6-week public engagement and consultation exercise would be appropriate to capture the views of the public and of partners.

In preparation for the consultation exercise a stakeholder mapping exercise was undertaken by the SFRS Communications and Engagement team to identify key stakeholders and to ensure the Service subsequently made contact with those stakeholders to make them aware of the consultation exercise. A consultation plan was then developed to ensure the consultation process was communicated widely and stakeholders encouraged to participate. Progress against the plan was monitored on a weekly basis.

To support the consultation exercise dedicated Web and iHub pages, as well as a dedicated email address for people to submit queries, request meetings or offer feedback, were established. A set of Frequently Asked Questions (FAQs) and answers was developed and a summary version of the Vision document was also produced along with a PowerPoint

presentation which could be delivered to stakeholders outlined the basis of the draft Vision. Additional communications assets were also developed to support the process including a launch video with the Chief Officer, a British Sign Language version of the video was also made available, supporting infographics, media releases and staff briefing updates. Feedback on social media channels was monitored to identify if further information was required to support stakeholders in understanding elements of the Vision or in making a response to the Service as part of the engagement exercise.

The public consultation exercise was launched on 7th June 2021 seeking the views of stakeholders and the wider public on the content of the draft Vision document. The overall purpose of the exercise was to establish if respondents agreed with the direction of travel for the Service as outlined in the Vision. Due to the impact of the COVID pandemic the consultation process was largely virtual, with a direct email being sent to all key stakeholders seeking their engagement. An online survey was also published alongside the draft Vision document and the exercise was supported by social media information to alert the public and stakeholders to the consultation going live. Locally, information sessions were held with LSOs and their management teams to enable them to share the key messages at their local scrutiny and Community Planning Partnership meetings. Given the short timescale of the consultation process email reminders were sent to stakeholders to ensure they had an opportunity to engage with and respond to the consultation. The consultation period formally concluded on 18th July 2021.

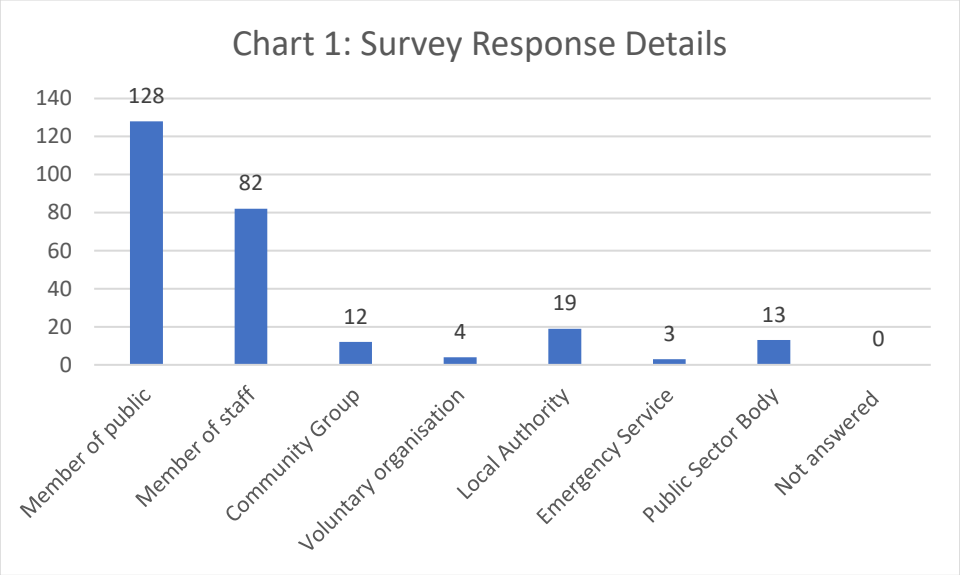
Unlike the initial staff engagement exercises the public and stakeholder exercise was designed to draw out more quantitative responses to questions asked of stakeholders on issue in relation to the draft Vision. The internal staff exercise that preceded it was purposely built to be discursive and open to encourage staff to frame issues in their own words in order to help the Service shape the Vision. The public and stakeholder exercise, while still offering scope for qualitative responses to questions, proceeded on the basis of establishing views on the prepared draft Vision by asking closed questions and drawing out the level of agreement using a standard Likert scale approach with the response options ranging on a 5-point scale from strongly agree to strongly disagree. If a respondent was completing the survey on behalf of an organisation they were asked to identify the name of the organisation.

3.1 Public and Stakeholder Consultation responses

The public consultation exercise generated a total of 261 survey responses through the online survey. An additional 7 written responses were submitted directly from organisations and 70 community engagement and partner contacts were undertaken by the LSOs and their teams with any relevant themes and issues relayed back to the corporate communications and engagement team to capture.

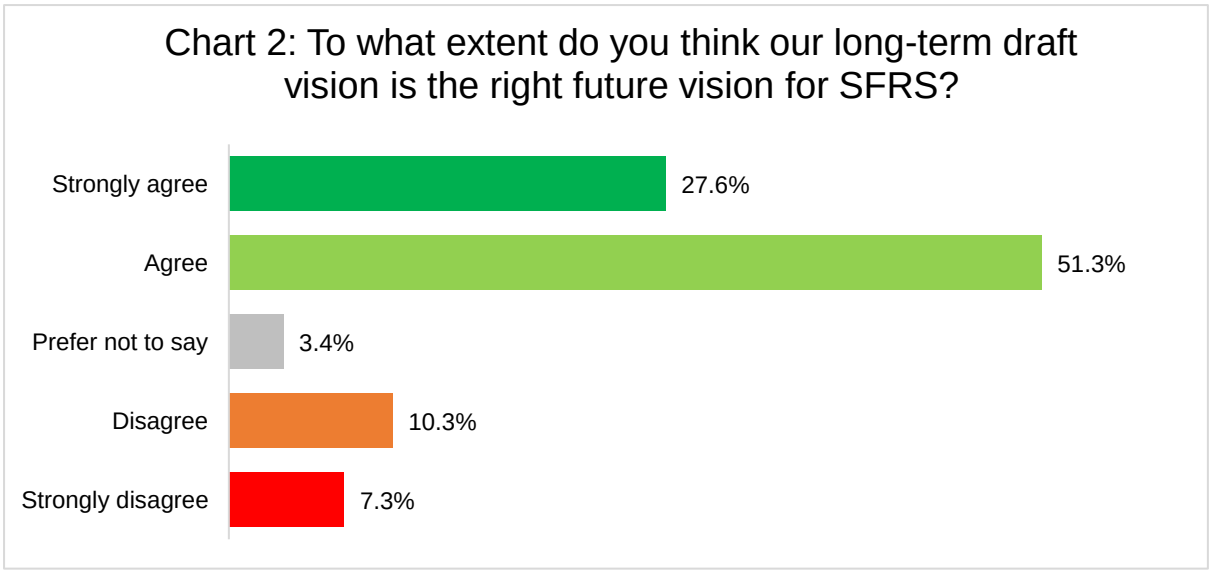
In order to undertake a meaningful analysis of the survey questions respondents were asked a number of personal and demographic questions. In presenting the analysis all relevant personal identifiers have been removed from the findings and charts set out below.

When asked ‘who they were’ most survey respondents, 128 or approximately 50%, identified themselves as members of the public.

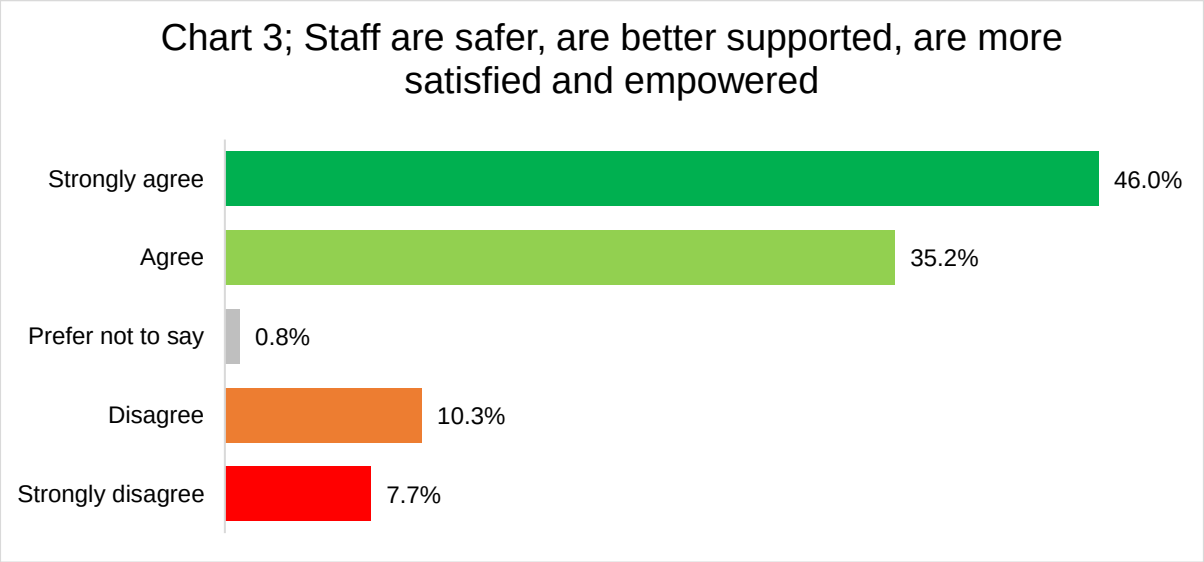


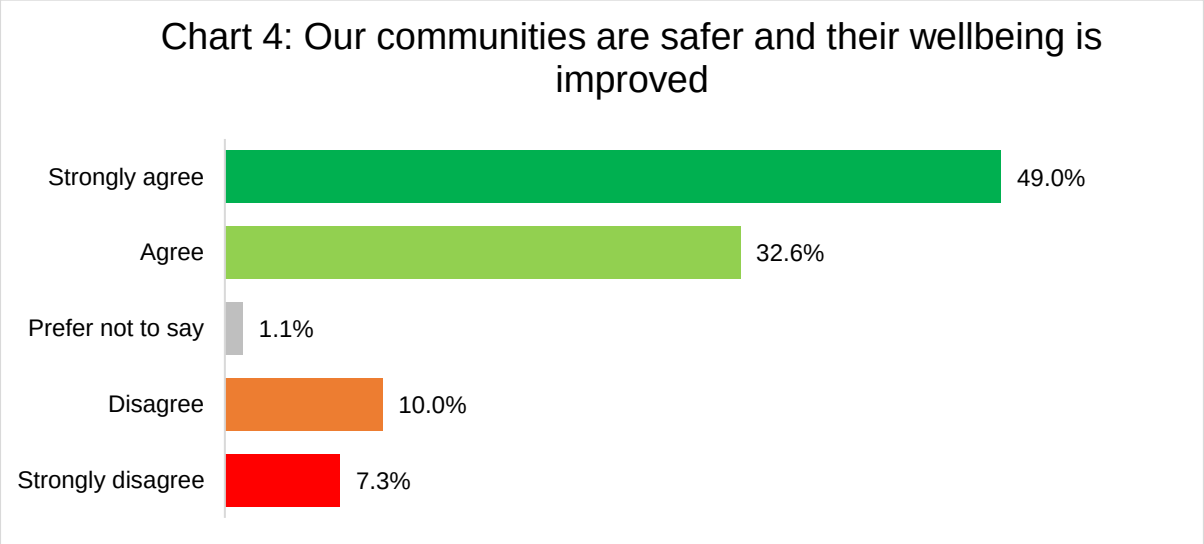
Most were, 40.6%, were aged between 41 and 55 and the majority, 56.7%, were male. 62% of respondents provided details of their postcode area and 25% of those who did so were located in the SFRS West Service Delivery Area (SDA) and 25% were located in the East and 12% in the North SDA's.

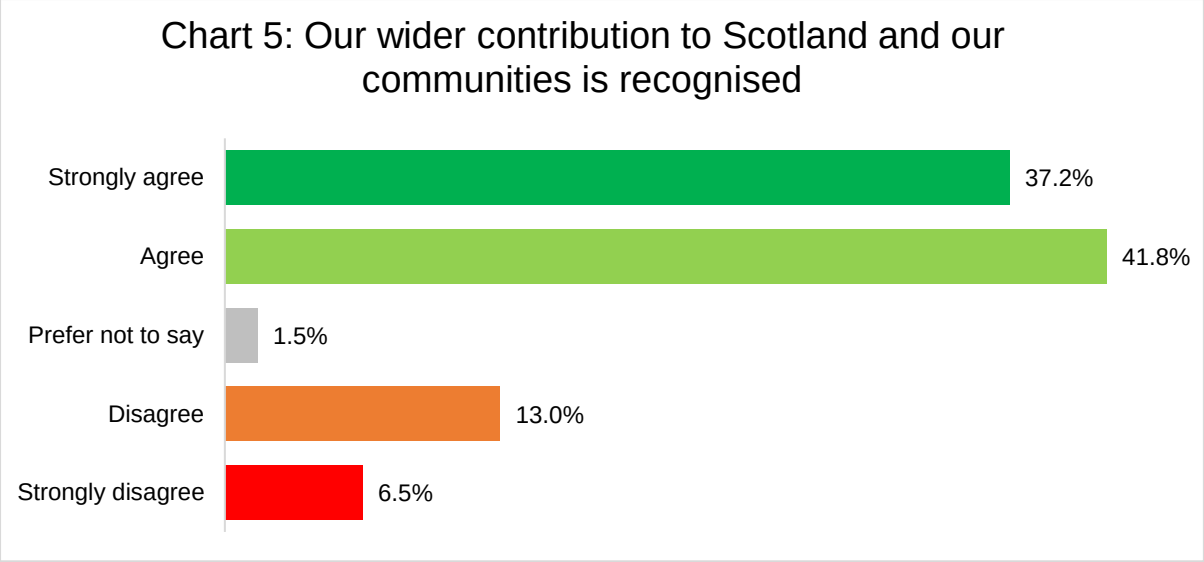
When asked to provide an overall opinion on the draft Vision, the majority of respondents either strongly agreed, or agreed that the Vision outlined in the document was the right vision for the service; the figures were 27.6% and 52.3% respectfully. Combined this meant a total of 78.9% of all respondents supported the draft Vision. The breakdown of opinions is outlined in the chart below.

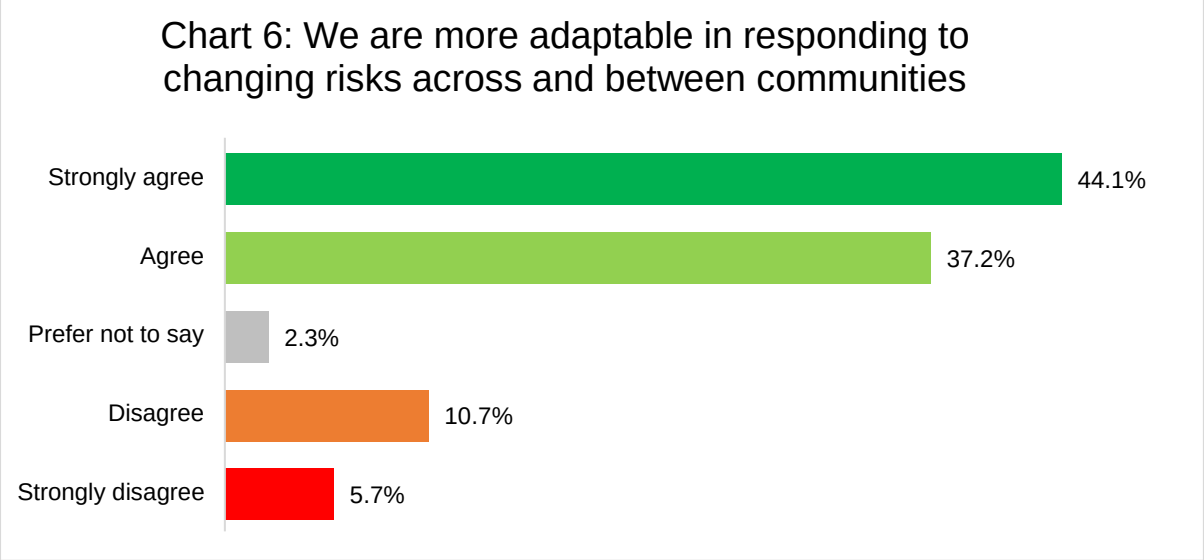


Respondents were also asked to indicate the level to which they supported each of the four strategic intents set out in the draft Vision. Again, the overall majority were supportive of all four strategic intents. As evident in the chart below protecting communities elicited the strongest level of agreement. The responses to each of the four strategic intents are detailed in the charts below.









And finally, respondents were asked to indicate their level of support for the eight priorities outlined in the draft Vision document. Overall, each of the 8 priorities received positive support from a significant majority of respondents.

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.

Chart 7: SFRS Proposed Strategic Priorities	**% Strongly Agree/Agree**	**% Strongly agree**

Our service delivery model will meet Scotland's changing needs	75	30.2
We will be innovative in our use of technology, date and information to change how we work	80.4	37.1
We will be an organisation that works in agile and smart ways	77.7	34.8
We will invest in developing leaders throughout the Service and train our staff to the highest standards	78.9	42.1
Partnership working will be at the core of how we work	83.9	40.9
We will value different views and experiences	80	39.8
We will be driven by a deeper understanding of the needs of our communities	81.2	38.6
We will be a more environmentally sustainable organisation	84.6	37.1

3.2 Organisational responses

SFRS also received seven separate written submissions out with the survey responses from key partners. Written submissions were made by:

- Fire Brigades Union (FBU)
- Fire Officers Association (FOA)
- Fire and Rescue Services Association (FRSA)
- Police Scotland (PS)
- Maintain Heritage
- Bord na Gaidhlig
- Scottish Ambulance Service (SAS)

Six of the submissions agreed that the draft Vision set the right direction of travel for the SFRS. Only the FBU, who although indicated agreement with the strategic intents, disagreed with the view that the Vision was the right way forward. The union also supported the majority of the priorities but it disagreed with those relating to the service Delivery Model, Agile Working and Partnership Working.

Police Scotland welcomed the synergy with their own joint strategy and expressed the opportunity to build on partnership working with SFRS 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. The FRSA broadly supported the Vision but wanted to see more firm commitments in relation to RVDS staff made by the Service. The FOA were also supportive but expressed a caveat of whether the ambitions could be realised in practice. Finally, both Maintain our Heritage and Bord na Gaidhlig supported the Vision but wanted to see closer partnership working to support their interests in maintaining historic buildings and in promoting the use of Gaelic respectively.

3.3 LSO engagement

Throughout the 6-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 and to make a written response through the online survey.

One meeting occurred with an MSP in Falkirk and West Lothian, at their request, and one request to meet with Kincraig and Vicinity Community Council was met where they sought assurance on the management of wildfires.

The only issue of note raised by a Community Planning Partnership in response to the draft Vision was by the Scottish Borders Community Planning Strategic Board who stated they would want to see further engagement regarding any specific changes which were proposed as part of the implementation of the Vision.

3.4 Thematic analysis

All the written comments that were submitted via the online survey were analysed and categorised by the corporate Communications and Engagement team. The team divided responses into themes and by the tone of the comment. Tonally the comments were categorised as positive, negative and neutral by the team.. Positive comments were attributed to those who expressed support for the Vision and negative to those who expressly disagreed with it or specific elements of the Vision. Where a respondent did not clearly express support or disagreement or simply offered suggestions or comments on the Vision these were classed as neutral.

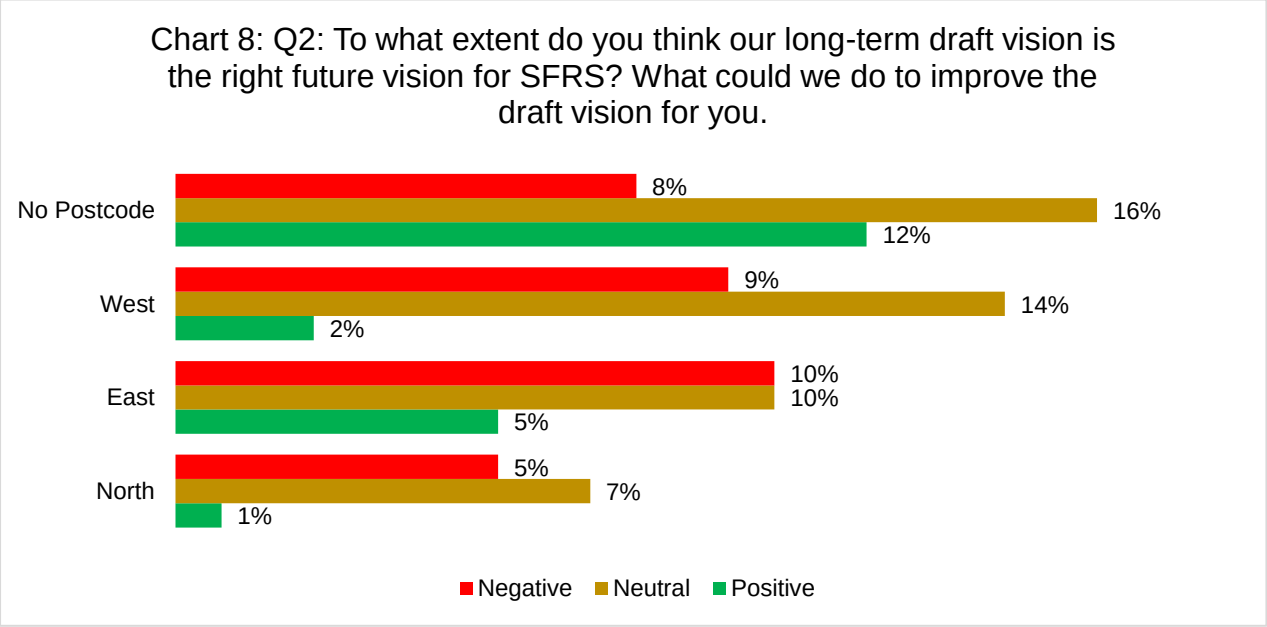
Specific written comments in the consultation document were sought on two broad questions, these were:

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.

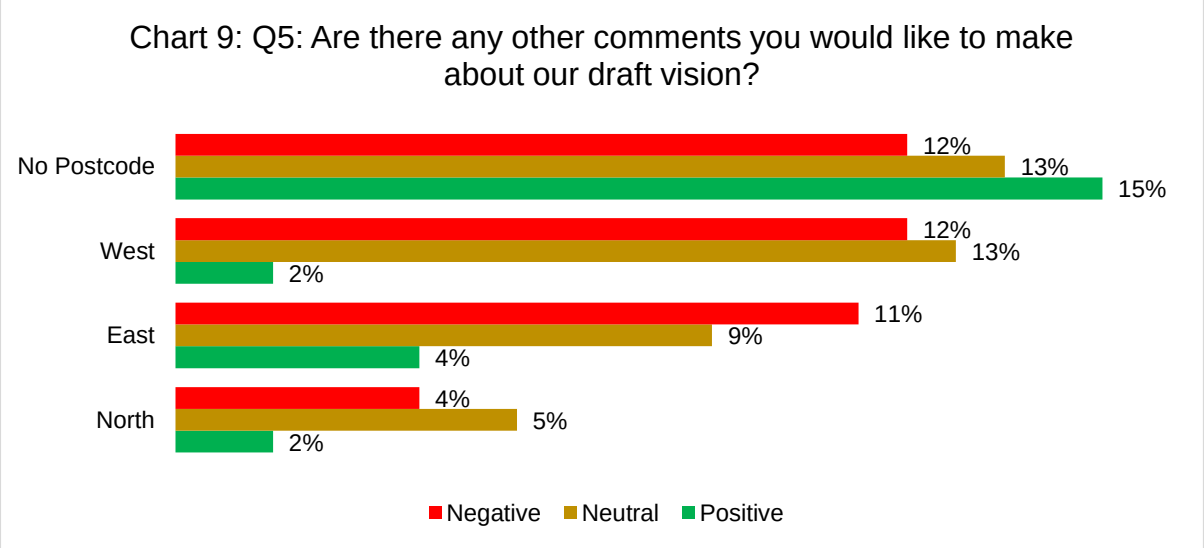
Q5: Are there any other comments you would like to make about our draft vision?

The highest percentage of comments for both questions were neutral in nature; 47% and 40% respectively. For **Question 2**, 33% of comments were classed as negative and 20% as positive. For **Question 5** 38% of comments were classed as negative and 22% as positive.

For **Question 2,** 114 people provided written comments generating 128 specific responses in total as some responders provided responses to a number of issues when responding to the question. The written responses were also categorised by the geographical location of the responder, if the responder provided a postcode in their submission. This enabled SFRS to check for consistency or divergence in opinions across different areas of Scotland. In using the SDAs to group the geographical responses, the breakdown on comments in terms of positive, negative or neutral across the 3 SDAs was as follows:



For Question 5, 107 people provided written comments offering specific 128 responses in total, again with some responders providing responses on a number of issues within their response. The geographical breakdown on comments, again by using the 3 SDAs, in terms of positive, negative or neutral was as follows:



Overall, the most positive comments came from the East SDA and the most negative comments came from the West SDA.

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

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. The full range of written comments are attached at appendix 8.

3.5.1 Community and Partner Engagement

Most positive comments, 32% to **Question 2** and 50% to **Question 5**, related to welcoming the Service commitment to community and partner engagement. Most organisations and stakeholders asked that this commitment was further built upon in the future in terms of how the Service works with them. Overall in the written comments the most positive comments came from the East SDA and from individual local authorities.

> *"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)

> *"Needs a bit more than Partnership working out how the service plans to improve / evolve how it both interfaces and works with other agencies - Cat 1's, 2s and the third sector to not only continue to deliver for but improve how it and other agencies deliver for Scotland."* (Negative)

"Partnership working is noted within the SFRS overarching purpose. This point could be expanded to highlight how both the SFRS' primary purpose, and the secondary role has a valuable contribution in a partnership context, particularly in relation to community planning. This would aid with public awareness of SFRS involvement in partnerships and their work." (Neutral)

"We welcome the draft vision and particularly support the prominence given to partnership working and the promotion of safer communities." (Positive)

3.5.2 Content – style and detail

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 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.

"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)

"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)

"It's all quite vague, would be good to have a detailed vision of what you see a firefighter doing in the future." (Negative)

"It would be beneficial to include more detail on 'How', to complement 'What' - even if this is limited to providing references to documents which detail specific objectives and KPIs." (Neutral)

"You could actually tell us what you are going to do instead of just filling the whole thing with waffle and meaningless corporate phrases - your document tells us virtually nothing about what you are ACTUALLY going to do!" (Negative)

"The vision is excellent but I would suggest that many people will not read it due to its length. Perhaps a short, executive version may get more reads." (Positive)

3.5.3 Operational response

These comments centred around what the role of the SFRS and firefighters should be in the future. Both staff and members of the public who commented on this aspect of the Vison 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. However, there was some degree of support for developing an emergency medical response by the service.

"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)

"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 believe the service should be left alone as they have already many different roles from water rescues to urban search and rescue." (Negative)

3.5.4 Staffing – Recruitment and Terms and Conditions

Many of the written comments focused on ensuring there were 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 2019 Broadened Role pay offer 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.

"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)

"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 be less management and back office positions with more frontline firefighters." (Negative)

"Pay the firefighters more. They are the ones delivering this" (Negative)

"Look at legislation governing RDS Terms and Conditions along with the NJC Grey Book to totally rewrite how the system works. This will take some time and the RDS is currently in a poor state of efficiency and is only going to get worse until something drastic happens to change the system." (Neutral)

3.5.5 Investment

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.

"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'." (Negative)

"A vision is all well and good if the Government provides you with the right amount of money to support that vision". (Neutral)

"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." (Negative)

3.6 Summary of analysis

Overall, a significant majority of the survey respondents supported the intents and priorities as set out in the Vision. 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.

Staff and some members of the public 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. 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.

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.

Some individuals felt that climate change and achieving carbon zero status should not be priorities.

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.

4. PROPOSED CHANGES TO THE FINAL LONG-TERM VISION

Following analysis of the feedback outlined above, along with the feedback received from the staff engagement exercise, we secured widespread support for the draft Vision. However, it is important to incorporate the feedback received into the final version of the Vision itself. The themes and issues set out above were presented to the SLT and the Board of SFRS in August 2021. In dealing with the key themes emerging from the engagement exercise it was agreed that the document would be edited to better reflect the key themes.

The Board specifically agreed that the document would be reviewed and edited to reduce its length, simplify language and where possible remove professional language. It was also agreed that the final document would include graphic elements to illustrate key points and to help improve the readability of the final document.

In response to points about how the Service would set out the detail on how it will deliver the Vision, it was also agreed that the final version of the Vision would clarify how the Vision fits with future Strategic Planning processes and how it will support the delivery of the next Fire and Rescue Framework (Scotland) that will be produced by the Scottish Government in late 2021. While the Vision was always intended to be a strategic level document, the Board agreed some further details should be added to the final document to illustrate how specific

changes in the service will be planned and co-ordinated to deliver the Vision. Furthermore, it was agreed that the final version will reaffirm in more concrete terms the Service commitment that staff, stakeholders and partners will continue to be involved in shaping that detail.

The final area of clarification that the Board agreed should be met in the final Vision document was clearer definition of what was meant by the Strategic Intent “Our wider contribution to Scotland and our communities is recognised”. The stated intention meant that the wide contribution that the Service currently makes to communities across Scotland needs to be more fully understood and made apparent to communities and stakeholders. At the moment, the public tend to have a traditional view of what the Service does and as a public service fully committed to being open and accountable to the public it is incumbent on us to communicate more fully and clearly the range and breadth of what we do for our communities in keeping them safe and enhancing their wellbeing.

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Online Leadership Engagement Event
What is the future vision for SFRS?

EVENT REPORT – SHAPING OUR FUTURE VISION

'WHAT YOU SAID'

NOVEMBER 2020

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Date	November 2020

Produced by the SFRS People & Organisational Development Team
October 2020

Introduction & Context

In early 2020 plans were underway to have a whole system leadership engagement session, however, in the light of the Covid-19 pandemic the plans to have an auditorium event were revised and transitioned into 3 virtual 'Online Leadership Engagement' sessions. These online events were the first step in engaging with the SFRS middle management cohort to start to shape the long term strategic vision, the 'Future Vision'.

The drive to deliver a 'Future Vision' for the SFRS has been one of the organisations' key objectives since the launch of the Strategic Plan 2019-2022. The SFRS are continuing on the journey to deliver a 'first class fire and rescue service for all the people of Scotland' and the development of the Long Term Strategic Vision will further strengthen the commitment to delivering transformation across the whole system. What remains unchanged is the need to provide our communities with the highest quality service and this can only be delivered through a highly skilled, motivated and energised workforce supported by empowered leaders. In developing the programme for the online leadership engagement events we acknowledged that our middle managers are one of our most critical assets in delivering the 'Future Vision'. They will ultimately drive the success or failure of the changes that will deliver the vision. We set out to ensure that they know that they are valued; we need them; they have experience; they have knowledge of our organisation; they have relationships and networks inside and outside the SFRS.

Within the SFRS we are well developed and well-practised in leading our teams in responding to emergency situations. However, in delivering change and improvement we often find that we are presented with challenges that have no obvious or easy solution. With this in mind the sessions aim to ask our teams to reflect on our organisational culture and ways of working. The focus for SFRS is on continuing to build a culture that embodies our purpose and values and creates the environment to think innovatively, one that empowers our leaders to engage with individuals and teams across the organisation. Whether we describe it as inclusive, authentic, agile or adaptive styles of leadership the ethos remains the same; values driven leadership that promotes and delivers innovation, engagement and adaptability in how we deliver services, taking employees with us as we progress towards the vision.

Event Information

Invitations were sent to the leadership cohort (Grade 6/Station Commander and above) across the SFRS. They were asked to register for one of the three planned online 'Leadership Engagement Events', on 22nd, 23rd and 29th September 2020. On registering they were issued with the following information;

Confirmation

Thank you for registering for the online 'Leadership Engagement Event 2020' on xxth September 2020. The information attached will provide you with detail of the programme for the session, what to expect and how to get the most from the session.

This is an exciting opportunity to join the conversation to look at 'what's next for the SFRS'. This is the start of a journey during which we will work together to shape our future vision.

Prior to Joining the Event

- *Please ensure you have two diary invitations for the date you have selected to join the event.*
  - *The first will be the invitation to the 'main session' where you will join colleagues from across Scotland.*
  - *The second will be for the workshop session, when you will have the chance to have your say in shaping our future.*
- *Please either download the 'Slido' app or access this through the browser on your smartphone or laptop/PC/other device and log in to the Slido event shortly before joining the meeting. Detailed instructions for using Slido are attached – this system will allow you to ask questions during the event and to respond to participant polls.*
  - ***The event code for your session is #xxxxxxx***
  - ***Passcode xxxxxxxx***

Format for the Event

- *On joining the 'main session' you will be in a Skype 'meeting' with up to 120 colleagues –* ***CAN WE PLEASE ASK THAT YOU MUTE YOUR MICROPHONE FOR THE DURATION OF THE SESSION –*** *you can ask questions via Slido.*
- *You will be asked to check you are logged into Slido and there will be a reminder of the event code and passcode.*

Slido Polls

During the Chief Officer's initial presentation there were a number of virtual polls that were launched via the polling tool 'Slido'. These were announced by the Chief and the results used to inform the workshop discussions. There was also a live Q&A, again facilitated by Slido. The results can be reviewed in the 'feedback' section of this report.

Participant Programme

Martin Blunden, Chief Officer, SFRS – 'What is the Future Vision for SFRS?' Presentation

- During this time the CO will indicate when a Slido poll has started – please ensure you complete your response relatively quickly – they will be time limited!
- You can ask questions at anytime during the presentation on the Slido Q&A tab – you can also like questions that have been asked by others and these will be highlighted as 'priority' questions in the live Q&A session.

- **Question and Answer Session**
  - The CO will answer some of the questions asked during the session via Slido, if he cannot respond to all questions (some will be themed and not asked verbatim) there will be a follow up FAQ circulated.

- **Introduction to the Workshops & Switch to 'Virtual Workshop Session'**
  - The CO will introduce the workshops and invite you to leave the main session and join your virtual workshop session.
  - Please leave the main session call and join the 'Workshop' Skype meeting as quickly as possible to ensure we maximise our discussion time.

- **Workshop Discussion Sessions**
  - **We would appreciate if you could ensure that you have your camera on to support a more interactive discussion.**
  - The workshop will be facilitated by a member of the Senior Management Board, supported by an identified notetaker. This will enable you to focus on the discussion and the thoughts/ideas you want to share.
  - During the workshop you will still be able to submit questions via the Q&A tab of Slido and these will be incorporated into the FAQ.
  - **The workshops are designed to ensure that everyone can contribute – your views are welcomed and we would encourage you to share these with your workshop colleagues.**

- **Workshop Summary, Closing Remarks & Next Steps, Martin Blunden**
  - Following the conclusion of the workshop please leave your virtual workshop session and re-join the 'main session' where there will be brief feedback from each of the groups.

Chief Officer's Presentation

The Chief Officer opened the sessions and delivered a presentation, asking the question 'what's next for the SFRS?'

Chief Officer Martin Blunden said: ***"We're now in an operating environment which needs to change and evolve on a continuous basis to ensure we can meet the needs of our communities. With this in mind, we must look to the future and our direction of travel, our vision and our road map to success."***

A copy of the slides used by the Chief Officer are attached below.

SFRS Leadership Engagement_Presenta

Slido Q&A and Polls

A summary of the Slido engagement and number of Slido participants is shown below for each of the three sessions. The following sections will describe this in more detail.

Tuesday 22nd September 2020

Wednesday 23rd September 2020

Tuesday 29th September 2020

Q&A

The Slido Q&A function was made available throughout the session for participants to ask the Chief Officer questions related to the future of the service. Participants were also provided with the option to pose questions via the Skype 'chat bar'. The results of the Q&A will be made available as an FAQ document and published on iHUB, however, some of the most asked/popular/up-voted questions are shown below. Appendix 1 shows a summary of all of the questions for information, these have been themed and categorised.

Sample Questions

Slido Polls

The Slido polls were asked during the Chief Officer's presentation and the results considered, where appropriate, during the workshop session.

A full copy of the Slido poll results for each day is attached below.

poll-results 2020.09.22.pdf

poll-results 2020.09.23.pdf

poll-results 2020.09.29.pdf

Workshop Sessions - Facilitator Guidance

Facilitators were nominated from the Senior Management Board and the OD Team delivered a series of sessions with the SMB members to discuss their role as a facilitator. The group were briefed on the question set to be discussed during the workshops as well as information on the practical elements such as ICT requirements and template documentation to assist in feedback. Each facilitator also had a dedicated notetaker to support the workshop sessions. They were provided with an information 'pack', extracts of which are shown below.

Leadership Success Factors in Delivering Future Vision – What We Know

1. We must keep our SFRS purpose and values at the core of what we do.
2. Change is hard and it's likely to fail without effective leadership at all levels.
3. Leading with the right leadership behaviours will allow us to succeed.
4. We need leaders who can make a difference. How we lead is a choice, we can choose to lead differently.
5. High performing leadership behaviours unlock the best in all of us and that's what we need to succeed in delivering the Vision.
6. These leadership behaviours *can be* developed and enhanced.

Your Role in Facilitating the Discussion

As a facilitator your role is to:

- ensure that the leadership group know that they are valued, their views and ideas are key and we want them to join and contribute to the conversation ...'What's next for the SFRS?';
- create 'space to think' and conditions, where the all members of the leadership group, regardless of role, leadership level or staff group, feel engaged and empowered to actively explore the topics/themes and where they feel comfortable and confident to actively contribute; and
- listen and create curiosity in a coaching style to encourage engagement and innovation.

By;

- **Creating an inclusive environment** – please encourage all participants to constructively contribute – we would encourage participants to have their video on during the workshop session to ensure virtual 'face to face' interaction.
- **Enabling participation** – please actively encourage participation in the discussion, clarifying instructions/requirements.
- **Group dynamics** (and group management) – please manage active contributions, ensuring you invite involvement from all participants.
- **Lead without Influencing** – these sessions are designed to give the wider leadership cohort the opportunity to help shape the future vision.

Workshop Question Set

On opening the workshops facilitators were provided with slides detailing each of the three discussion questions and a 'scene setting' slide which is shown below;

DISCUSSION 1

DISCUSSION 2

DISCUSSION 3

Each group was allocated approximately 1 hour to discuss the three questions. The notetaker and facilitator provided real-time feedback through Sharepoint on the key themes coming out of the discussion, which informed the Chief Officer's summary presentation. Detailed feedback was recorded on a dedicated Sharepoint site and the following pages summarise the discussion taking into account the feedback from all of the groups.

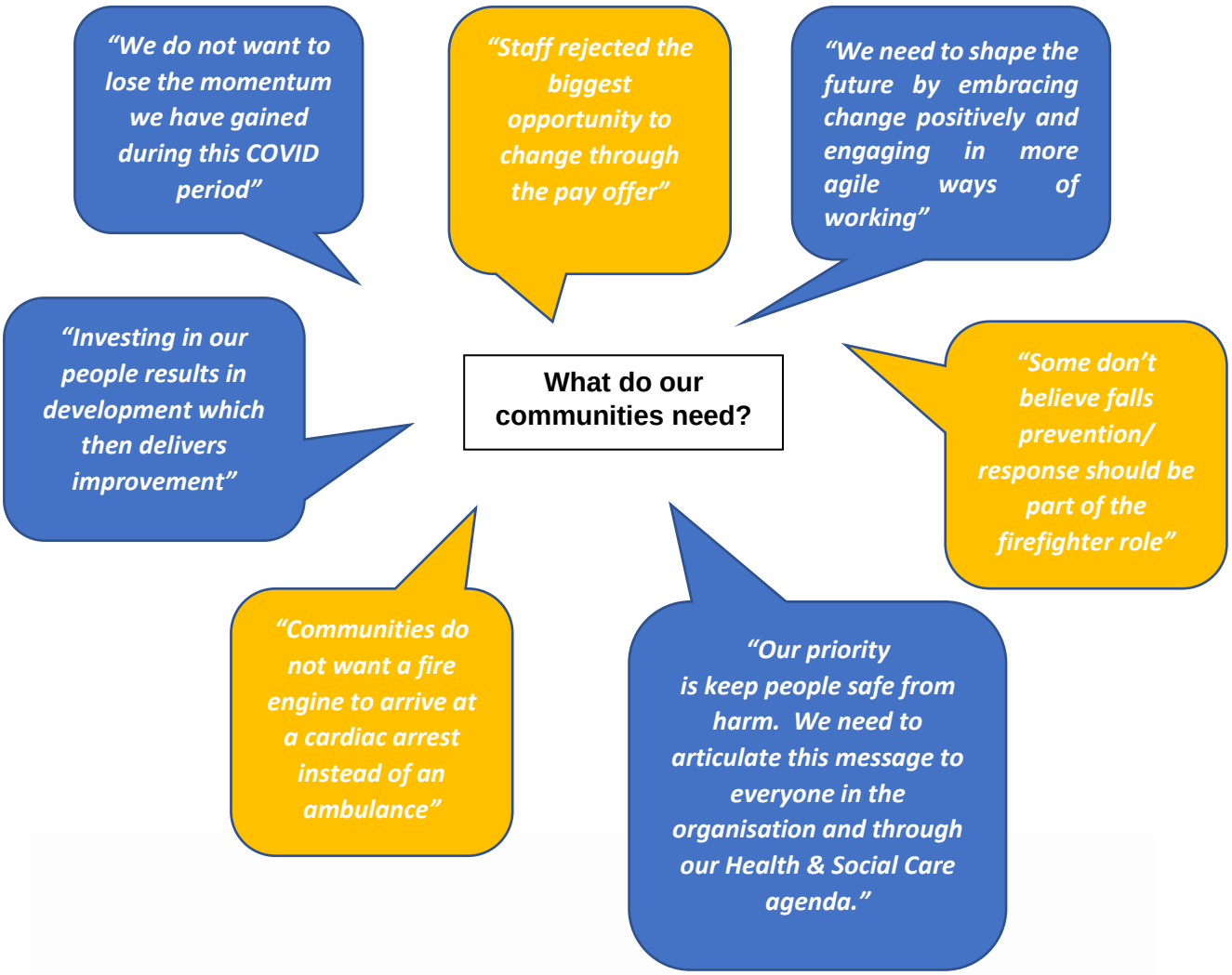
A total of 26 workshop groups were facilitated over the three sessions and a total of 289 participants attended and contributed to the conversation.

Discussion 1 Feedback

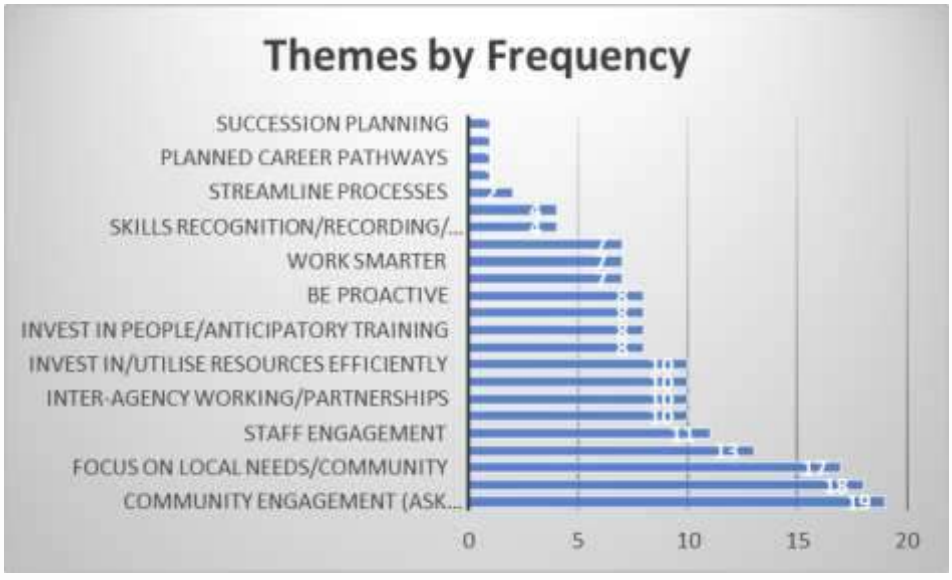
Thinking about what you've heard today and shaping the future vision what do our communities need us to do more of/differently? Facilitators were invited to refer to the Slido results from questions 2 and 3.

The discussion was recorded and summarised in themes to provide feedback that is reader friendly and suitable for further review and discussion. The themes from discussion one have been summarised in the wordcloud below.

Some of the responses to the question are shown below to give context to the summary. It is worth noting that there was not always consensus and some individuals had differing views. The quotes below demonstrate some of the alternative views.



The graph below details the main themes that were highlighted during discussion 1. The frequency with which these themes were mentioned across all workshops is detailed within the graph.



The discussion summary table is shown below for information and also highlights any alternative views to the themes/points that were discussed. The detailed feedback from each workshop has been retained for future reference.

Main Point/Theme	Frequency	Alternative Views
Community engagement (ask communities what they need)	19	
Devolve decision making/autonomy	18	Standardising systems and ways of working to improve efficiency
Focus on local needs/community	17	Standardising systems and ways of working to improve efficiency
Internal and external collaboration/partnership	13	Communities do not want a fire engine to arrive at a cardiac arrest instead of an ambulance
Staff engagement	11	Could have been more informative if there were opportunity beforehand to engage with the Public to understand what it is that they want the service to provide
Intelligence led response and prevention – keep people safe from harm	10	Some do not believe falls prevention/response should be part of FF role
Inter-agency working/partnerships	10	Be careful not to be left 'holding the baby' …. Too willing. We are not a social service, we are an emergency response service
Innovate to do more	10	Rejection of the pay deal has made things more difficult. SFRS has ability to stifle innovation
Invest in/utilise resources efficiently	10	
Embrace change – overall and delivered through COVID-19	8	Staff rejected the biggest opportunity to change through the pay offer
Invest in people/anticipatory training	8	
Review and prioritise workloads/ projects	8	
Be proactive	8	
Empower people and managers	7	
Work smarter	7	
Agile working/ flexibility	7	
Skills recognition/recording/ utilisation	4	We must address inequalities in the role of the firefighter if we are to broaden the role
Trust	4	It should always be because it is the right thing to do, not because of cuts elsewhere.
Streamline processes	2	
Corporate parenting	1	
Planned career pathways	1	
Digital transformation	1	
Succession planning	1	

Discussion 2 Feedback

Reflecting on what you think we need to do more of/differently- how can we make this happen? Facilitators were invited to refer to the Slido results from questions 1, 3, 4 and 5.

The feedback from this discussion was collated in the form of a 'stop, start, continue' report. If we want the service to 'do more'/'do things differently' what do we need to stop doing, what do we need to start doing and what should we continue to do (best practice). The graphics below show the themed responses and sample comments under each of these headings.

We Need to Stop

"We need to be less bureaucratic and more streamlined to free up capacity"

"Doing things for the sake of it/to meet the 'checklist'/ because we have always done them"

"Instilling fear of failure – it's ok to have ideas and test them without fear of error"

We Need to Start

"Listening to the voices on non-union members"

"Investing in people/ development/ induction"

"Integrating/partnering with NHS, HSCPs, SAS etc – including formalised agreements"

We Need to Continue

"Developing flexibility in processes"

"Support mental health and wellbeing of staff – ensure enough OOH support"

"Discussing how we add value to communities making it relevant to needs"

The full data table from discussion 2 is detailed below;

We Need to Stop	We Need to Start	We Need to Continue .....
Doing things for the sake of it/to meet the 'checklist' because we have always done them	Learning from RDS communication process	Virtual team meetings
Silo working	Working remotely	Managing and reviewing budgets
Bureaucracy/hierarchy causing barriers	Investing in people/ development/ induction	Managing expectations
Trying to do everything – currently too many projects	Empowering people	Encouraging innovation
Unrealistic expectations/ being too ambitious	Collaborating – sharing learning & ideas	Streamlining processes
Being inconsistent	Standardising processes	Digital transformation
Ineffective communication – too many e-mails/too much unnecessary information	Tailor training to ALL learning styles	Communication & engagement (early) internal and external
One size fits all approach – must adapt to local need	Translating meetings into action	Involvement (all staff)
Divide between operational staff and those WFH	Integrating/partnering with NHS, HSCPs, SAS etc – pcd formalised agreements	Transparency – be more open and honest
Focussing on finance as always being the answer to the 'how'	Prioritising AOP, Plans, tasks/workloads	Focus groups with wide representation
The minority (FBU vote) preventing us moving forward – pay deal rejection	Better engagement with end user	Developing flexibility in processes
Focussing on all or nothing deals – smaller chunks may have helped pay deal	Empower and have confidence in managers	Understanding the impact of change
Move away from PQAs – make the skills and recruitment processes more relevant	Learning from the past – decisions and experiences	Embed the agility/change brought about through COVID response
Firefighting' promotion process/succession planning	Devolve decision making to focus on local needs providing decentralised flexibility	Discuss preventing falls at home
Instilling fear of failure – it's ok to have ideas and test them without fear of error	Moving transformation on	Discuss how we add value to communities making it relevant to needs
Promoting those who can 'talk well for 45 minutes' – must take into account qualifications/specialist skills	Listening to the voices on non-union members	Show that we are evolving and ask for our recognition
Focussing on strategic plan only at the cost of local community need	Time to be bold and get on with things	Identify and utilise employee skillsets
Inequalities in the role of the firefighter – must build trust	Expand employee development to 'softer skills'	Improving appraisal process – not just paying 'lip service'
	Update our values – we are more than 4 words	Build a strong narrative for change and take our partners with us
	Review and map policies and processes – stop duplication, continuous improvement	Support mental health and wellbeing of staff – ensure enough OOH support
	Review employee relations model to support innovation	Develop a shared vision
	Improved project management	
	Identify financial benefits the SFRS bring to Scotland (Fraser of Allander Inst)	
	Senior leadership visibility and how they work together	
	Provide more praise and positive feedback	

Discussion 3 Feedback

Have we got the tone right today ……. thinking about your teams, how do we involve our staff and other stakeholders in shaping and delivering our future vision?

The themes that emerged from discussion 3 are shown in the graphic below with some quotes from participants for added context.

This feedback will help to inform how the next steps of the process are delivered and the Chief Officer has stated the following;

"During October and November, we're embarking on a significant programme of staff engagement to ensure as many people as possible are provided with an opportunity to share their views on our future direction of travel, our vision and our road map to success. I believe that all of the people who work or volunteer for the SFRS are second to none in terms of their commitment to, and passion for, helping communities across Scotland, and that you will be the most powerful force in driving us forward."

"The tone was good and we are moving in the right direction"

"We need to share plans and thoughts across functional boundaries"

"We need to look at capacity and how we engage with staff to drive innovation"

"Staff need confidence that our priorities are not going to change"

Discussion 3 Themes

Next Steps

The events were brought to a close by the Chief Officer with an indication of the 'Next Steps'. The specific feedback from these events will be made available in the form of the FAQ feedback and this detailed feedback document.

Appendix 1 - Q&A Summary – By Theme

Question text	Score	Upvotes	Sentiment	Theme
Do we know the support structures of NY and Tokyo? This may help us realign our traditional structures to support the modern way?	9	9	NEUTRAL	Benchmarking
Are they structured differently from SFRS?	3	3	NEUTRAL	Benchmarking
Do you envisage any further service restructuring across SFRS?	24	24	NEUTRAL	Change
Do you envisage any redundancies / voluntary or compulsory	17	17	NEUTRAL	Change
Following the massively disappointing transformation reject decision how do we bring those dead set against change with us?	14	14	NEGATIVE	Change
do you anticipate early retirement or cutting staff	10	10	NEGATIVE	Change
We all know that there are stations which can be reviewed as to their performance and activity levels. is there an opportunity to merge or relocate stations	6	6	NEUTRAL	Change
Is there progressive planning work taking place at a Strategic Level for fully evolved co-responder stations with cross over mobilising	3	3	NEUTRAL	Change
What are our proposals for OHCA going forward	2	2	NEUTRAL	Change
Some colleagues couldn't make one of sessions is there any further staff engagement on the vision?	1	1	NEUTRAL	Change
There is a tier of management that seems just to manage other managers but do not direct activity because they are not Heads/Directors - do we need them?	1	1	NEGATIVE	Change
When will Accenture work be shared with staff	1	1	NEUTRAL	Change
As a step beyond collaboration should SFRS take the emergency response/paramedic part of SAS , make best use of personnel infrastructure buildings equipment	1	1	NEUTRAL	Change
In attempting to meet the needs of our communities' expectations of a modern FRS, is there the danger we become another provider of social work services?	0	0	NEUTRAL	Change
I welcome a new look at UFAS, this along with how we deliver HSV/Safe will free up vital capacity. A return to a dedicated hydrant team would help training time	0	0	POSITIVE	Change
With you having resigned from the NFCC, is this a Service wide resignation or a personal resignation.	0	0	NEUTRAL	Change
Going forward as a visionary Service is there not a need to go back to the shop floor and	0	0	NEUTRAL	Change

determine what can be achieved in Service Delivery?				
If there is no additional funding how do we broaden the role moving forward? Will changes be imposed?	0	0	NEUTRAL	Change
How do you see SFRS as an employer post covid? Do you see us being more flexible in terms of flexible working and home working?	14	14	NEUTRAL	Culture
We need to keep breaking working silos down in this organisation to improve efficiencies - how can we enable this and explore options?	8	8	NEGATIVE	Culture
Home working worked extremely well but has reduced how we can engage. How do we build a new environment, keeping a sense of being part of something bigger	7	7	POSITIVE	Culture
Do you think that the service should be better at managing projects? Ie complete before commencing others. Some transformation elements are still open ended	5	5	NEUTRAL	Culture
How do we better invest in our firefighters? There is a wide range of keen, proactive people who are content to remain as FF's. This limits development options.	5	5	NEUTRAL	Culture
I think we really need to look at our decision making processes - so very slow at times (I know this is about the how not the why, but it has a huge impact)	3	3	NEGATIVE	Culture
How can we enable our organisation to properly embrace our value of innovation? Need to stop our culture of compliance and governance override this value.	3	3	NEUTRAL	Culture
These workshops are good but nowhere near enough time allocated to cover the broad spectrum of conversation required to produce positive outcomes and progress.	2	2	POSITIVE	Culture
What evidence (actions not words) do you feel there is to support claim SFRS is learning organisation-particularly learning from projects, comms, trust, surveys?	2	2	NEUTRAL	Culture
The person centric approach you mention is absolutely needed, unfortunately some managers are not working on this basis! We need to do more to get this across	1	1	NEGATIVE	Culture
Do we know what skills we have in the Service in particular within support staff? We are very good at recording skills of operational staff.	1	1	POSITIVE	Culture
Do you think the decision making sits at the right level with the right people? Often it is felt we are dis-empowered within LSO structures	1	1	NEUTRAL	Culture
Some support functions have no idea what life is like in service delivery and often don't even respond to valid questions/concerns, how do we change this?	1	1	NEGATIVE	Culture

How could we balance workloads across staff and functions? Many people working lots of extra hours	1	1	NEUTRAL	Culture
Respectfully-please. While LSO's do not have 'authority' or influence to autonomously fix problems, subordinates have no chance.	1	1	NEGATIVE	Culture
Camaraderie	0	0		Culture
Could we set ground rules for internal responses to questions raised? 7 days, 14 days 1 month? Any response on occasions would be useful.	0	0	NEUTRAL	Culture
How do we persuade Scottish Government to invest in SFRS to meet our ambition?	9	9	NEUTRAL	Finance
Restructure of our response base is inevitable. Given the capital backlog prediction how do we plan where investment is of most benefit	5	5	NEUTRAL	Finance
Always talk about budget constraints, however at other times there appears to be an abundance of money which we run around looking to spend end of year, why?	4	4	NEGATIVE	Finance
Is there a mechanism for approaching Govt for a one off 'cap in hand' capital boost to get SFRS to optimum response capability?	3	3	NEUTRAL	Finance
Rather than trying to spend a budget every year would it not make more sense to have assured budget, invite under-spend with no the fear of losing the budget?	3	3	NEGATIVE	Finance
Do you feel that it is time for integration rather than collaboration, in order to build a more cost effective and efficient Service?	10	10	NEUTRAL	Integration
Are you meeting with partners to discuss multi agency buildings. This improves outcomes for our communities at a local level and improved interagency working.	5	5	NEUTRAL	Integration
Is there evidence of partnership working from other agencies to assists the SFRS with their workloads the same as SFRS assist the SAS	4	4	NEUTRAL	Integration
Are we going to see improvement in areas such as IT to ensure our staff are provided with equipment and platforms worthy of a 21st century service?	10	10	NEUTRAL	Resources
When the organisation formed and centralisation was the agenda, vast resources also went to the centre. If aspiration is to decentralise will resources follow?	3	3	NEUTRAL	Resources
Will there be investment in our own staff to manage CRIM and future risk after the consultants have left next year?	2	2	NEUTRAL	Resources
How far can we go without the FBU's agreement?	6	6	NEUTRAL	Ts & Cs
Given the potential future of NJC and FRS's in rest of UK, is there potential soon for a	5	5	NEUTRAL	Ts & Cs

pay deal which will help drive transformation?				
Could CRIM mean that crewing with 4&4 will be the norm? How can we protect our personnel & our availability with SSOW that require 5 such as water rescue?	4	4	NEUTRAL	Ts & Cs
Is there a mechanism to circumnavigate the current Trade Union and negotiate directly with the workforce in relation to accepting and moving forward with change	3	3	NEUTRAL	Ts & Cs
Do we give the FBU too much time? Our communications need to be more robust as FBU fill the void!	2	2	NEGATIVE	Ts & Cs
How can we overcome the stalemate with the FBU on broaden the FF role when you are now clear that there will be no additional funding?	1	1	NEUTRAL	Ts & Cs
A number of operational staff are still unable to return to work as they are still awaiting a medical/fitness test.	1	1	NEGATIVE	Ts & Cs
This is having an impact on service delivery, particularly RDS. When will this be resolved?	1	1	NEUTRAL	Ts & Cs
Have we missed the boat to deliver a broader ff role which pays ff more given the pressure on finances that you mentioned earlier.	0	0	NEGATIVE	Ts & Cs
Why did the pay deal be an all or nothing package? Could we not have broken this down into parts and be making progress with OHCA, MTA and Safe and Wellbeing	0	0	NEGATIVE	Ts & Cs
Remote working has made me feel dehumanised, demoralised, de-motived and devalued, how does that model fit with a people centric model in the long term?	11	11	NEGATIVE	Wellbeing
Some staff are getting extremely stretched with workloads due to Covid implications and trying to achieve our BAU targets. How do we address and support this?	8	8	NEUTRAL	Wellbeing
When will there be a review of current systems/ workload as some staff are at their max before embarking on new work streams ?	7	7	NEUTRAL	Wellbeing
How can I get involved in the organisations drive to support those with mental health difficulties?	5	5	NEUTRAL	Wellbeing
The Mental Health Strategy could not have arrived at a better time given the adverse impact on individuals with the pandemic. Are all managers mindful of this?	4	4	NEGATIVE	Wellbeing
Middle management do not appear to be aligned to some of the excellent people focussed strategies - how can this be addressed? Mental health is at stake	1	1	NEUTRAL	Wellbeing

APPENDIX E

Scottish Fire and Rescue Service – Focus Group Sessions

Report

Background and purpose

The Scottish Fire and Rescue Service (SFRS) are engaging with the workforce to inform the vision and strategic plan. The aim of the engagement exercise is to provide the workforce with opportunities to share their views on the future direction of the service. There are four strands to the engagement activity - a series of leadership engagement sessions, an online staff survey, a series of staff discussions at stations and a series of focus groups. This report outlines the approach taken by the focus groups, and a summary of the comments and responses gained.

Format and purpose

Facilitators from the Improvement Service led a total of 15 online focus groups. There were between eight and 12 individuals invited to each group, although actual numbers that participated in each session ranged between five and 16 people. The sessions lasted for 1.5 hours, beginning with a short introduction (approx. 15 minutes) by the Chief Fire Officer, or Deputy Chief. After the presentation, the officer left the session to allow full and honest discussion to take place. Sessions were informal, with participants encouraged to contribute fully, openly and honestly. It was agreed that while comments and views would be captured and collated for the report, they would be anonymised and any individual comments would be kept confidential. Everyone who participated in the focus groups were asked to respect this. A total of 135 individuals took part in the sessions.

The key questions used in the sessions were the same for all, they were:

1. In relation to our long-term vision, what does 'doing more' look and feel like for you?
2. What do we need to do to make this happen?
3. Do we work in the right way to achieve the change we need?
4. Are there different roles we could develop – for example, a civilian community safety role - to achieve the change we need?
5. What are the barriers to achieving change that we need to overcome?
6. What actions or steps do we need to take to help us to achieve successful change?
7. Do you have any concerns or fears about achieving change?

As the format was flexible, the amount of time spent on each question varied, depending on how much the group had to say.

Overview of findings

In general, people participated really well, and contributed to the discussion. There were many views and ideas shared across the sessions. As well as answering the questions, participants shared views and ideas about a range of issues which the facilitators tried to capture. This report summarises the responses to the questions (Part 1) and goes on to identify key themes that emerged from the discussions (Part 2), providing more detail and examples.

PART 1

Summary of responses

In relation to our long-term vision, what does 'doing more' look and feel like for you?

There were many participants that thought SFRS could do more, but not many specific suggestions of what that would look like. Examples were given around more partnership working generally and more support for the other emergency services, specifically for Scottish Ambulance Service (SAS). Suggestions for doing more always included the condition that adequate and appropriate training and support would be available. There was an underlying concern around availability of the training, equipment and support to undertake any additional duties.

Increase support for the ambulance service	• Help take the strain from them • Be more of a support to the ambulance service • Create a more integrated service - move closer to the American model
Stronger partnerships	• Having stronger partnerships and clear agreements for how we will work together with others • Purpose built properties for partners - police, ambulance, coast guard, Third Sector etc. • More Youth Engagement work • Better links in communities

Better use of resources	• Stop or reduce
	  ○ UFAS and AFA – there should be a one pump response
	  ○ Home Safety Visits, Hydrant checks
	• Do more high rise safety – focus on home visits there
	• Look at individual stations, there is not a one size fits all
	• Make more and better use of retained crews

Some quotes and examples that illustrate the above included:

- "We are the quietest of the emergency services, we could do more to help the others"
- "It's not just more work, its more meaningful work. That could mean different roles"
- "As long as it's helping people, we are up for change"
- "Doing more should mean using retained crews more, it is difficult to keep crews motivated when they are not being used enough, it is demoralising".

There was however, a strong voice that felt the SFRS should not do any more, at least not until existing issues were resolved. Concerns were around a lack training for existing responsibilities and duties, and lack of clarity around existing roles and priorities. Some quotes and examples included:

- "We risk losing the skills we have and risk becoming Jack of all trades, master of none"
- "Are we taking on too much of other agency work? We may have fewer fires, but the operational activity has rocketed"
- "It's near impossible to keep all core skills green giving current time restraints, how could we possibly do more? We need to cement training into roles before we do more"
- "We should be assisting partner agencies but not doing their job for them. They have shortages they need to address."

The majority of views were that SFRS could do more, provided the training etc. and given the appropriate training and support.

What do we need to do to make this happen?

Views and recurring themes about clarity around priorities and also partnership agreements. Internally, there are areas that need addressed in order to make the SFRS more efficient. These included systems, terms and conditions and more and better training.

Clarity on priorities	• The service needs to get priorities right, we don't have time to cover everything • Need to prioritise some skill areas where stations need to be specialist trained eg water rescue • Identify risks
Review responsibilities	• Fire safety visits should not be carried out by busy crews • Fire Hydrant checks don't need to be done by crews
More partnership working	• With councils, Police Scotland, Scottish Ambulance Service • More joined up thinking here, work in a more integrated way • Work in a more preventative way, need more resource to do that
Provide training and support	• Ensure there is adequate training and support available • Make better use of IT and invest in new IT systems
Improve morale	• We are proud of the work we do, help us feel valued • More and better engagement, listen to us

Some quotes and examples that illustrate the above included:

- "We need to unify all aspects and departments, we are one organisation"
- "Look at the Fire Scotland Act, can we say no to things? We need to be braver about using the law, we behave like a toothless tiger"
- "A better understanding of what Scottish Government want from us, what's going to guarantee the future of our service?"

What are the barriers to achieving change that we need to overcome?

Lack of resources	• Some stations are under huge pressure, too much
Lack of involvement in change and policy development	• There needs to be input from end users • Standing Operating Procedures (SOP) often have problems and are not fit for purpose • If people can see how they fit into the change they will engage more

Insufficient time or support for changes	• Policies and procedures are often sent out and implemented at short notice and with no training or guidance to support • There has been a lot of change since we became one service, feels like we are moving too quickly and the basics are getting missed • Core work has slid backwards because we are overwhelmed, we need to sort the day-to-day things before we move on to more change • There is more demand on some watches and crews, some busy stations are under huge pressure, too much
Information Sharing Protocols	• We should be able to share info easily and quickly when it comes to vulnerable people • Data sharing agreement across service wide and also with external partners such as Police, NHS, Third sector
Inefficient ways of working	• Need to streamline and reduce duplication eg too many IT systems • Strip away things we don't need to do • Different service areas have different requirements, allow autonomy, let managers manage • There are a lot of skills in the service that go untapped, we need to know what skills people have
Relationship with partners	• Need clarity on responsibilities • Need to build trust and confidence

Some quotes and examples that illustrate the above included:

- "When OHCA was piloted there was not enough training or support, it was tough"
- "Jobs are often duplicated as people don't see the bigger picture"
- "We need a clear understanding of vision and objectives of the SFRS as well as what each service does"

What actions or steps do we need to take to help us to achieve successful change?

Work smarter	• We should do more work with other directorates • Need clearer objectives and better understanding of others work • Review the way central staffing work so they understand stations needs and get to know the skills needed, specialist areas etc. • Payroll, HR and systems work is duplicated, at times work in silos and find it difficult to see the bigger picture • Make buying equipment simpler
Information & data	• Need to make better use of data. Knowing what data we hold and who we share it with • Better process on how those on the bottom can feed up their ideas to the top level – utilise the skills we have

	• Impact assessment should be shared with others so we all have information • Identify risk profiles
Make better use of IT	• Ensuring IT is capable and can adapt to the new way of working Automate more systems e.g. enquiries, complaints • Maximise the functionality of IT
Training	• Investing in staff - ''Not financially but making sure they are skilled and have the right tools to do what is asked of them'' • Need more resource in training, don't know how we will keep up with all the change that's coming • Need more evaluation, to know what is not working so we can pull the plug on it.

Some quotes and examples that illustrate the above included:

- "Need an honest analysis as to what financially we can achieve and sustain"
- "Technology needs to up to date with the changes, also all staff need to have skills and access to the technology"
- "Need more training e.g. IT skills for rural communities – technology can really help us, people need to know how to use it. Low skill levels in some rural areas"

Are there different roles we could develop – for example, a civilian community safety role - to achieve the change we need?

Review existing roles	• Additional roles not needed, just develop the ones we have • Bring back old roles that support operational crews eg Admin Support, Hydrant role – both worked well • Develop from within existing roles, use staff with operational experience • Roles should support and complement each other more • Need a better understanding of existing roles, more communication • Could have two tiers of firefighters, BA competent and floods, visits. This role may be useful in certain geographic areas to support the time issues they face.
Community Roles	• Community roles are a great investment in the long run • Community camper patrol (part of the summer action plan) could be expanded, it worked well • Empower the community to take the onus away from us eg community checker role, supplying and fitting fire alarms • Community Safety Coordinator could be further developed, could pass more info about where help is needed to other agencies • Youth engagement/anti-social behaviour role
Operational intelligence	• A dedicated Operational Intelligence team could really help. • We could gather some really good information, at the moment we are gathering it at the expense of training

Do you have any concerns or fears about achieving change?

Capacity	• Some roles and stations couldn't possibly do any more • There is more demand on some watches and crews, some busy stations are under huge pressure, too much • Workloads are increasing, it is not sustainable • We are not taking care of the staff that we have, need to ensure everyone is in a good place before we start making changes • Mental health issues – if we don't get enough training or support to deal with new things eg OCHA
Resources/funding	• It's going to get tighter and harder for the service financially
Trust	• Lack of trust in senior managers as training and commitment has been poor in the past
Insufficient training	• Training in roles is currently not adequate, if we were developing new roles or taking on new duties we must ensure they are giving appropriate training • To achieve change we need training to back it up, and more resource for the training
Lack of equipment	• Concerns around not having enough equipment or the right equipment

Some quotes and examples that illustrate the above included:

- "People are rushing things through to look good, there's not enough time"
- "We are in danger of becoming Jack of all trades, master of none"
- "We need to be careful we don't lose our specialist skills by trying to do too much"
- "We are asked to use our own vehicles to do home visits, could you imagine the other emergency services doing that?"

Do we work in the right way to achieve the change we need?

Culture	• Silo thinking is a problem, we all do it • We are not aware of how others operate • Service needs to be more transparent, and honest. If change doesn't work we should put hands up and admit rather than struggle on
Role of managers	• Let managers manage, give them more autonomy • More authority to local managers • Middle managers need to communicate more
Communication	• We are used to adapting and changing, we need information to understand what it is all about though • Policies and procedures should be developed with input from a range of people • There are too many documents produced and they are too lengthy so not accessible

Decision making	• Make decisions closer to the end user • Decisions take too long, quicker decisions are needed • Too many decisions made in isolation that don't fit with each area
Pace of change	• Change takes too long, it needs to happen faster • Prioritise and address current issues first, we try to do too many things, need to finish things
Working together	• Get input from more people when developing changes, systems, procedures. • There are competing objectives between directorates, we should all be working to the same goals • There is a view that non-uniform staff are not developed enough or to the same standard as uniform • Views that uniform staff don't have confidence that support staff understand their requirements - tools and equipment
Creativity and innovation	• Explore different funding streams eg funding for youth engagement work • Improve engagement and support people to feel empowered then they are more likely to bring change successfully into the organisation

Some quotes and examples that illustrate the above included:

- "We need to be more open to doing things wrong, get feedback and learn"
- "It's not just about producing reports its about how things will actually work"

PART 2

Themes that emerged

During the course of the sessions there were key themes that emerged from the discussions. These are summarised in the following sections.

IT/Use of technology

Making better use of technology was a theme that emerged from every group. Some comments around this included:

- Embrace technology to free up time, we are still very paper based.
- Tablets on appliances are not utilised - crews are not comfortable using them and need more support.
- Exploring the use of technology for some of the theory aspects of learning would take some of the strain off the training department.
- There is not enough IT equipment in stations to allow access and some stations still don't have Wi-Fi.

- Management Information Systems don't talk to each other, we have to complete spreadsheets with information that should be pulled off systems, it's time consuming and inefficient.
- Devices don't link eg printer in engine does not connect to tablet so it's pointless and creates more work for crews.
- If we had access to systems from home it would save a lot of time.
- People don't always have the right permissions and can't access which means we can't delegate tasks.

Training

Training was raised as a major issue in every focus group. The importance of access to high quality training, time and space to undertake training, in order to ensure crews are capable and confident in carrying out their duties. There were views that training was often not good enough, which was not a criticism of the training department, but recognition of insufficient resources to create, develop and review training packages. There were suggestions that different approaches should be taken such as using technology to deliver, use of experts (including partners) and more use of local trainers. "Training should give us the confidence to face whatever we have to and do our job well".

Fears and concerns included:

- There are not enough people to deliver the training
- There is not enough time to attend/participate
- We are being asked to undertake duties without adequate training or by "getting a package thrown at us, it's not enough", "How can we be expected to do more when we are barely touching the sides of the basics?"

Suggestions included:

- Bring in experts where possible e.g. paramedics (OHCA work, dealing with bereaved)
- Make more use of technology for some of the theory aspects of learning (online learning, videos etc.)
- Use station based instructors (for some topics)

Communication and engagement

There were issues around communication and engagement raised at every session. They included:

- Do more around staff engagement to get buy-in. Attitudes to change are not good, people don't understand why things need to change so we need more and better communications to improve understanding. Communications need to be regular so people understand how proposed changes will affect them. It has improved recently, there is still a lot to do though.
- It would be good if there was more information about changes, some context eg changes made following an incident, something that went wrong, what we learned etc.

- Policies and procedures should be developed with input from a range of people, the people from delivery who know how things work, and in the control room. Involving others in developing them will save time in the long run.
    - "Policies are written in a dark office"
    - "We don't get answers to our feedback or questions, we just have to get on with it"
    - "Getting more staff involved at an earlier stage would get people on board, and speed up consultation process, end product would be available quicker"
    - "Grade 2's will find flaws, include them at the start not the end"
    - "All contributions should be valuable not just seniors"
- Policies and procedures are too long and complicated. They should be written in plain English and much shorter so they are more accessible.
    - "We are here to get the pumps out, don't need a 50 page document to read"
    - "Can we have better and shorter documents to understand quickly?"
    - "Highlight the changes so we can find them"
- Make better use of iHub, currently it's difficult to navigate to see what's current. Can we have the new information on the front page?
- We need better awareness and understanding of different roles in the organisation.
- Covid has brought us closer together as a group, using skype and teams etc. We need to do more of this.

Cultural issues

There were many issues raised around culture and ways of working, they included:

- The culture is hierarchical, traditional and quite old fashioned. Hierarchy seen as respect in some areas but it is very formal.
- Empower staff to make decisions and be trusted, there are currently too many levels of hierarchy which slows down change and progress.
- There is fear around when giving opinions on change. People are not comfortable questioning or providing controversial feedback in case they are reprimanded. There is a fear of persecution.
- Sometimes our ideas go nowhere – they shouldn't need to be approved by senior managers before they are considered by other departments or those writing policy.
- We should listen to people at all levels, not just senior levels
- Massive difference in the way support and uniform staff are treated, we will never achieve change if we are not all respected and treated in the same manner.
- Need to break down barriers between North, East, South and West, 'one service but doesn't look or feel like that'.
- We need to breakdown the 'them and us' mentality. Ground staff and manager level, also uniform and non-uniform "we are all striving towards the same goal, but it doesn't feel like it"
- It's an environment where we don't have trust, don't feel like a team or one service. Reluctance to put head above the parapet as change never happens, opinions never taken on board.
- Management need to accept feedback and criticism
- It is difficult for people to speak out and say something different from what their station believes. If we had more contact with communications people it might help.

Working with partners

Partnership working came up in most sessions. Many people thought that SFRS could do more to assist partners, in particular SAS. There was a strong view that there needs to be clear partnership agreements.

- We are the quietest emergency service, we need to share skills and resources.
- There should be more integration with other partners, we need to get more out of the partnerships.
- Different organisations are responsible for different things, we need clear communication around who is responsible for what. A clear understanding of roles and responsibilities of each service is needed.
- Currently there is some friction between SFRS and SAS "they feel we are stealing some of their job" and also there was a view expressed several times that partners deliberately withhold information "we get asked to open doors and told ambulance is already dispatched, often it isn't". It was felt these situations and others, have a negative impact on the confidence services have in the other.
- We need to know when to say no, we are verging into other services work eg Coast Guard, Mountain Rescue.

Support for mental wellbeing

Support for mental health was an issue that came up in many of the groups. This is an area that needs more attention. Changes to the uniform job role has meant exposure to different situations – OHCA, cardiac arrests, abuse etc. There were several examples where officers had to support people at the scene and they did not feel equipped to do this properly. They described having to support people who were recently bereaved, who had poor mental-health etc. It was felt there should be more in place to support the trauma crews are seeing, and the service should be more proactive about providing support, not just expect individuals to self-refer.

Terms and conditions

Issues around terms and conditions were raised in the majority of the groups. There are still a lot of legacy policies and procedures that need to be reviewed so that everyone is working from the same policies – eg holidays are different depending on location. It was felt this should have been done by now and it needed to get this sorted as a priority "so we can move on with other things".

Only a few groups mentioned the recent negotiations, the following views expressed:

- Negotiations failed because of lack of clarity, more of the detail should have been worked out and made available.
- There was not enough information about the infrastructure to support proposed changes.
- More information was needed about why changes are necessary and clearer information around the pros and cons of proposals.

- Problems with the union negotiations was around people not having enough information about the changes and were confused.
- Also issues of trust - past experience when things have been said then not happened.
- There was some engagement which was good, “really good” but it was too little too late.

Promoted posts

Several groups mentioned issues with promoted posts. They included:

- Encourage empowerment, allow local managers to make local decisions.
- More powers and authority should be given to managers – example station commander needs to sign off everything if they are off on 18 days this delays buying equipment, retained pay etc.
- Turnover is high, we need more stability in management positions. When managers move on, often the work they are doing has to start at the beginning again, wasting time and money. They should stay in senior positions long enough to make a difference instead of being moved on quickly.
- Short-term promotions are not always a good thing. People don’t want to make changes that will upset seniors that sit on recruitment panel. “If they put noses out of joint it will hinder career aspirations”.
- We need a refresh of promotion process, it should be more practical and competency based. Eg build a portfolio of evidence around competencies and behaviours. People should have to demonstrate learning on the job and how they contributed to change or improvement, as well as the skills for the role.
- People can be in management roles temporarily and demonstrate they are capable and then not make it through the application process, why?
- De-centralise directorate positions for fairer career progression, currently it feels like you would need to relocate to get one of these roles. With the increase in home working using teams etc. this should not be necessary.

Retained crews

Comments from retained staff are included in the above, there were also issues that were specific to Retained Crews, they included:

- Recruitment takes too long (often months) and is too complex. We lose people because of this. It is already difficult to recruit in small communities, the process is making it even harder. Could there be different standards e.g. colour blind – does that really matter for retained?
- Training for new retained takes too long – months or years before it is complete. Need to find a different way do is more accessible and quicker (doesn’t require a two week block of time).

- More flexibility is required for retained contracts, 80 hour minimum is not always possible for some, we should be able to go below that when required, to ensure healthy work-life balance.
- Review the way retained are taxed – should be basic rate not higher rate.
- Will businesses be able to continue to release retained in these hard times? Give local employers thanks and recognition for supporting SFRS and releasing employees.
- Ensure there is retained representation in decision making and developing policies.
- Not all areas get the same drill or training time, currently some are two hours per week, others three. We all need more.
- 80% of workforce is retained – listen to them, involve them. We want to contribute to plans for changes.
- A different training structure is needed, the training time in packs is not achievable.
- Need more resources in stations, some stations have approvals for individuals to come in extra hours to get checks done, this allows drill nights to focus on training and gives more hours to those that want them.
- For specialist training we need the whole team together – include whole time even although this costs, helps build trust and moral and stronger teams.
- Encourage and make it easier for whole time to give retained a go, the only investment is a pager. Encourage three month trials, even if it doesn't go beyond that there is great learning on both sides.
- There have been too many delays to sorting out terms and conditions for retained staff, not sure why. It feels like we are not valued. This needs sorted before anything else, it is the foundation of everything.

Conclusions

In general, people contributed really well to the discussions. There were many views and ideas shared, and people appeared to do this in an open and honest way. Many of the comments were made in a passionate and heartfelt way, and it was clear how deeply people care about the SFRS and the work they do. The comments and feedback were coming from a place of wanting to make things better so they could do a better job and make a greater contribution.

We have tried to capture and summarise the spirit and also the detail of the discussions in this report. If there are any questions, or if any information required explanation, we would be happy to provide this.

Amanda Spark, Programme Manager (Organisational Development), Improvement Service

November 2020

OFFICIAL

APPENDIX F

SFRS Communications

Engagement with Stations re Future Vision

Question 1: In relation to our long-term vision, what does 'doing more' look and feel like for you?

More Work - Same Pay

- We recognise the service is changing to meet the needs of the communities we serve, but we cannot be the sticking plaster for other public services. Any change would need to be in consultation with the FBU.
- It appears that we will be getting railroaded into what we voted against under the auspices of COVID; doing more work for no extra money.

Doing more is great but we need more resources, training and maintaining skills to do so

- It feels like we may well have more responsibility with less resources, which may impact firefighter safety. Concern over dilution of skills as more (skills) are introduced. Training is already congested. We need to focus on our desired goals but make sure that these goals are realistic and achievable in the working hours that we have.
- Operational crews need to receive the relevant training and have the best and most suitable equipment for them to be able to resolve a wide range of different incidents, not just fires. It is important to recognise our limitations and focus on what we do well.

More specialist rescue resources

- Continuing to provide the Emergency Response we already deliver to our community, adapting to tackle any incident we are called to; Responding to changing needs due to demographics, climate change, changes in technology; Increased fire prevention activities and community engagement; Progressing into OHCA/OHCA+ means giving more to the community; Better inter-agency working: vulnerable and at-risk groups

Question 2: What do we need to do to make this happen?

Invest in training and equipment

- Training for role as it stands needs to be better; more locally led and less centralised mentality. Infrastructure and resources must be in place to maintain current skills.
- Concern about dilution of skills and being a 'jack of all trades'. Need quality professional training and equipment to undertake new duties.

Proper remuneration

- Pay has been eroded. There must be increased pay for additional duties and changing role; essential to address low morale.
- Dialogue between Union and management essential – sit round table to get pay deal.

Determining and communicating the future vision

- Need to work with partners to ask where they want help and not muscle our way in. Utilise expertise from across the service to drive change.
- A clear vision of what is wanted and required is not being passed down to operational level. Communicate more with stations.

Question 3: Do we work in the right way to achieve the change we need?

The majority said **No** for the following reasons: -

- FBU have too much say and SFRS seem to focus more on support staff than they do firefighters.
- Not diverse enough, more specialist vehicles and training required, not a pro-active enough approach.
- There is a feeling of insufficient engagement with middle and senior management regarding the significant changes which are being proposed. It feels for many that any feedback or suggestions are ignored with no reasons given to why they have been discounted.
- We should have flexibility to change our crewing model to be able to attend certain types of incident and consider the use of RDS personnel for other duties if resources permit.
- Every station/department is trying to do too much. Staff feel TED in the North is an example of this, where they feel they are chronically short staffed with instructors, trying to teach multiple subjects. They feel it will be very difficult to roll out new skills when they struggle to maintain their current skill sets.
- The feeling is that we currently try to be too many things to too many people leading to a dilution of skills. We also feel that there is a disconnect between middle/departmental management and operational staff at station level.
- Management implement first, then ask questions later!

Few said **Yes:** -

- We rejected the recent pay offer but this was due to some of the activities in the offer being unacceptable to firefighters. The SFRS needs to continue with staff engagement to prevent rumours spreading about what the changes may be.

The more common themes identified were:

Training and Resources

- Always left short changed with shortfalls in training and equipment and expected to muddle by; training for duties tends not to be sufficient or continuous enough to maintain proficiency; changes are never clear to crews or changes are discussed but don't materialise.
- Due to Covid-19 additional skills training has stopped or reduced and core skills are being dealt with at station level. There is an excellent facility at NTC which is not being utilised properly.

Invest in technology

- Carbon footprint can be helped by more office based work and station records going electronic, need to innovate and invest in technology to reduce duplication and streamline routine tasks.

Pay Deal

- Dangling the carrot of a 15% pay rise made people sit up and pay attention, almost half of these people voted to accept the deal that was ultimately declined. The pay offer was then whipped away faster than it came which seriously affected morale. The consensus is that SFRS were so close to a deal and then gave up negotiating.

- Surely there was some middle ground that was reached that could be used as a starting point for negotiations again? Understandably FF's will be suspicious of signing up for an open ended/blank piece of paper with regards to our roles after the number of things that were imposed on us after the pay dispute in the early 2000's.

More local empowerment needed

- Too centralised, one size fits all works for some things but not everything. It is sometimes felt that we are getting told what to do because of something happening elsewhere, this goes for small and big changes.
- Decentralise and give ability to react to local needs / risk based approach; in rural areas we could work together better to ensure all services can be delivered. I.e. join with MCA, social services and crews carry out joint roles.
- Take account of the different geographical locations and the diverse differences within areas of Scotland, a one glove fits all approach is not always best and adaptions for local amendments would prove beneficial by potentially reducing certain PDAs in some areas, methods of firefighting for certain locations compared to others.

Question 4: Are there different roles we could develop – for example, a civilian community safety role – to achieve the change we need?

A place for civilians?

- Mixed views but majority felt civilians could fulfil a useful role. There was strong support for a community safety remit comprising expansion of Fire Safety to take on more fire fighter safety issues and Community Action Teams to undertake CFS, HFSVs, hydrant inspections and community engagement work.
- Perceived benefits included: reducing low skilled/time intensive tasks (admin); freeing up operational staff/crews to train and respond to incidents; financial/carbon footprint savings (no need to send appliances to HSV); enabling Watch management to undertake other duties. **More community advocates/non-operational community roles would enable the reallocation of time/resource to operational duties and training and to improve competencies in existing and enhanced skillsets.**
- It was considered that many roles do not need to be uniformed and could be best filled by retired fire fighters/those with years of experience of the service.
- There was a recognition that civilian experts were best placed to undertake specialist roles. Specific functions cited included; driving instructors, qualified drivers (for appliances), locally based contractors to maintain/repair estate & equipment, help with change management.
- **There were strong feelings expressed also against a move to more civilian roles.**
  The rationale for staying away from civilian roles included: fire fighters are front line rescuers not social workers; operational staff are currently well supported; fear that civilian roles could impact adversely on career progression for non-operational staff; present structure too bloated/will add another layer; too many roles not serving frontline; an imbalance - while civilian staff play an important role, there is a current deficit of operational staff; scope for RDS to use primary employment skills/knowledge. It was also mentioned that uniformed personnel have more public trust.

Views on operational role

- The need for clarity on changes and defining the existing role were cited with a call for the division of capabilities – e.g. station specific/dedicated specialist stations or teams rather than jack of all trades and master of none. However rural stations see benefit of multi-skilled roles.

- Training is key. It was accepted that more time would be needed for training and learning new skills but this was balanced with a view that it was a challenge at present to maintain skills to operate at highest level. Proposed changes mean less time to carry out other tasks already in place.
- Experts should be employed in relevant fields. Sufficient safety teams need to be employed if firefighters are going to take on medical emergency work. For OHCA or similar – should be a specialist role in team. If adopting broader role – proper, ongoing, medical training needed for frontline. First responders on appliances should be trained to paramedic technician level.
- A broader understanding via secondments/period of working across the organisation as part of career development/redeployment could be beneficial. It was deemed that a lot of management roles need to be non-operational.

Question 5: What are the barriers to achieving change that we need to overcome?

Pay and reward / budget constraints

- Biggest barrier is pay; 10 years of austerity and effectively no pay rise has destroyed morale; other public sectors seem to have secured overdue pay rises with no strings attached; the lack of pay linked to additional work, financial incentive being removed and negotiations stopping.
- Pay has stagnated to the point that a trainee firefighter now only gets paid £1.57 more per hour than they would get stacking shelves at Aldi; given the broad array of skills required to be a firefighter, and the risks they are exposed to, that is indefensible; financial constraints, better allocation of funding; no proper reward for RDS cover.
- In current financial crisis, and morally, we should not be paying people to sleep from the public purse; we need to stop being told that there is no money available as a pay award, whilst at the same time making it look like there is an interest in what we think from an operational aspect, which of course is the one area of the service that will be impacted the greatest from any proposed changes.

Lack of trust in senior management

- More honesty and clarity regarding information on changes/decisions being passed to employees; promised change in the past and this has not happened; lack of communication from management; the need to be open and transparent and to have a culture that develops trust through all roles.
- There is still a disconnect from senior management; engagements like this are taking small steps to shorten the gap; there are too many management levels, levels of bureaucracy; decisions are being made far away from those it effects/impacts; there is still a feeling that those making the decisions do not understand the area, geography or challenges – use LSOs more.
- Lack of trust on what is said as opposed to what will be delivered; there is now a strong lack of trust in senior management at an operational level; the 'all or nothing' approach of transformation made it seem that making a difference was not the goal, but rather, managing to make every change at once to a firefighter's role map.
- The SFRS has been focused on changing/merging too much at one time meaning role outs have been rushed and not properly tested or evaluated prior to implementing.

Speed of decision making and negotiations

- Rep bodies have already blocked change that would have seen a broader role for SFRS and better outcomes for community; we feel there is a lack of confidence in the service sticking to any future agreement. We need the service to engage with the FBU.
- Negotiating with the FBU as the rep body is also a barrier as, as the Chief has identified in his presentation, there are more non FBU members affected by this than members.

- The broadening of the role is opposed by the Union(s) and proper consultation is necessary with an attractive reasonable remuneration package being offered, to ensure its longevity and making it sustainable to WT and RVDS.
- Modernisation of the Fire Service roles and functions can at times be hindered by the Unions. Once again good effective engagement at local station levels to discuss staff views may go a long way in improving certain barriers.

Training and equipment

- Not looking at the training linked to what we are looking to do; the lack of pay linked to additional work; recognising the skills that are already available; lack of local training facilities related to specialisms e.g. USAR
- Yes, if we are going to attend OHCA and other medical emergencies as part of broadening our role we will require to dedicate more time for training and honing these newly acquired skills. Subsequently, with the role being broadened to include the medical side, we will invariably become busier with incidents of this nature, therefore it will encroach into the time we currently utilise for core training and appliance and equipment maintenance, also some stations' specialist skills and roles i.e. PRPS/MDU etc.
- The barriers have been caused by the experience that firefighters have had when the service has tried to introduce new skills previously; some introduction of new skills has been delivered at a high level and the learning, PPE and equipment have been great.
- However, some new skills have not been as smooth. The recent introduction of the mass decontamination equipment and training to our station has been poor. This has left some firefighters feeling less confident that new roles such as the introduction of medical emergencies would not be rolled out smoothly.
- Perhaps the service would benefit from trialling attending medical emergency incidents using a handful of stations, just like the OCHA trials. This would allow the service to learn from their experiences and gain vital feedback from crews attending such incidents, OC staff and from SAS who we would be working close with at incidents and training. The service could then amend their policies, PPE, training and equipment and then have a fully tried and tested package ready to roll out seamlessly to all the stations involved.

Question 6: What actions or steps do we need to take to help us to achieve successful change?

Clear communication

- Working together, with good communication at all levels, was central. Faster, effective and clear communication was fundamental while listening to the views of staff and taking cognisance of feedback was deemed essential.

Meaningful discussion and engagement

- Better engagement with staff and greater transparency was called for; it was felt that staff don't get told the whole picture about changes. RVDS was cited regarding the need for proper engagement.
- There was a feeling that there should be consultation with firefighters/the individuals who are doing the job to establish the level of tolerance for additional duties. Some felt strongly that all operational staff – and only ops staff - should have a say on frontline operational matters while the majority highlighted the importance of ongoing, open discussion with all.

Proper training and resources

- Training, and the provision of quality equipment, was raised frequently as being vital for supporting change, to reinforce core business and reduce firefighter injuries.

- The training for new skills had to be of a high standard. Reassurance was sought that the necessary training, support and staffing levels would be provided through the transition and sustained in the long term i.e. it would be an investment in the service.
- Proper, effective training would be required before the implementation of any change – particularly, training for medical response, however at present, people cannot even keep up with the basics.
- Look to create a development pathway, not a promotion pathway, as they are two different things.

Improved pay deal

- Call for pay increase/proper remuneration to reflect changes and additional skills in new role – and to improve morale.
- Desire evident to get pay deal sorted out and find a way to negotiate an agreed settlement. Admitted as being highly unlikely that additional finance would be secured from S Gov given the current financial pressures on budgets. There was a perceived need for clear and open negotiations and the feeling that management and FBU should get back to the table. It should be a Scottish focused negotiation, including all staff members and not only FBU members to ensure that change is driven by all, not just FBU membership.

Introducing changes

- There was a clear message to get the basics right in current role, consolidate, then move on. A conscientious effort should be made to fix existing issues before shifting into further problems.
- There was a demand for defined roles, no ambiguity. The agenda for change/transformation, should have a detailed roadmap, with full transparency and appropriate trials.
- Any changes should be tested over a period. Take small steps and become proficient in each role before moving on.
- There is *not* a lot of confidence that SFRS could deliver a nationwide re-skilling of firefighters en-masse to various subjects at this stage in its development. A note of caution with comments such as "Adding more workload without acknowledging or helping to streamline work already undertaken is not reasonable, or fair or achievable."

Flexibility of approach

- It was considered that a one size fits all approach is not appropriate across the geography and demographics of Scotland, with a need for flexibility across the service and the ability to customise/regionalise the model to fit local areas.
- Strong feelings were expressed about allowing local decisions to be made at that level. If the phrase "A National Service delivered locally" is going to be used, then make sure it is practiced." People should be empowered, trusted and authorised to make robust informed decisions locally. Allow the LSO and their team to identify and address the risk in their area; programme work and staff to meet those priorities. Local priorities should address local needs, not targets set remotely by functions. Rationalise standard and advanced training to reflect the community.

Question 7: Do you have any concerns or fears about achieving change?

Issues around training and equipment

- There is a struggle to maintain skills at present and perhaps the focus should be on becoming more resilient and competent within the core function rather than looking at additional skills with no clear way set out as how and when to achieve/maintain competency in these areas. There is a real fear of a drop-in standards: feel that already diluting the standards by taking on further skills. Core training for fire incidents could be watered down due to new work, thereby increasing risk to firefighters.

- There is huge concern about not having adequate training or equipment to the required standard. Some fear taking on new roles and being dangerously ill prepared for it. There is concern about having to learn on the job, being stretched too far and unable to achieve competency in additional duties not to mention who will deliver the training?

Too much change causing skill fade and over burdening

- Fear of basic FF skills being eroded due to focus and time spent on new role; this in turn would have an impact on FF safety at incidents. People are also concerned that the focus on fire-fighting is becoming less due to the reduction in fires however fire deaths are up. Concern by R/VDS particularly on how they can carry out extra duties while maintaining skills in all areas with only 3 hours training a week.
- Fears that the very foundation of role is in jeopardy and that current standards will slip and will see a slow move away from being a fire service. Fear of taking on too much as a service and knowledge/skills would be spread over many roles. Core skills are already being weakened and adding more roles will see a skills decay. There is a fear of these core functions being forgotten, and diversifying to a point where firefighters won't be very good at anything, because there is so much we must cover.
- Due to heavy workloads staff struggle to maintain current and specialist skill sets to a level that would have been unacceptable 10 years ago. Anticipate more workload for staff by broadening role whilst reducing stations, appliance numbers and frontline personnel.

Poor planning/lack of preparedness

- Concern that new policies and procedures will be rushed through with unachievable timescales; need to ensure that the foundations are in place. Fears it will be done on the cheap/small budget and that it will sour relationships with other agencies. Needs to be properly costed and researched (feasibility study?) A key fear is that too many roles are taken on which stops FFs doing core duties well, altering the current public view of the service.
- Any new direction needs to be organisationally supported. Concerns are that the SFRS will not be ready or able to implement the changes that are needed or wanted on the back of a poor transition to one service and failure in the smooth implementation of less complex role evolution.
- In addition to poor track record in implementing change, there is a view that the organisation is too large/structure too complicated to achieve properly and that it is too expensive to do it right. The experience/ability of those trying to implement changes were also questioned.

Decision being imposed

- Main concern is that change will be imposed, forced through and implemented without proper consultation and concerns being addressed.
- There is still a fear following the pay dispute that management have a hidden agenda and change will be slipped in via the back door without proper engagement. Belief also that change will be pushed through without appropriate training and financial compensation. Concern that roles will be imposed with no financial remuneration.
- If change is forced through and there isn't the right training, knowledge and skill base then there is a greater potential for something to go wrong. We are papering over the cracks - fix what's wrong first before they have more forced on them. Dependent upon the motivation for change, the main priority should be public safety and improving the service for communities.

Negative impact on service and firefighters

- Crews run the risk of being a "jack of all trades and master of none". Crews pride themselves on working to high standards and grow frustrated at not achieving these (due to lack of resources, equipment, time and training).
- Expanding the fire fighter role without addressing this will result in a workforce who lack confidence, or worse have misplaced confidence and will further ebb away at morale.
- Other concerns voiced including 'insufficient reward'; 'doing more, paid less'; shift pattern changes and impact on life/work balance and a fear about potential station closures and redundancies if funding is cut.

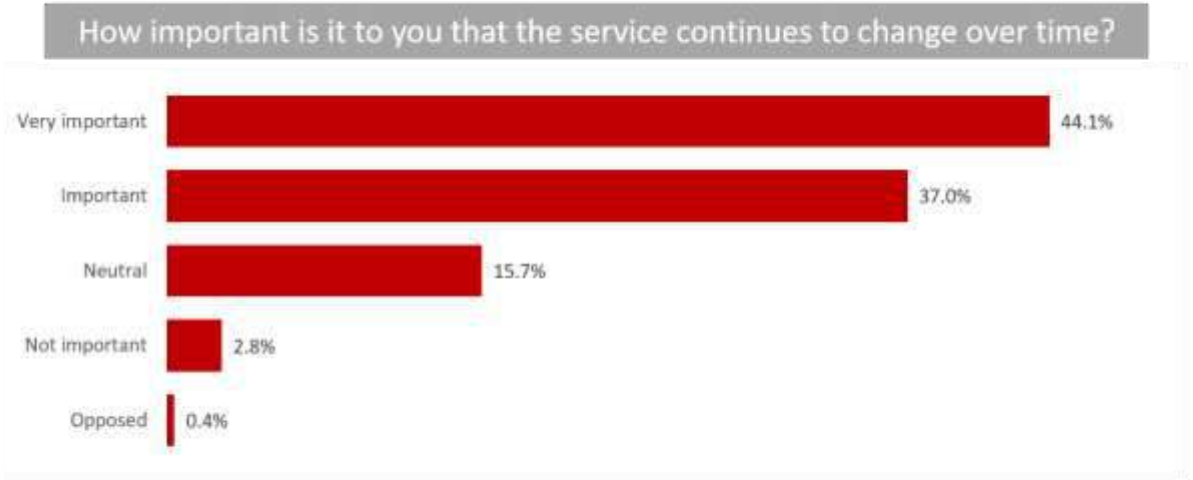
Other perceived barriers

- It was felt that many individuals are looking out for themselves and their next career move rather than driving the changes required.
- An unmotivated workforce, who feel under-valued, will ensure that any change attempted will be difficult to implement.
- Resistance to change and a negative mindset were cited as possible issues; there needs to be an appetite by all to make the necessary changes.

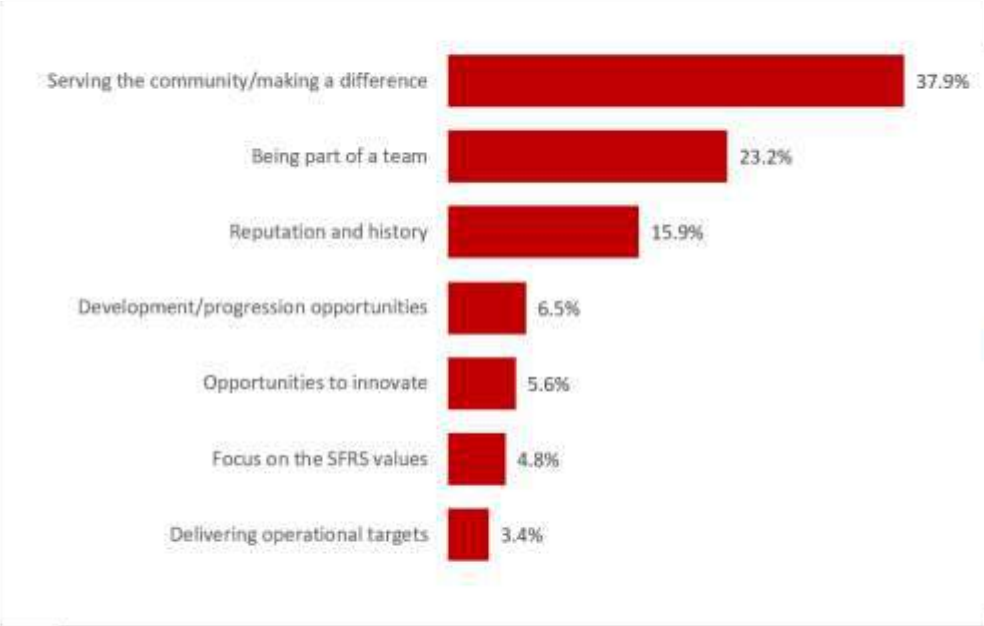
APPENDIX G

SFRS Staff Survey

The SFRS staff survey was carried out between the 5th October to the 2nd November 2020. There were 254 responses. These are the results.



What are you most proud of about the SFRS?



Almost **40%** thought **serving the community and making a difference** was the thing they were most proud about the SFRS. From the other responses **protecting and responding** was highest answer.

What do you think the service should look like over the next decade and beyond?

These are the main themes of the responses. A focus on **working with communities** and **medical emergency response** were the 2 largest responses.

To bring your future vision of the service about, what specifically do you think needs to change most in the service now and why?

These are the main themes of the responses. A focus on **Training, Attitude Changes, Career Progression** and **Communication** were the largest responses.

If we are to continue to help keep communities safe in the future what else do you think we can or should do for them, that we're not doing now? Please list your top three suggestions below.

These are the main themes of the responses. A focus on **medical response** and **OHCAs** were the 2 largest responses.

Policies and Procedures

These are the main themes of the responses. A focus on **reducing** and **simplifying** policies and procedures were the 2 largest responses.

Culture

These are the main themes of the responses.

A focus on **Unity** and **Communication** were most important to staff.

Response

These are the main themes of the responses. A focus on **maintaining crewing levels** and **reviewing UFAS attendance** were most important to staff.

Prevention

These are the main themes of the responses. A focus on **maintaining prevention** and having **dedicated teams** were most important to staff.

Training

These are the main themes of the responses. A focus on **practical training** and training **improvements** were most important to staff.

Anything else?

These are the main themes of the responses. There were several themes that were most important to staff.

Transformation, upgrades to ICT, maintaining core functions, communication, fair pay and **staff engagement** were the highlighted themes.

What, if anything, do you think are the key barriers to achieving successful change within the Service?

These are the main themes of the responses. The biggest barriers identified by staff were **attitudes** and **the unions**.

In terms of partnership working, who should we work with more/differently to achieve our goals? Please select your top three partners.

These are partners staff identified we would be working with more or differently. **SAS** and **local communities** were seen as top priorities.

How should we do this?

There were lots of ideas on how we can work with partners more or differently.

Inter-agency training and **community engagement** were the top two.

Produced by Data Services January 2021

APPENDIX H

SCOTTISH FIRE AND RESCUE SERVICE
Long Term Vision Analysis

The following question was asked.

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?

Responses were received from the following three main bodies:

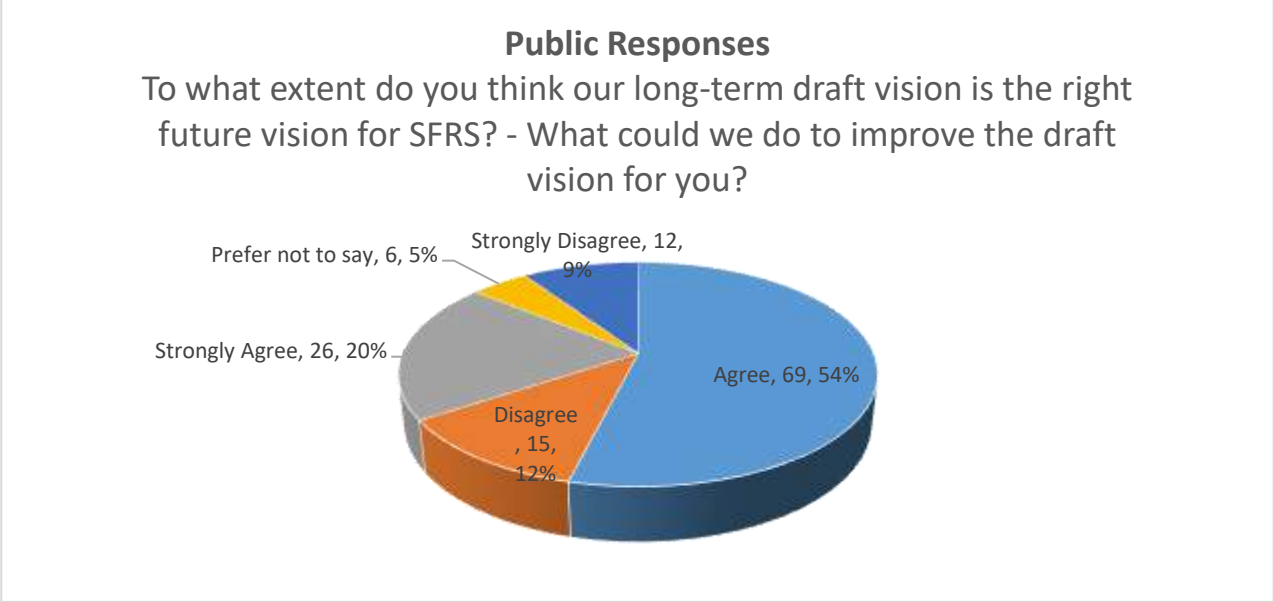
- Public
- Organisations
- Members of staff

Further analysis on each of the bodies responses is contained within the report.

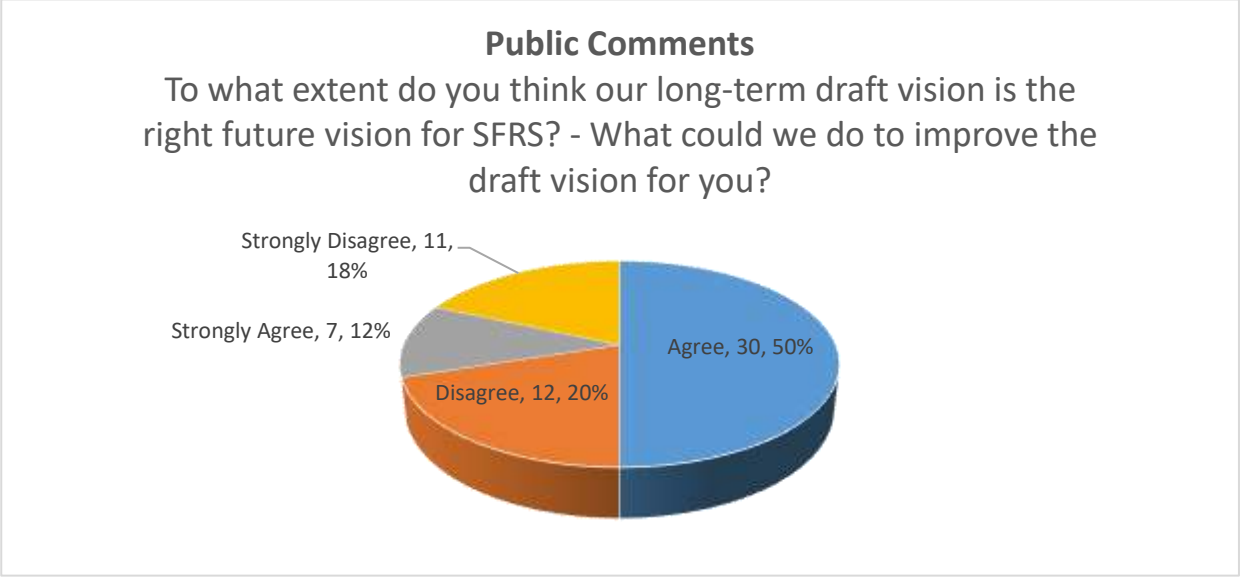
Please note that the spelling mistakes made by the participants have been rectified for this report. However, no content has been amended.

Public

128 members of the public responded.



60 of the 128 members of public left a comment



Public – Strongly Agree

From this 26 of them said that they strongly **agreed** that our long-term draft vision is the right future vision for SFRS. Only 4 of the 26 left a comment:

I would love to see more of a campaign in the public eye for prevention, as the next generation evolves we live in a society where we need to be/act cool to be liked which I feel could become a danger if that mindset of minors/teenagers turns to arson or violence within our communities. The dangers of small acts can quite quickly turn into a serious events where life or property is at danger. The community work carried out by SFRS is outstanding although from an outside prospective isn't widely recognised. This is maybe an opportunity to work alongside partnering agencies to get the message out there and avert young people from falling into that lifestyle, therefor taking that further step to prevention and protection of our communities.
Would like to see fire service more involved medically
What a lot of verbiage to say that you will be aiming to continue to improve the quality of service you provide. Can no one be brave enough to challenge the bureaucratic need to say simple stuff in elaborate wordiness.
I'd like to see a more public declaration of helping to reduce inequalities and of using your values as an example to the communities you protect. Being publicly anti-racist and anti-poor health, challenging licensing where there are too many drink related incidents and championing organisations from the third sector who are assisting in reducing inequalities. I would like to see a more individual approach to things like UFAS, it exists for a solid and useful purpose but it is often the management of it that fails...if it is 40% of your activity then a significant resource should be deployed to get the process right rather than ceasing to attend and devaluing the importance of the system (for the record though, I fully agree that the numbers must be reduced to improve safety and release time to support communities). I would like to see a clearer explanation of what will not change...for example explicitly showing through attendance times that the service will not diminish and not by (as has happened in England) only capturing the first attendance as a single crew should not operate unsupported when carrying out rescues etc). I would like to see how you will demonstrate improvement in other areas (firefighter injury figures and the like). I would like to see a commitment to growing the service where opportunities allow, other services are increasing crewing and bringing back certain appliances...you may need to reduce to the financial purse but the aim should then be to recover and grow. I would like to see more public championing for an increase to budget as it is clear to me that the SFRS is undervalued and underinvested in by Govt. This is understandable due to the circumstances and your success but they need to realise how much more would be possible with significant investment.

Public - Agree

69 members of the public said that they **agreed** that our long-term draft vision is the right future vision for SFRS. 30 of them left a comment. Although, a lot of people agreed, a lot of their comments have constructive criticisms in them as detailed below:

It's all quite vague, would be good to have a detailed vision of what you see a firefighter doing in the future.
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'.
It is hard to disagree with a vision - it is aspirational as it should be but whether it is achievable is not the same thing.
In places the definitions are rather generic. 'Working in partnership with communities' .... by doing what differently? 'Being inclusive' ..... quality and diversity are buzz words - what about giving people who apply to the SFRS EQUAL chances to even get in (we know that doesn't happen - so that boxes are ticked to hit these buzz words - gender, race, colour shouldn't matter - so why use positive discrimination?
More could be said about how you will listen to and value the insight from communities and the public. You mention it in principles but couldn't see anywhere else?
Provide a little more detail on 10.7 and which technologies in the home can be used to the advantage of the fire service and the public.
It doesn't cover anything about investment in coverage and appliances, nor does it look at considering whether a wild fire should be tackled or not.
The focus on supporting communities and 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.
It is a very long read and what I want is a fire service that does its job of putting out fires and dealing with accidents to the best of its ability. So, for me straight to the point and less words of how you are going to achieve it.
Keep manning levels on front line appliances at 5 and 4 persons so that our firefighters have the manpower whenever they turn out to an incident thereby not putting themselves at risk carrying out their duties.
Use of data/digital analytics to inform on the health & safety on staff & the general public in line with Scotland overarching Digital Strategy
ensure that the budget to deliver the changes is there alongside the need to ensure that the workforce is engaged to deliver the strategic priorities with appropriate remuneration
Every public service need to evolve to meet the needs of a changing society. However, change must be for the benefit of the service and not due to political pressure or budgetary constraints.
Be brave enough to set out the changes we can expect to see
Utilise staff in the community, particularly country park areas which are being used more, and we are witnessing more fire damage within large forest areas (Chatelherault Country Park) more Fire Service presence and perhaps advice to people from the fire service on the dangers on lighting and leaving embers burning in these areas might reduce or at least prevent this type of damage. More interaction with schools, giving practical advice that relates to young people who could be living in their own. More collaboration and give Fire Service personnel more powers to enforce action with unsafe properties, and collaborate with landlords. Checks on elderly people's property in the community with regards to fire safety, and exit strategies, e.g. euro locks etc.

It would be beneficial to include more detail on 'How', to complement 'What' - even if this is limited to providing references to documents which detail specific objectives and KPIs. The relationship between Local Authority LOIPs (Local Outcome Improvement Plans) and communities Locality Plans (supported by Locality Empowerment Groups) would add strong value, most specifically following up on specific needs and enabling engagement with communities.
Just not sure timing is right. Didn't see anything that our current local retained forces don't already do anyway!
Invest in more full-time fire fighters particularly in more rural areas.
Outline how the vision will be delivered with constrained finances available across Scottish Government.
Commitment to no reduction in frontline appliances/firefighter numbers
It is NOT a Vision in its true sense. What is your 10-year plan referenced in 1.3? It does not capture the "hearts and minds" of the community or workforce. Yes, it is high level aspirations - so what? Specifically, what does that look, sound and feel like to the community and your staff? It does not 'capture" the organisational maturity of your organisation. The wording of the draft plan is of a "not yet fully mature organisation"... Ref: https://www.hse.gov.uk/humanfactors/topics/culture.htm
I don’t disagree with the vision but I feel there is content that is purposefully ambiguous. I do not think the fire service she be adaptable as a fiscally driven decision to ‘prop up’ other services and/or venturing into the remit of other emergency services or third sector - i.e. out of hospital cardiac arrests.
More focus on appropriate provision in rural communities - central belt provision is not appropriate to Highland.
I think the term agility is confusing. Adaptability makes more sense to me.
Improve pay for the dedication the retained staff give to us the community’s
Work in partnership with schools, especially high schools. Target key age group of 16 to17 year olds, before they learn to drive to emphasis importance of safe driving to prevent RTAs in our area.
Aig an àm seo, chan eil iomradh sam bith air a' Ghàidhlig anns an dreach lèirsinn. Tha plana Gàidhlig reachdail aig SFRS agus bu chòir iomradh a bhith air sin anns an lèirsinn fhad-uaine. Tha e cudromach gum bi a' Ghàidhlig air a h-àbhaisteachadh anns a' bhuidhinn agus cha ghabh seo a dhèanamh mur a bi co-òrdanachadh sam bith eadar na diofar phoileasaidhean, planaichean is poileasaidhean agaibh. Tha e cudromach gum bi iomradh air a' Ghàidhlig agus air na nì sibh gus a' Ghàidhlig a chur am follais agus gus seirbheisean/foillsaicheadhean a thoirt seachad innte. Bu chòir dhan dreachd lèirsinn a bhith ri fhaighinn sa Ghàidhlig. Agus bu chòir suaicheantas na buidhne a bhith dà-chànanach agus bu chòir soidhncihean dà-chànanach a bhith aig a h-uile stèisean smàlaidh ann an Alba. At present, there is no reference to Gaelic in the vision draft. SFRS has a statutory Gaelic language plan and this should be mentioned in the long-term vision. It is important that Gaelic is normalized within the organization and this cannot be done without any co - ordination between your various policies, plans and policies. It is important that there is a reference to Gaelic and to what you will do to promote Gaelic and provide services / publications. The draft vision should be available in Gaelic.

And the organisation's logo should be bilingual and all fire stations in Scotland should have bilingual signage
Always remember your basic job
You really need to look at whole time, everything within the fire service is for their benefit and retained are too often overlooked
Needs a bit more than Partnership working out how the service plans to improve / evolve how it both interfaces and works with other agencies - Cat 1's, 2s and the third sector to not only continue to deliver for but improve how it and other agencies deliver for Scotland. A clearer statement on SFRS's intention to see a service in which the staff fully represent the diversity within the communities that it serves

Public – Disagree

15 members of the public said that they **disagreed** that our long-term draft vision is the right future vision for SFRS. 12 of them left a comment.

The proposals are all political management speak. How will this enhance the service you provide a road crashes at chemical incidents!? 'agile' 'inclusive' is just propaganda. What is the real-world benefit!?
More firefighters needed for the front line. The Service is vastly understaffed and the current duty system doesn't work, orange days not being utilised to keep appliances available.
Fight fires and provide fire prevention. Carbon zero is irrelevant
At the end of the day your vision is about saving money, getting more for less from your staff and protecting yourselves from spurious legal claims.
Stop privatising cleaning and security
It doesn't seem to take into account demographic changes. I moved from Edinburgh to just outside Inverness, and the level of Fire Cover here is not in tune with say, Edinburgh or Glasgow. One whole time station for the Highlands, which geographically is bigger than what was Lothian and Borders., 2500 sq. miles of my memory serves.
Concentrate on fire suppression both pre AND post ignition
It was far too long. As a disabled person I couldn't actually process the information. If there was anything of substance in it I missed it.
Please summarise it. You have a mission and purpose, but you should be able to sum up your vision in a short statement - we shouldn't have to read 11 pages to work it out for ourselves.
I believe that the proposed shift patterns be changed and that night worker respond as retained do, thus reducing the amount paid to them and savings for the service.
The fire service needs to be there to help put out fires, not serve certain global elite interests.
I believe the Fire & Rescue Service should focus its available resources on its core statutory responsibilities. The limited public-sector funding should be directed to people more able to deliver these services i.e. social work or health care. Your funding should focus on ensuring fire stations are adequately staffed without resorting to overtime or flexible crewing arrangements. That is what the public expect of their fire services not the arrogant posturing and patronising comments contained within this document.

Public – Strongly Disagree

12 members of the public said that they **strongly disagreed** that our long-term draft vision is the right future vision for SFRS. 11 of them left a comment.

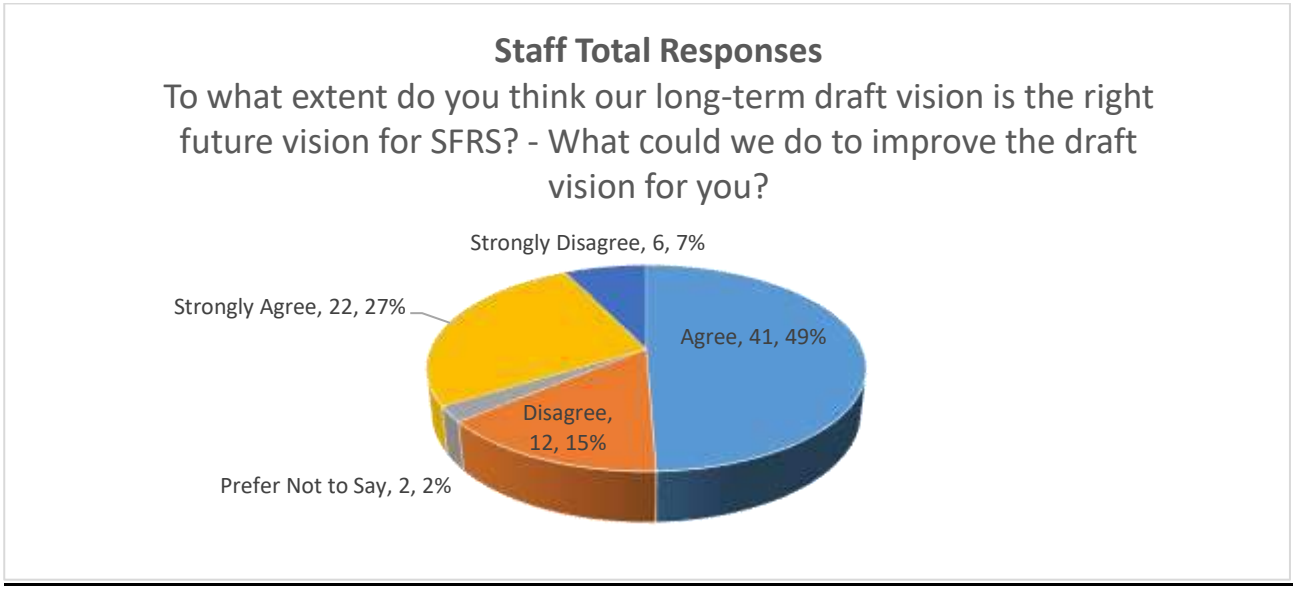
You could actually tell us what you are going to do instead of just filling the whole thing with waffle and meaningless corporate phrases - your document tells us virtually nothing about what you are ACTUALLY going to do!
The government should be properly funding the ambulance service to ensure people 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 be less management and back office positions with more front-line firefighters.
The fire service work hard and are underpaid for what they already do. They should receive more pay and certainly even more so should they be expected to perform additional duties. Match wages with other emergency services before insulting them with pathetic offers such as the last.
I believe the service should be left alone as they have already many different roles from water rescues to urban search and rescue
Put some meat on the bones. All I've read is a load of words with no substance.
Sounds an utter PR spin
Scrap it
Pay the firefighters more. They are the ones delivering this
For a start why twenty odd pages of words Don't th8nk many will read all that I for one no way
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
You've not set out a vision at all, you've merely parroted government speech in such a way that it would seem to be a document of foresight and "vision". The reality is your document simply gives some up-in-the-air long term goals (goals completely determined by the government of the day) with vague references to digital communities, stronger more cohesive communities and looking out for people's welfare. The public want a Fire Service, someone who they know they can call when they know they're in trouble and there is nobody else coming. Not a bloated, over managed and frankly ineffective government spin machine.

Public – Prefer Not to Say

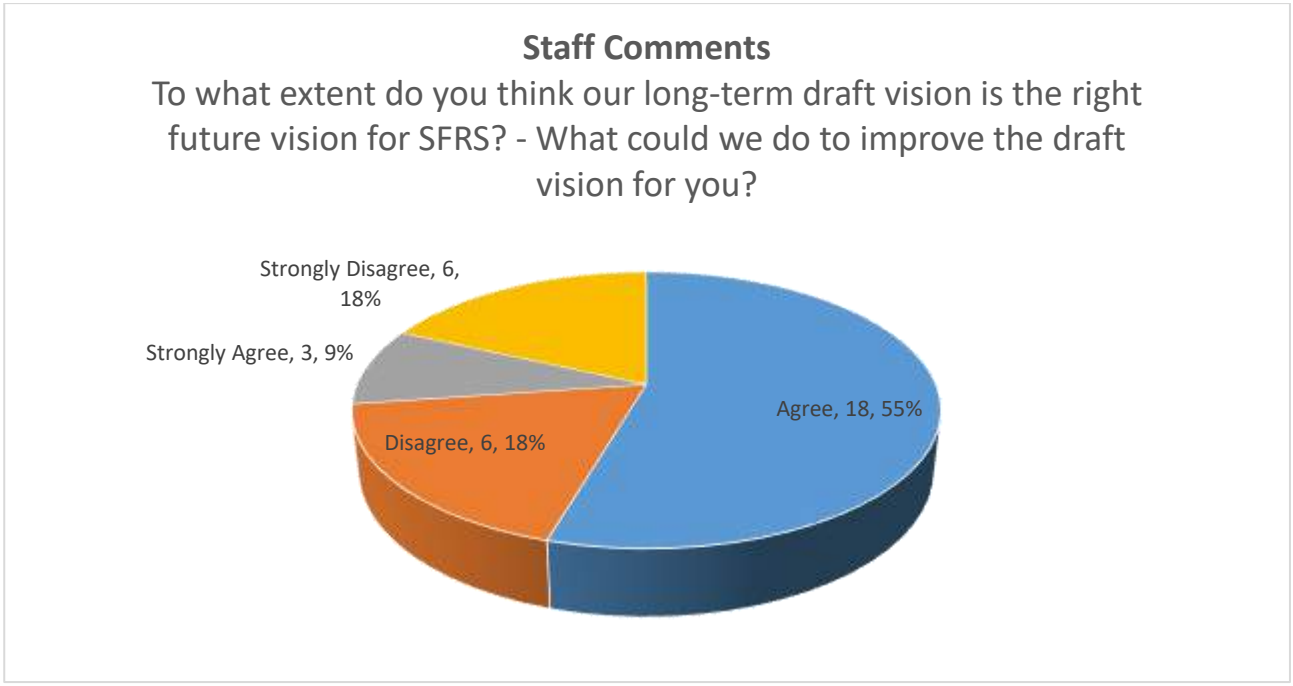
6 members of the public said they would prefer not so to say to what extent they think our long-term draft vision is the right future vision for SFRS. No comments were left.

Members of Staff

83 members of staff responded to the question that our long-term draft vision is the right future vision for SFRS.



From the 83 members of staff who responded to the question that our long-term draft vision is the right future vision for SFRS, 39 made a comment.



Members of Staff – Strongly Agree

22 members of staff said that they **strongly agreed** that our long-term draft vision is the right future vision for SFRS. 3 of them left a comment.

Not sure
The vision is excellent but I would suggest that many people will not read it due to its length. Perhaps a short, executive version may get more reads.
More details on what agile working incorporates.

Members of Staff – Agree

41 members of staff said that they **agreed** that our long-term draft vision is the right future vision for SFRS. 18 of them left a comment. Although, a lot of people agreed, a lot of their comments have constructive criticisms in them as detailed below:

Try and speed up change. We have talked about this and changing the way we deliver our services for years so it would be good to see some actions.
More detail as to what may be asked of operational staff in the future
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.
The vision itself is exceptional but unfortunately those are only words which we have heard before. We always talk about best trained and equipped service but this is still very far from the truth. I welcome the commitment to change it but I will not be holding my breath.
Look at legislation governing RDS Terms and Conditions along with the NJC Grey Book to totally rewrite how the system works. This will take some time and the RDS is currently in a poor state of efficiency and is only going to get worse until something drastic happens to change the system
Given the movement of people out cites into more rural areas, the increase in stay at home holidays and impact of climate change I would like to see a more pronounced focus on technology and education related to weather extremes for staff and the general public.
Provide a clear plan to the development of the service, in particular regarding EMR. How will this be delivered; what equipment and training will staff receive. Will SFRS recognise the need for comprehensive hands on training for this rather than a LCMS module and a few days training.
change and progress is good but it needs to be backed by proper training and give confidence to the operational crews, and other staff, that there is a viable plan in place to deliver this. There is very low confidence and trust that there would be quality training for anything additional or anything that's changing.
I think the vision should include a statement of how we will be prepared to challenge the status quo and work differently. We should be established as a learning organisation who doesn't become complacent, invites different views and be willing to change our plan if a better one comes along. I also think there should be a priority to improve the way we lead our people - by improving our leadership development programmes and instilling the principle of ownership in our leaders. Furthermore, we should ensure our service move away from a blame culture to one that encourages employees to speak up, to report issues, to challenge the way things are done without repercussions. Finally, we should create an environment, a culture, that encourages crews to want to report learning points from incidents to share across the service and to encourage the reporting of near misses and safety concerns.
it says the right things but not convinced it'll be followed through
Ensure all departments within SFRS are following the same strategic ideals. At the moment the vision for the control section is to centralise everything, this approach does not work and currently there are already issues arising as a result of centralisation of department SC being given functional roles, this has made it extremely difficult to and time consuming to get assistance and answers and to figure out who is available or should be approached for any matters arising. This is directly against the strategic intents outlined in the long-term vision
Back up the words in your Principles by ensuring the Staff are getting the training they require! No matter what their location is.

I would like to see a long-term plan to refurbish, extend and modify fire stations where possible to be true community fire stations where the public can hold meetings, clubs, etc and we can make that engagement with our communities seamless. Also a commitment to tri service working at every fire station where the opportunity exists, encouraging better understanding and communication of each other. Also consider NHS facilities in stations for better community engagement.
Follow through on the commitments - it is full of statements that state we will invest more in staff development and training. this is not true by any measure, so this needs to be backed up by action. Closing multiple training centres, leaving areas with no training facilities, not increasing instructor numbers, 'dumbing down' course content to facilitate 'targets' is completely unacceptable.
agree with the general principals but worry that our governance processes, although robust are unwieldy and don't allow for entrepreneurial activity.
Caution involving the service with roles that are not being delivered effectively by other sectors e.g. social care
Service needs to move faster to adapt to real world incidents investing more in training, technology and modern appliances fit for use
I think there could be more emphasis on recognising the challenges of the COVID impacts on our partners and communities, and how we will have to continually work to make ourselves relevant to them as they struggle to recover. Whether we like it or not, we have to recognise that many of our partners and communities still only see us as a Fire Service, and therefore we have to be able to overcome this challenge, in order for them to see what else we can offer.

Members of Staff – Strongly Disagree

6 members of staff said that they **strongly disagreed** that our long-term draft vision is the right future vision for SFRS. All 6 left a comment.

Stop pushing support or social work/NHS work onto frontline units. The frontline units must first and foremost be focused on the bread and butter skills, firefighting. As well as specialist training. The constant push for quotas or forcing frontline units to do the job of the CAT team, the NHS of social work is doing nothing but creating skill fade which puts the public, communities and the firefighters at risk. We have a huge generational shift with less and less experience and less realistic, consistent and worthwhile training. As professionals we should not be expected to rise to the situation, we fall to our lowest form of training. This constant attack on the skills of Firefighters will do nothing but endanger the crews when they are most needed and the public when they most vulnerable. We are not social workers, we are not health care staff. The Fire Service should not be used as a political football to cover the short comings of the Scottish Government with the NHS and Social work. There is a need for interoperability and cooperation between these services, without degradation to our own service and skillset. The CAT team should be taking on these roles instead of frontline units. Less focus on the community roles and more focus on the main priorities of the Fire Service, Firefighting, Specialist skills and Technical Rescue.
As currently stands, it's impossible to know if the vision will work, or if it's the right trajectory for a fit for purpose and future-proof Fire Service. It looks too much like a hasty corporate led revolution in FRS provision, rather than a carefully considered, stakeholder focused evolution. Too much like re-inventing the wheel, rather than making the vehicle fit for purpose. This all means it does not convey confidence that it can deliver on its heady mix of high ideals & half-baked ideas.
The service should be focusing on the here and now and trying to get it right rather than dreaming of a long-term vision, where someone else comes in and takes over the helm and has different ideas.
Communicate what the vision for the SFRS is. Don't tell us what we are going to do but tells us what SFRS aspires to be or the outcomes we hope to achieve. As a vision document this is badly written. It neither inspires nor motivates. It's disjointed, far too complex and wordy. It lacks clarity and its purpose is unclear. It is also difficult to identified where staff views have actually been taken into account. All that is required is a punchy vision statement with a summary of background and context. Something that makes us feel that 'we are SFRS' and collectively we are all striving towards the same goal.
It needs to be completely rewritten, the Wokeness disease runs all through the document. We must return to common sense; we must not represent society, we must represent the best of society; we must recruit and promote on merit and merit alone; we must increase our fitness standards; we must stop pretending that women can be firefighters - my life has been put at unnecessary risk on a number of occasions because women firefighters were not capable of doing their job. I'm sick of coming to work every day and having to pretend that women can do the job; we put firefighters and the public's lives at additional risk every day by adhering to cultural Marxist thinking.
Be clearer in what you are saying. Vision document doesn't outline your proposals clearly enough to make an informed decision if it's right for Scotland. Seems to be the usual language heard and seen before but without change.

Members of Staff – Disagree

12 members of staff said that they **disagreed** that our long-term draft vision is the right future vision for SFRS. 6 left a comment.

Be more specific about the impact on firefighters, in relation to their pay for any increased workload, as well as your intentions for altering station footprint. I.e. Station closures.
Prepare hands-on for future events. That needs rank and file firefighters and more training events. Be pro-active and not reactive. We are custodians of this Service. It is not about saving money, and all you have to do is look when councils attempt to save money and it puts lives at risk. That is not pro-active. This is not OUR Service. It is everybody's. Put down plans for a Service, that will be looked upon with pride, in 10 years' time, and not be mocked by the firefighters or the public,
Focus on core responsibilities, improving fire fighter safety, Improve on training,
The Vision is a manifesto focused on corporate goals not community needs. It has no detail on how intractable problems such as rural retained recruitment will be solved but rather broad-brush statements on working with communities. The key to the Service is uniformed staff in the community providing fire safety education and operational response and our vision should be focused on this. The document references working in partnership with communities and making them safer, however the Service was significantly more connected to the community when there was local autonomy to make local recruitment decisions. All SFRS directorates are over capacity with more work than they have the ability to complete.
Look after your frontline staff and stop dropping pumps. Maintain a crew of 5 on first appliances at the very least. Bring in overtime to maintain crewing levels if other avenues fail.
I am not sure that disagree would be the correct term. It's not about disagreement, it's about equipping those who are expected to adapt into the future with the right information and answers. The draft long term vision is not ideal in its current set up. Whilst I realise it is draft I would prefer to see more specific information relating to change. Examples We are fully aware of what we are required to achieve in terms of the de-canonisation of our future however this is not covered in terms of what we will do. We are aware of the changes that the future will bring in terms of spate weather, population density changes, sea level rising and much more however we are not equipping our self with a set of solutions in the document, or at least we are not identifying those solutions clearly to the reader. The document seems to be identifying clearly what the problems but it isn't creating solutions or even suggesting them in a similar way.

Members of Staff – Prefer Not to Say

2 members of staff said they would prefer not so to say to what extent they think our long-term draft vision is the right future vision for SFRS. No comments were left.

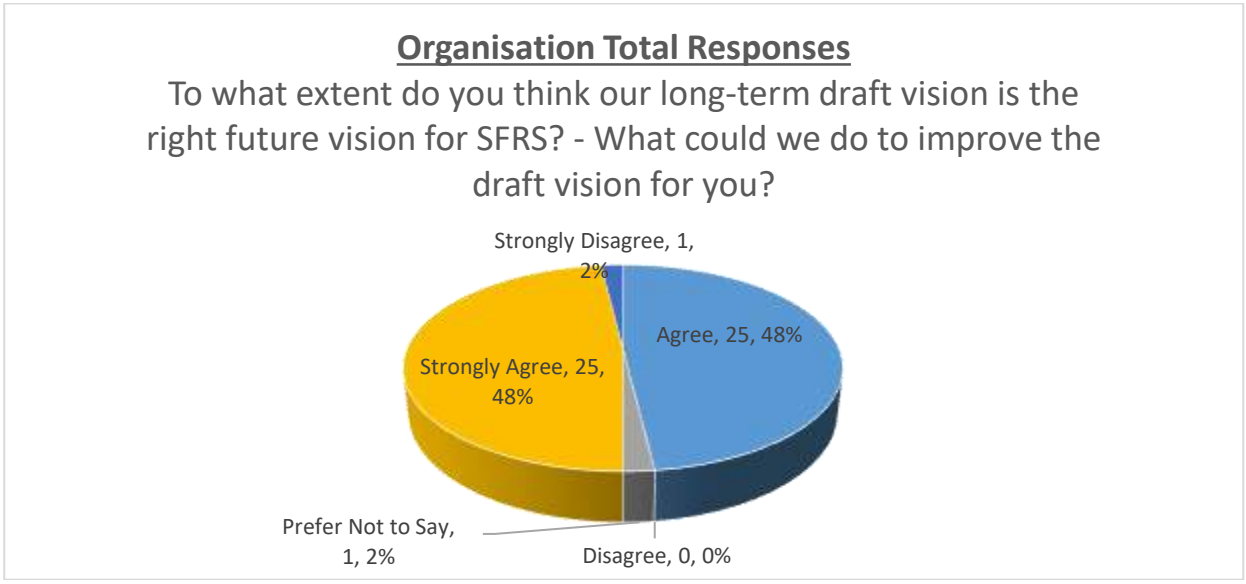
Organisations

52 comments were received from organisations, however, not all organisations disclosed further details as to who they were. This particularly applied to local authorities. The following 40 organisations disclosed who they were:

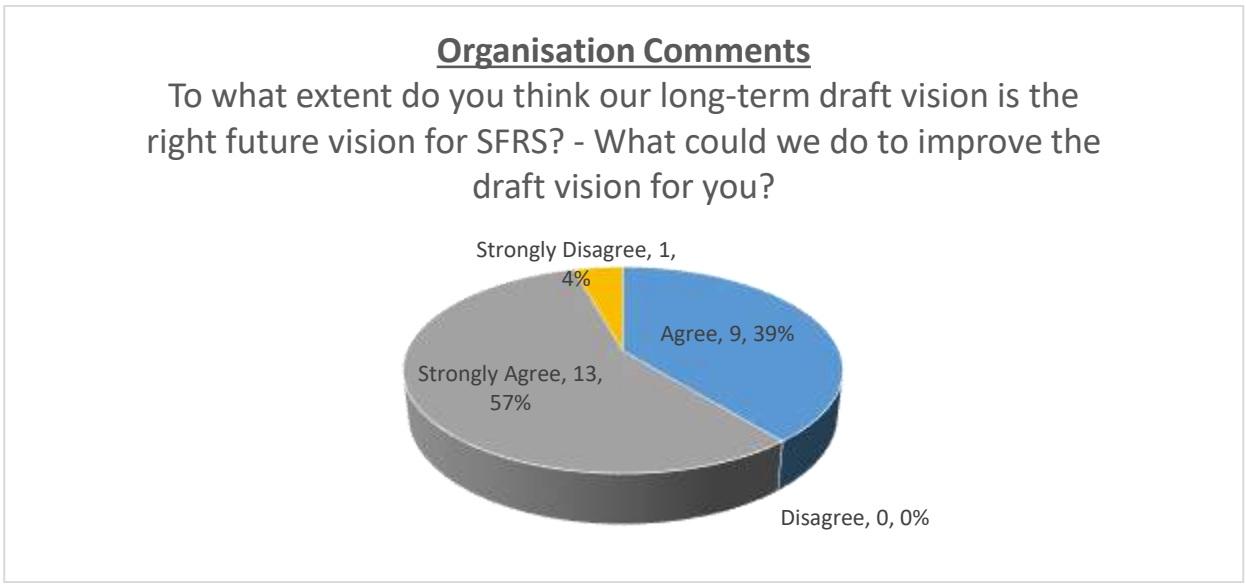
- Aberdeenshire Council
- Aberdeenshire Health and Social Care Partnership
- Active Aberdeen Partnership
- Ayrshire College
- Black Isle Resilience Group / Fortrose and Rosemarkie Trust/ Cromarty Care Project/ Puffin Hydrotherapy Pool
- Catholic Church
- Ceolas Uibhist
- Community Justice Services, The City of Edinburgh Council
- Community Links (South Lanarkshire)
- Contin Community Council
- Dingwall Community Council
- Drum Brae Community Council
- Dulnain Bridge CC
- Dumfries and Galloway Council
- East Ayrshire Council
- Elected member Fife Council
- Fife Council Communities Directorate
- Fife council social work
- Gairloch Community Council
- Nestrans
- Network Rail - Scottish region
- NHS Grampian, Director with NoF responsibility
- North East Scotland College
- Orkney Islands Council
- Police Scotland NE Division
- Royal Society for the Prevention of Accidents
- Scottish Community Safety Network (SCSN)
- Scottish Islands Federation
- Scottish Police Authority
- Scottish SPCA
- Seil and Easdale Community Council
- South Ayrshire Council
- South Lanarkshire Community Safety Partnership
- South Lanarkshire Council
- Stirling Council
- Stobswell Forum
- The British Horse Society
- Thurso Community Council
- University of Edinburgh
- West Lothian Council

Organisations

52 organisations responded to the question that our long-term draft vision is the right future vision for SFRS.



From the 52 organisations the question that our long-term draft vision is the right future vision for SFRS, 23 made a comment.



Organisations – Strongly Agree

25 organisations said that they **strongly agreed** that our long-term draft vision is the right future vision for SFRS. 13 of them left a comment. Although, a lot of people agreed, a lot of their comments have constructive criticisms in them as detailed below:

Build resource to support NHSG and similar providers in the drive to reduce UFAS. While many providers are innovative in new projects and adopt new technologies, many have ageing property portfolios that require to be maintained to a reasonable standard to provide patient care with a balanced risk managed approach as required. We would be keen to find out what SFRS are actually suggesting or proposing in terms of response arrangements to potential UFAS to allow us to consider any potential impact this may have on our staff in terms of training, resources and ultimately on patient care.
Consider the inclusion of examples of any good practice initiatives that SRFS are leading on at present, that show cases positive community engagement and outcomes that could further benefit working in partnership with the Council and community safety partnerships.
I strongly agree with the draft policy document and vision for the Scottish fire and rescue service. Just as a point of note: one thing I am concerned about is, that with the carbon neutral agenda, we will, and are seeing, a large increase in the use of lithium-ion batteries (of all different sizes: car batteries, plant machinery batteries, batteries for laptops, phones etc). The huge increase in the use of this type of batteries could pose new problems to the fire and rescue service, especially during the charging process. We, on the Network Rail fire safety team are starting to encounter issues (we have had a number of small fires at some of our depots throughout the UK rail network due to the charging of lithium batteries) caused by the increased use in items of equipment powered by lithium-ion batteries.
It would be helpful to know the workstreams and specific projects that SFRS will be working through to enable the 10-year strategy to take place and produce positive outcomes. This would also allow links to be made with Aberdeenshire Health and Social Care Partnership workstreams to enable good multi-agency working, sharing good practice amongst agencies, and supporting effective use of resources.
In order to meet your goals, invest in animal rescue.
Partnership working is noted within the SFRS overarching purpose. This point could be expanded to highlight how both the SFRS' primary purpose, and the secondary role has a valuable contribution in a partnership context, particularly in relation to community planning. This would aid with public awareness of SFRS involvement in partnerships and their work.
There are no further improvements suggested. The document articulates its vision well, and an understanding of the main current and emerging threats and challenges facing Scotland and its communities, and within a wider global context. It embraces the contributions of all stakeholders, including communities, staff, and multi-agency partners, acknowledges their value to achieving its vision, and demonstrates a commitment to these groups. It welcomes learning and opportunities that new technologies and ways of working bring, and how these will contribute to achieving its vision.
WE WELCOME THE DRAFT VISION AND PARTICULARLY SUPPORT THE PROMINENCE GIVEN TO PARTNERSHIP WORKING AND THE PROMOTION OF SAFER COMMUNITIES. A TEST OF THE EFFECTIVENESS OF THE DRAFT VISION WILL BE IN THE OUTCOMES FOR LOCAL COMMUNITIES, PARTNERS AND OTHER STAKEHOLDERS. THE VISION REQUIRES TO BE UNDERPINNED, THEREFORE, BY A ROBUST PERFORMANCE AND BENEFITS REALISATION FRAMEWORK AND WHILST THIS IS EVIDENT IN THE EXISTING REPORTING ARRANGEMENTS THROUGH NATIONAL AND LOCAL PLANS, IT WOULD BE HELPFUL TO HAVE THIS ARTICULATED, IN GENERAL TERMS, IN THE DRAFT VISION DOCUMENT TOO.
As long as you translate the strategic vision to the local area where the Service is functioning then I am content.

The Council agrees that the vision appropriately reflects the current and future challenges facing communities across Scotland. In addition, it appears to recognise the significant contribution partner organisations can make towards achieving the vision and reaffirms the Scottish Fire and Rescue Services' commitment to partnership working. As such, there would be no further improvements suggested from the council at this stage.
It would useful to be able to look at a one-page plan which sets out the long-term vision, alongside the supporting outcomes to be achieved over the next decade. The page could include the challenges ahead, the priorities for action and some examples of how this may be achieved in practice. Supplementing the draft long-term vision document with a shortened more 'user friendly' page could assist in improving understanding, appreciation and engagement with the work of the SFRS within communities, particularly if practical examples are included to which the public can relate for example, home safety checks, educational input in schools, and supporting young people through community projects. It would useful to be able to look at a one-page plan which sets out the long-term vision, alongside the supporting outcomes to be achieved over the next decade. The page could include the challenges ahead, the priorities for action and some examples of how this may be achieved in practice. Supplementing the draft long-term vision document with a shortened more 'user friendly' page could assist in improving understanding, appreciation and engagement with the work of the SFRS within communities, particularly if practical examples are included to which the public can relate for example, home safety checks, educational input in schools, and supporting young people through community projects.
The University values is partnership with the SFRS and supports the strategic aims referred to within long term vision consultation paper. Whilst it is recognised that the document adopts an overarching strategic intent, this unfortunately has resulted is a lack of clarity and detail on how the SFRS is going to meet the many challenges referred too. The broad indications of the operational implications and community considerations that are being discussed offer little detail and lack any transparency. Whilst it is recognised what the intent of SFRS vision is, commenting on how it will impact on staff, communities, operational response and the overall impact on the country is difficult.
Partnership is definitely key to a stronger Scotland. The Scottish SPCA has always had a strong partnership with SFRS and recently has been working with SFRS on the prevention side such as on a school's firework safety campaign and on occasion SFRS has supported the Scottish SPCA with more complex animal rescues. The draft vision seems right as the country and world continues to adapt post Covid-19 and as environmental impacts become more extreme this will also require a strong and agile SFRS to meet those challenges and support every community in every part of Scotland.

Organisations – Agree

25 organisations said that they **agreed** that our long-term draft vision is the right future vision for SFRS. 13 of them left a comment. Although, a lot of people agreed, a lot of their comments have constructive criticisms in them as detailed below:

Evolution in working with communities but specific to that community. A rural fire service like our with retained fire fighters will always be different to a very urban service. The local rural services need to be improved, increased flexibility so more people will join the retained fire teams.
Happy with the draft
The draft is well written with a good articulation of a desire to adapt and evolve a clear thread through it.
The Scottish Community Safety Network (SCSN) has consulted with experienced staff and partners, to review and offer a constructive reply to the Draft Vision. The ambition of the document is impressive. It's a positive prospectus with little to disagree with. However, there are several areas that could be more clearly defined and expanded upon: PREVENTION & COLLABORATION SFRS states a determination to; • "…preventing harm to people and communities before it arises" (Section 6, Our Purpose) • "…work ever more closely with partners to prevent the circumstances that give rise to harm in households and communities from occurring" (Section 10, Where Our Vision Will Take SFRS) • "…strengthen our team approach in co-designing services that meet community needs and we will fully integrate with and support a wide range of local partnerships" (Section 10, Where Our Vision Will Take SFRS) It would be useful to mention, in practical terms, how this might happen; who will lead this work; which agencies might SFRS collaborate with (e.g. RoSPA, SCSN, Police Scotland etc.). Collaboration, co-production and multi-agency working are welcomed but describing - even in broad terms - what that looks like will add confidence. TRAINING, RECRUITMENT & RETENTION (Please note not all of this text is available as this section expands out with the acceptable row height) The job of SFRS officers will change substantially as the service evolves. Perhaps duties will weight towards more community focussed activities like home visits, household assessments, monitoring and reporting, and offering advice to help prevent accidents and unintentional harm; • "We will increase our role in providing life enhancing responses across Scotland in meeting the needs of communities… Our future workforce will work in more agile ways, using time and skill in ever more innovative ways to keep people and communities safe from harm. We will evolve new roles and duty systems" (Section 10, Where Our Vision Will Take SFRS) The document acknowledges that the role of emergency responder will remain at the heart of the service. But it might be helpful to highlight the impact that changes to the role will have on the existing workforce – particularly older serving staff – and to public perceptions of SFRS, especially prospective recruits. Offering an accurate picture of what SFRS does and will do could help increase general understanding, and help attract the best candidates to this new style of public service. And describing what "new roles and duty systems" are - and how this might change officers' working patterns - could help manage staff and public expectations better. It will help illustrate what kind of service SFRS is evolving into and becoming.

Lastly, a note of how additional training might be coordinated - in practical terms – for officers in the new, changing environment would be of interest SFRS's partners and the public. For example, might SFRS collaborate with RoSPA to train officers and gain expertise, specifically regarding home hazards and accident prevention? Which other partner agencies could SFRS look to work with, to help equip officers in the changing landscape? Some named examples could be a potent declaration of intent.

OCCUPATIONAL ROAD RISK / PERSONAL DRIVING

It isn't mentioned but shift work, long hours - combined with lengthy commutes to and from work - is a hazard to emergency service workers and other road users. There are many examples of emergency workers being held-on duty long after shifts end, and subsequently they experience near misses on the roads home. Perhaps a note of these dangers, and strategies to mitigate against the risks, would be in the interests of staff and the public.

EVALUATION

There's no note of how SFRS will measure the success of service changes or how work - particularly in local community settings - might be evaluated. It would be interesting if some examples were offered, such as survey and consultations, and a note of their frequency and how that data might be shared.

CHILDREN & EDUCATION

It's clear SFRS is - and will continue - embracing a community focussed approach that includes raising awareness amongst children;

• "Since 2013 the SFRS has deepened our understanding of our purpose, we have strengthened our work to prevent fires and other accidents occurring… It has led us to educate our children and young people in all issues relating to safety to help keep them free from harm" (Section 6, Our Purpose)

It could be helpful to highlight the UN Convention on the Rights of the Child (UNCRC); Principle 4; Article 12; The Right to be Heard;

1) States Parties shall assure to the child who is capable of forming his or her own views the right to express those views freely in all matters affecting the child, the views of the child being given due weight in accordance with the age and maturity of the child.

2) For this purpose, the child shall in particular be provided the opportunity to be heard in any judicial and administrative proceedings affecting the child, either directly, or through a representative or an appropriate body, in a manner consistent with the procedural rules of national law.

If SFRS is actively in dialogue with children and young adults – offering advice and listening to the views and wishes of children – it might be worth emphasising UNCRC as a guiding principle. It would be a positive acknowledgement of Scottish public services' consideration for all age groups.

Aberdeenshire Council finds the SFRS vision appropriate and comprehensive. The diagram in 7.1 is particularly helpful. The continued commitment to partnership working is welcome, however, there could be more clarity on the statutory requirement of the SFRS in terms of Community Planning. Aberdeenshire Council suggests the removal of the line on Page 6 that states 'this is not to simply generate publicity for the Service' as this line could be perceived as being superficial.

Our expectation is that a 'vision' is a statement to enable the service to focus. It is not clear within the document that there is a specific single 'vision' it is however a collection of missions, principles, priorities and intentions. We do agree with these
It would be useful to see the Draft Vision set out evidence relating to current and future demands on the Service.
Notwithstanding the fact it is a longer-term vision it could be more specific or targeted in what the actual outcomes are that this vision aims to achieve. It is fine to say you will be more environmentally friendly more diverse etc but it would be bolder to say you will aim for a target in terms of gender balance or ethnicity - I appreciate you will see that is in some of other document but it would signal intent on the material prioritise of the service. to embed tangible outcomes in here.
Scottish Islands Federation (SIF) welcomes this draft vision and the commitment within it to taking a flexible approach to embrace the differing needs of communities. Too often, 'one size fits all' regulations and services are adopted, based on evidence from situations far removed from the reality of life and work in island communities and in doing so create challenges and inefficiencies that undermine successful long-term delivery. The strong commitment to engagement is also welcome and SIF would support further discussion with island fire services, many of which are run by volunteers, and if not already considered, an Island Community Impact Assessment consultation, to ensure the differing and changing requirements within an island context are fully reflected within the vison and proposals for its delivery.

Organisations – Strongly Disagree

1 organisation said that they **disagreed** that our long-term draft vision is the right future vision for SFRS. Their comment was:

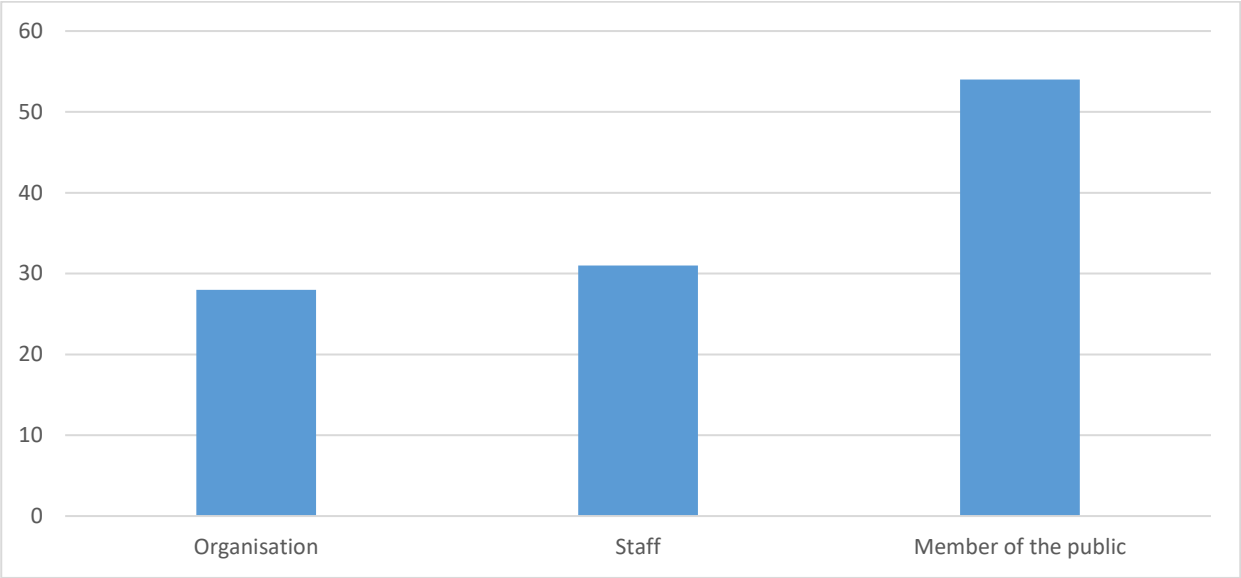
Decrease response time for RDA

Organisations – Prefer Not to Say

1 organisation said they would prefer not so to say to what extent they think our long-term draft vision is the right future vision for SFRS. No comment was left.

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

113 responses were given to this question. 54 members of the public responded, 31 members of staff and 28 organisations:



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

A vision is all well and good if the Government provides you with the right amount of money to support that vision.
After reading and re reading the draft vision all I can add is that surely the few aims expressed in lengthy and unnecessary political- speak are both obvious and almost insulting to the hard-working staff. The subliminal text that massive improvements are needed seems to justify pen- pusher's vocations rather than express common-sense developments. I wonder how much of the tax payers' money was paid to produce this instead of being used to provide training and employment for more fire and rescue staff. I hope that my answers will not be excluded from the consultation. I have nothing but praise for all working in the service and object to wordy wastes of money.
Although no doable due to circumstances but having a day where locals of the community can go to their local fire station to discuss how the firefighters engage with the community would be a beneficial investment as this not only goes to show that firefighters are engaging with the community but it will also show that we are listening to the community. An engagement day this will allow an insight into what it's like to be a firefighter members of the public who aspire to join the fire service will be given an opportunity to come on down to a fire station where a series of tests will be conducted from hose drills to team effort drills such as casualty evacuation or in short the fire service could open a team for individuals aged 18-21 to allow them to develop and practice these skills. Thanks for taking the time to view my outlook on the future of the Scottish Fire and Rescue Service.
As a large organisation you are slow to react to changes and those that you have tried to implement were rejected by the Union members. This was due to a lack of trust and training. Your vison does not address this obvious issue. The SFRS footprint has not changed with new technology not replacing the need for so many personnel and stations. Working practices are still post war. You have a real opportunity to drive the SFRS forward but you seem stuck in the past. Perhaps the SFRS needs a Police and Fire commissioner to move things on. It has become obvious the NHS / Social care needs more help and funding, without actual change can you really justify the SFRS budget?
As above, it seems you are hinting that you will be reducing numbers of firefighters, fire engines and fire stations. How this can possibly be considered safe for the people of Scotland, or your staff, is beyond me. And all of this when there was yet another fatal fire in Glasgow last week, and three of your firefighters injured over the weekend? What other public service will expand their role to cover fires whilst you are off playing social worker? I fear for the future of your once-proud service.
Cleaning standards dropped. Security compromised by being outsourced. Contactors on terrible pay/conditions.
Do what you're supposed to do. Fight fires. Attend life threatening incidents and make a difference. Make brave decisions. Don't go down this corporate woke line or you won't have MEN who can actually do the job just soft risk averse pigmy limbed weaklings.
Evolving Mental Health strategy for staff entering/leaving the Fire Brigade. Using analytics/data to identify risk factors. Looking at Change Management internally and externally. Asking the question Why? For example, why do some communities undervalue SFRS and in some cases even attack/abuse staff and the services.
Feelings and environmental impacts are irrelevant fight fires and save lives. End of.
Fire service is in a poor state and you are not helping by trying to stretch them even more. Sort their pay first and then get them on board to change the service.
Great aspirational stuff. Success will as ever be measured in delivery.
Have u not got a fire to go to instead of burdening us with this lengthy questionnaire
How can you possibly be more environmentally better when vehicles from D&G have to go all the way to Glasgow for servicing and repairs?
I believe my first comment sets my viewpoint out clearly.

I believe that the SFRS, along with many other public services, have been guilty for many years of promising the earth and then failing to deliver on large parts of their promises. These failings are then hidden behind fancy websites and over use of social media to paper over the cracks. I believe it's better to take baby steps and be able to deliver on these rather than try putting Scotland social & economical failings to rights in the vision and fail to deliver on large parts of it.
I don't believe that your vision fits with your Internal staffing and salary scales. To have a cohesive workplace, you need to treat people with respect, dignity and as an equal. You don't do that, it's one rule for uniformed staff and differing rules for support. When you claim to have highly trained staff across the organisation but treat them differently it creates a distancing of the 2 groups and the do not work together congruently to the organisation.
I fear that the pressures applied in coming budgets in the post covid world will undermine the good intent of this vision. Instead of it being a driver for real improvement, it becomes a mandate for cost cutting and downscaling of an already under established public service.
I feel that rural areas are neglected. With Leadhills losing their Station it puts too much strain on others to cover
I think staff health and well-being should be paramount as we move beyond the pandemic. The fire service are often the Cinderella service of the emergency services and I think informing the public of their wider remit and contribution is commendable but I do hope this doesn't mean changing the role.
I think that 'we are a more environmentally sustainable organisation' is more of the same old...we need bold organisations who are committed to playing their part in tackling the climate emergency we face. I don't think the statement as it is puts this across.
I was pleasantly surprised at the vision, and whilst I hope that I will never need the assistance of the service, you appear to be moving with the times. Well done.
I would like to have seen more evidence in discussions with the public and partners in developing these priorities rather than confirming that they agree. This feels like a 'preferred option' exercise rather than full consultation. I think the SFRS is one of the finest examples of public service and I wish you well with the future.
I'm currently in the recruitment programme, and all my interview research on where SFRS and Scotland are at now brought me to pretty much the same conclusions. I 100% agree with the vision.
In order for any of the above objectives to be met, the views of your firemen and women needs to be updated, too many "old school, old ways" needs to be addressed. New recruits will be eager and keen and accept change, the older ones won't, so a firm and focused leadership that inspires change, not dictates it, is required. Also, the financial backing from this government, which in itself will be a challenge, they talk the talk, but rarely walk the walk. Good luck with the much-needed overhaul of this service, which appears to be falling more and more into the background of the emergency services, which is sad as it once held such a prominent place within the emergency services sector. As you say, there are less and less fires, and rarely do the fire service get the recognition they deserve for the many road accidents they attend. It might be an idea to have them as separate units, but definitely feel this service is long overdue a major rethink of how it performs.
Intents - this isn't really language I recognise for this type of document. Do you mean outcomes? Intending to do something isn't really enough, surely you should be aiming to show what you have delivered. The priorities overlap a lot in the main body text and covers more than you could reasonably expect to be able to prioritise. It might be easier to articulate these under headers. In the table, you might expect to see communities under inclusion and partnership under connected. Environmental could be progressive. 8.5 refers to "We know by addressing our own organisational sustainability we can help Scotland achieve its ambition to be a more sustainable, prosperous and inclusive society. ", but you don't really highlight how you'll achieve organisational sustainability (it's hinted at) There is good content in there, but I would suggest looking at how you structure the narrative so it's clearer for the reader.

It is a very safe document and top sheet rather than what changes we might expect to see Any significant organisation should be addressing the areas touched upon and as such it lacks detail that attaches to your specialities.
It seems this is a total waste of public money; your vision should be clear. Absolute joke
It's all government led so they can then say, look what we done for you to win future elections. leave the firemen to their jobs and save money by going back to basics.
Knowing the service past, present and what it aims for the future, I feel you have a lot of work to do to get this right. There are too many debatable decisions being made on various levels, on a financial basis and not enough on logic. 1/ For example: If you have experts (maybe their expertise is external to the service at the moment) in different fields that are part of the service - use them, incentives them, let them help guide with their knowledge and experience - just because someone has a lot of pips on their shoulders doesn't make them the fountain of knowledge. Try looking to your team. 2/ You are missing so many amazing people because of the ridiculous process of 'being great in an interview' 'hitting the buzz words' 'learning and interview type' - having been an employer and a trainer for over 25yrs I know some of the best people aren't always great in front of a panel - not all things from the past are useless - knowing that someone is good for a job, a process, has a talent as a liaison between community and service might be more beneficial than who passes a panel process. Theoretical top scorers are very rarely going to be your high achievers in practice. 3/ The interaction between services is definitely becoming better and hopefully this will continue, if money is used efficiently and in the correct places then all should be well. I wish the SFRS the very best of luck - you are an incredible asset to this country, but the amalgamation caused more problems than solutions in my opinion and several leaders were not great for the process - I know you can do this well but SFRS is not the service that the individual services were and are A LONG WAY OFF other services. Good luck we are all behind you From An Interested member of the public
Make a simplified draft for people who are disabled or very short on time. Allow multiple boxes to be ticked for health conditions. You're not going to get an accurate answer on that question. I rolled a dice to determine which one to give you.
Maybe the focus should be on the staff, rather than the ' green' agenda of electric vehicles.
N/A
no
None
Perhaps too much jargon and not enough plain English to just say what SFRS will actually do in real terms? I am used to SFRS Local Authority Liaison Officers working in partnership on various initiatives, so could perhaps, for the general public, give some of these types of examples of communities and partnership working?
Phrases like "Our future workforce will work in more agile ways, using time and skill in ever more innovative ways to keep people and communities safe from harm" tell the public absolutely NOTHING about what and how you plan on doing things - waste of paper!
Releasing these drafts and asking for the input of not just SFRS staff but also the public is a great way of engaging everybody and I would encourage SFRS to continue in this way.
Strategic vision lacks focus. Can agree with statements, but without focused substance are just words.
The fire service is there to put out fires, not for getting 'woke' either.
There must be a commitment not to reduce wholetime firefighter numbers
There should be particular reference to Gaelic. Specifically, as a result of the following principles: Bu chòir iomradh sònraichte a bhith air a' Ghàidhlig innte. Gu sònraichte mar thoradh air na prionnsabalan a leanas: - We will value different views and experiences - We will be driven by a deeper understanding of the needs of our communities.
this is the vision of the SFRS and it is not clear within the document that you have the written support of the diverse range of organisations from the range of partner agencies required to deliver

on such bold visionary strategic objectives which have been discussed and touted for some years now. Imagine if the aforementioned partner agencies from the primary, secondary and 3rd sectors proactively signed up to give their written support for a collectively and mutually beneficial strategic objectives for both the communities of Scotland as well as the organisations charged with delivering the changes in service delivery required. It would also demonstrate that the collective partnership approach has been agreed at a strategic level within all the partners and that strategic objectives could actually be realistically be delivered in communities across Scotland in one document which demonstrates a true picture of collaborative partnership working.
This sounds like more front-line cuts. The current SFRS is far too top heavy. Too many departments and senior officers too far removed from the front line. Without firefighters and fire engines, there is no need for anyone else! Training for firefighters has suffered since removing local Training locations for example Thornton in Fife. Crews now have to travel to Newbridge costing more in diesel etc to a sight that has worse facilities. Also getting rid of a national Training facility like Gullane was madness. Current recruits don't get the bonding experience of living at the training school to build up the team/watch ethic. Too much of a recruitment push on certain types of individuals to suit an agenda, often these people are highly unsuited for the Fire Service and cause more problems. It should be the right person for the job, are they actually capable of doing it, rather than their ethnicity or sexuality. Cause it's failing at the moment to the cost of the Service.
To have a vision is an ideal but there is nothing to say how this will be concretely achieved. We all have aspirations but without seeing the plan on how that can be afforded and achieved it is meaningless.
When will this be 'transformed' into the Final version, and will there be another opportunity for the public (or associated organisations, like Community Councils) to review the document before it is formally published?
With regards to Training would like to see more use of other organisations who can provide various aspects of specialised training to allow the service to gain more different experiences.
Yes, fire fighters should be paid more for what they do
Yes, there's no middle ground in this survey which, as a social researcher, highlights how poor the actual survey is. There should have been an option for 'neither agree not disagree'! Also very hard to see how many of these priorities will be delivered. If it isn't broken, why fix it?
Yes, you need to get a grip if the nepotism that exists within the fire brigade. Furthermore, you need to explain why a firefighter who claimed wages as watch manager of a non-existent station was rewarded for his theft of public money by a sideways promotion
You need to listen to the firefighters much more. There are huge deficiencies in the current level of fire cover. Appliances not sent standby for example.
You should do much more than just responding to things. You should be doing other kinds of work too. The SAS and Police are unable to cope with demand yet SFRS are usually over resourced, especially during night shifts when most staff are asleep. SFRA should be used as medics for 999 calls.
Your buildings are too old Ardrossan must be the oldest rabbit hutch around and it is not fit for purpose.
Your document uses verbose language -having a readability scoring of 10 or higher. For the general public is should be 8 or lower. Your Mission statement is good. A simple Vision Statement similar to the Apple Inc. style should be developed: "To make the best products on earth, and to leave the world better than we found it."
Your draft is empty. I want an emergency service. I want properly funded social care. Do not dilute the skills of Firefighters.

Member of Staff Responses
Are there any other comments you would like to make about our draft vision?

"We will be innovative in our use of technology, data and information to change how we work" - I agree that we need to be, our capacity to do so depends on access to the right tools and information to enable/support this. "We will be an organisation that works in agile and smart ways" - we need to be and I think there is a desire to be. To do so, we may need to revisit the inherent and embedded bureaucratic processes in the organisation that delay decision making
Aesthetic point - make the document more user friendly/more readable. Very 'wordy', with small font and large paragraphs of detail. Invite people to want to read it. LFB Transformation Delivery Plan is a good example: https://www.london-fire.gov.uk/media/4900/lfb-transformation-delivery-plan-jan-2020-updated-10_7_20.pdf
Great vision statement. Funding will have to be made available for these changes to be realised and that may in itself be a challenge in our current political and social climate - Brexit, pandemic recovery. The service has done a lot of work to secure staff buy in to changes and I think it will be important to continue this staff engagement going forward. The cooperation/ priorities of partners organisations will also play an important factor in achieving some elements of SFRS's vision of the future, including their own funding and Vision.
I agree that data helps us identify the changing needs of our communities, but sometimes when you work with data the results are data. I feel it is still important to use staff local knowledge and that of our partners to fully understand the needs of the community.
I agree that investing in developing leaders throughout the Service and training our staff to the highest standards is so important, especially in relation to supervisory managers within our RVDS crews who may not have had the exposure to gain experience in some areas of the role compared to those in a Wholetime Setting.
I agree that this list of intents and priorities are all things the SFRS should be aiming for, of course they are, but what is the difference between these? They are all statements that overlap there is no actual hierarchy in their meaning. Should a vision not in fact communicate the 'state of the nation' if all these statements are achieved? In other words, this needs to be at a much higher level. How does the Strategic Plan link into this? I don't know what I am supposed to be working towards, this or the Strategic Plan. Or does this replace the Strategic Plan? Why were only staff views used to prepare this? Surely other stakeholders should have had the opportunity to take part in this before consultation. Why have we not been given the opportunity to comment on the principles? As our values have not been mentioned at all I'm not clear if these principles now replace our values. It's all far too confusing and more unnecessary bureaucracy.
I agree with all of the ideas, but unfortunately the logistics and cost of backing it all up play to much of a factor in their outcomes.
I do feel that over last 5-7 years the standard and quality of our core services like responding to emergencies has been seriously eroded. The training is poor, leadership is patchy, youngsters coming into the service are not taught the right things, are not assessed rigorously enough (everybody passes everything so they can become somebody else's problem). Watch training is non-existent because majority of watch officers are not experienced or knowledgeable enough as they were promoted out with their abilities. We are functioning only on paper. We only keep the appearances of decent service because we don't get enough fires. Every time there is a serious incident we make it worse. We have stopped being professional and highly admired service. We became bunch of average Joes (and Janes) who still enjoy their fire brigade status but have nothing to offer in return. And it pains me to see it, worse and worse with each year.
I like the draft vision however I feel that the vision for control restructuring does not fall within the long-term vision.

I think this is a very positive document. First of all, we must as a service support our employees to be the best they can be so they can lead Scotland to a brighter future. Also giving them faith in the service understanding that the service is here to support them in their development. To provide us all with the skills to carry out what we all joined the service to do. To protect our community. Our great work as a service has reduced fires and has showed us we can be successful with new projects. We now can put this work in to the new vision but the key challenge for the service in my opinion is getting the employees on board. As part of my well-being is knowing that I myself and the team I work with make a difference. So, knowing we are evolving with the world around us and providing the best service to our community needs is very satisfying to hear.
I welcome the better use of technology, and would add that our systems are more joined up and have a focus on front line service delivery use so they can operate more efficiently. For example, personnel should be able to start reporting and recording activity as it is being undertaken to save time. E.g. Handheld electronic device for Incident recording, HFSV, OI etc. During engagement with personnel, I have found the vast majority recognise the benefits of change. However, the challenge was overcoming doubts on resources and training available for new skills. Therefore, the importance of engagement with our personnel cannot be over emphasised to bring them on the journey, and we have to ensure the commitment to resources and training is included in this. We can have great priorities. However, we need our personnel to be fully on board to achieve them.
I would like you to be more open and upfront with the public. Be specific about the changes you want to make, and the fact that they are required, in order to plug holes in other public-sector organisations who are underfunded, rather than fulfil a new need. Also explain to the public that you expect firefighters to take all this on, without proper reward for the extra work. If you truly believe, that what how you want to change the service is wholeheartedly, and genuinely for the best of the public, then tell them exactly what changes you want to make to the role of a firefighter, don't hide behind corporate speak and 20-page documents that people have switched off from after page 2.
It encompasses most of what I think we need to do to become what is needed
It is a good starting point although requires some quick changes and action and it should always be evolving to any changes within communities and society. There needs to be a real focus and shift on transferring the power to a local level.
It is virtue signalling nonsense, we are failing, and we will continue to fail because of our weak, PC, woke, cultural Marxist, leadership. The "long march through the institutions" continues to destroy, education, the emergency services, the Armed Forces, local and national government. I really fear for the future of the nation.
Less focus on the community roles and more focus on the main priorities of the Fire Service, Firefighting, Specialist skills and Technical Rescue. Better increased training for the skills we are already required to do without the degradation of skills by constantly pushing for community roles that would be more suited to departments like the CAT Team. More focus on realistic, relevant and improved training and equipment for our current skills.
New radios on the incident ground have been needed for many years yet still haven't been provided, comms are atrocious at best and need renewed urgently before a serious injury or worse happens
None of the priorities or strategic intents are undesirable. I am not yet convinced about augmented reality and would not like to see these technologies being used a s a replacement for Realistic training in an actual purpose-built training venue. I will welcome the plan to back up these admirable intentions. Key to this will again be engagement with the operational crews, the recent broadening of the role discussions shows the depth of feeling around some of the social care issues Scotland faces. How does the service plan to break down some of these attitudes as this is, in my mind, the key to realising this vision?
None.
Primary focus should be on safe crewing models, running with enough Firefighters, such as 5 + 4 in a multi pump set up. Crew safety should be a priority before anything else.
Proud to be part of SFRS and contribute to this journey over the coming years

Service delivery model needs to look closely at the commitment and availability of personnel within retained units. There seems to be a very real difficulty in recruitment and retention of RDS personnel within rural areas, this is increasing pressure on those currently providing cover. There is little or no career prospects for RDS firefighters who are not able to progress to wholetime positions without having to progress through the general recruitment process. Dual contract helps to provide resilience within units and are often very beneficial to the unit.
SFRS needs to come through this time, the communities we serve (and who pay us), deserve nothing less.
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!!
The draft vision is a fantastic vision. However, I would counter that in 8 years we have not consolidated the services into one adequately. Whilst we shouldn't look back, we should address what is wrong right now.
The questions in this consultation are highly leading and it is therefore impossible to answer both positively and honestly. This is a great pity as it has also made it virtually impossible to answer in a constructive way. The bullish and impregnable nature of the consultation therefore adds to an overall negative impression of the competencies at play in those tasked to deliver SFRS's future vision. This is a pity, and an opportunity to genuinely engage with stakeholders is effectively missed.
The service cannot reflect the needs of the communities and value their unique characteristics by centralising processes and removing opportunities to the Central belt. Decisions affecting an LSO area should come from within the LSO area. Private companies adapt and flex their products and services to reflect the needs of their customers, I do not see evidence of this being the case since 2013 and hope that it will be more noticeable in the coming years.
The strategic priority about our contribution being recognised would be better with this sentence removed - 'This is not simply to generate publicity for the service.' It makes it sound like that is exactly what we want to do.
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.
Very informative and interesting. Look forward to the results and more details for the implementation and timescales.
Whilst it's positive to have a vision of SFRS in the future. The current system of one size fits all for Scotland is inadequate and does not provide a high standard of service to the communities we serve. A vision for the future should consider adapting the service we provide to separate areas allowing them to be more accountable. Additionally, adding more duties and responsibilities when the standard of training in current core skills is woefully inadequate would only serve to dilute standards even more.

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

Aberdeenshire Council welcomes the draft vision document which reflects the excellent work the SFRS have been doing and continue to do in terms of community planning and partnership working. At a local area level, the engagement and collaboration that Aberdeenshire Council has with SFRS is valuable and officers appreciate the needs of the community being reflected within the draft vision. The focus on addressing social and health inequalities and working towards a stronger, more sustainable and connected communities over the next ten years are in line with two of the four Aberdeenshire Community Planning Partnership's (CPPs) Local Outcomes Improvement Plan (LOIP) priorities – Health & Wellbeing and Connected & Cohesive Communities. Aberdeenshire Council recognises the essential role the SRFS has in supporting council services in dealing with emergencies such as flood events, Road Traffic Accidents (RTAs) and other winter related emergencies as well as Home Safety Checks and Falls Prevention. Aberdeenshire Council welcomes the focus on technology, innovation and data and looks forward to working with the SFRS and other partner organisations to increase digital skills and confidence within our communities whilst ensuring no one in our communities is excluded as a results of a greater reliance on technology.
All the vision should mean that local rural firefighters can use their skills to benefit their communities. Can they not be first responders in rural areas? There seems to be a one size fits all approach, rural and urban are very different and need different training and resourcing this does not come out in your vision.
From a water safety perspective, RoSPA supports the approach of SFRS and this vision. Collaboration is key and we would like to see continued support for networks such as Water Safety Scotland and the national strategic aims as set out through Scotland's Drowning Prevention Strategy. SFRS is a valuable partner and the recent appointment of SFRS to the role of Vice Chair for Water Safety Scotland has been hugely encouraging. RoSPA would like SFRS to continue the role and their important contribution locally in Water Safety and nationally via for example the Drowning and Incident Review (through Water Safety Scotland Data Subgroup). RoSPA is supportive of the need for stronger and more sustainable and connected communities – especially in the digital age. We would be keen for SFRS to work with us in new smart technological projects such as RoSPA's 'Smart Buoy' which uses smart technology to track and monitor Public Rescue Equipment. In the topic of home safety, RoSPA has a long history of working closely with SFRS on a variety of projects and initiatives around Scotland. Given the SFRS intent "to work in partnership with communities and others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland" RoSPA would encourage an agreement around the provision of training for officers around prevention, safety and welfare issues in common risk topics. This could include, for example, topics such as City and Guild level in child safety and the safety of older people. This would help to ensure fire officers feel confident that they are equipped with the knowledge and skills to deliver appropriate and timely interventions to help prevent accidents involving both the young and the older population who are most at risk of suffering injuries in their own homes. The fire service staff are a trusted source of advice and the public can benefit from receiving face-to- face advice gained from RoSPA training. RoSPA would be delighted to continue to maximise the existing opportunities the two organisations have to work in partnership e.g. via the Building Safer Communities programme and the work of the Cross-Party Group on Accident Prevention and Safety Awareness. Where appropriate, and when additional funding is secured from various sources, local involvement by SFRS as a delivery provider for RoSPA projects is always welcomed. RoSPA agrees with the need to acknowledge the changing demographic in Scotland – especially the increase in older people (who are most at risk from injuries, especially falls, in their own homes, and suggests a further consideration regarding the potential requirement to increase household visits in areas of inequality. Falls are a much greater cause of hospitalisations than Fires and this is an area of great concern for us. Consideration should be given to the impact of hybrid working and working from home might have.

Regarding Local Resilience Partnerships, there are some common issues with the potential for a common community risk register working alongside Transport Scotland. RoSPA also suggests the need to examine post-pandemic road traffic and the potential impact of any modal shift. Additionally, with a fleet of 1567 vehicles and 812 appliances across the Fire Service, RoSPA would be happy to discuss the management of occupational road risk and encouraging the supply chain to manage theirs. See https://www.scorsa.org.uk/ We would like to see further collaboration on emerging and important issues which would cause accidents and utilise SFRS services if not managed/ minimised. RoSPA is seeing emerging issues such as new forms of transport, road design (local and national) as common ground and risk factors such as fatigue and driver distraction as common ground, so plans for close working on these areas seems to us to be mutually beneficial. With the impending full incorporation of the UNCRC into Scots Law, it would be useful for SFRS to highlight how they will demonstrate their commitment to this. It is encouraging to read that SFRS will “connect the data and information we and our partners hold”. RoSPA welcomes this and ask that further consideration be given to working more closely with health boards to receive more local detailed information on which to base – and evaluate - future fire service work.
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.
I would say that in the section above there is no neutral response - some of the statements above I agree with but I think they are a bit insipid and could be bolder and/or more tangible.
In general terms we fully support the vision, the strategic intents, and the priorities. Our concern is around the extent to which the situation on the ground in island communities is embedded within the vision, and what it will mean in practice for island fire services. In particular, many rely on volunteers and may struggle with capacity and sustainability. This is a challenge that needs tackling if the islands are to realise the vision in a meaningful way and not be left behind. Some insights from around our island network are included below: • Recognition within the vision and its implementation that islands are different to the mainland and also to each other would be strongly supported. • For example, many islands don’t have streetlights and therefore site lighting and personal torches are vital safety equipment. In Tiree, for example, there is a specific issue with chimney fires, while in Coll, it is heath fires. In Burray, and many other islands, there is concern about the escalation in campfires as a result of the significant increase in staycations. • Tailoring training and equipment to meet the specific needs of island communities. For example, there wouldn’t be a need to be trained in railway procedures or fighting fire in high rise buildings, but safety procedure around livestock would be useful. Also, ensuring training is accessible. The Isle of Eigg lost its fire service a number of years ago, partly due to difficulties around volunteer training. • Resourcing emergency services should reflect the impact on the community (even if the population is small) and the high number of seasonal visitors that come to the islands and not simply the census population. Also, having systems in place to ensure that equipment servicing, and deliveries are carried out in a timely manner for island stations. • Many island fire services rely on volunteers and the needs and capacity are quite distinct from those that are fully staffed. Management procedures should acknowledge that volunteers are just that and cannot be expected to carry the same administrative burdens as full-time staff. • While some islands are able to sustain a good turnover of volunteers, others, particularly those with small and ageing populations, have an ever-increasing struggle to do so. • Cover during the day when many volunteers are working and may be inaccessible can create a vulnerable situation, exacerbated by the limitations of travel to and within many islands. Resourcing and supporting island services which may not be able to call on other crews for backup is important. • Island communities sit in the direct path of climate change impact, and many are already

feeling it. There are enormous implications for the future of island communities, and how to adapt and mitigate and we would like to see this reflected within the long-term vision.
Including a paramedic - style response may help in delivering some first aid to victims and emergencies
Interestingly the survey questionnaire gives me what the consultation document doesn't - an executive summary of what you are trying to achieve. For the consultation document was too wordy - fine for internal thinking, but a bit too dense for a survey on what is at heart a straightforward message. I think we all know what we expect from the Fire Service...
It has been difficult to answer section 3 and 4 with any clarity due to the lack of detail in the draft and how aims will be achieved realistically. As an example: 'We will change our approach to Unwanted Fire Alarm Signals while continuing to safeguard people and property in a manner proportionate to risk' - whilst the intent is clear in the statement, there is no detail on 'the change' and surely, we would need to know the detail of this to understand the impact on our staff and students to offer any worthwhile comment.
It is hard to disagree with any elements above, however the point remains that there is no clear vision within the document presented for consultation
Much of the above lacks detail, but the strategy does highlight specific areas of work that is very helpful. I suppose that Fire and Rescue covers any and all situations demanding of a rescue which are not the responsibility of another specific service. This gives a broad range of responsibilities. The strategy does seem to combine the flexibility with recognized priorities.
Nestrans, agrees with the Scottish Fire and Rescue Service's Long-Term Vision. Nestrans believes that this vision will allow for better and greater partnership working in the future. Nestrans looks forward to continuing to work in partnership with the SFRS in the future, particularly in its Community Planning and work with the North-East Scotland Road Safety Partnership.
NO
No one is going to disagree with the core values outlined in the draft vision. Inevitably, suspicion arises as to any possible ulterior motive for a public consultation of this nature. Therefore, it's important to state the importance of the presence of the Fire Station in a community such as Methil, and it's important that the Fire Service emphasise that its draft vision will in no way affect where their current services are based.
South Lanarkshire Council has forged strong working relationships with the Scottish Fire and Rescue Service across all areas of South Lanarkshire at both an operational and strategic level since the inception of the national service. Whether it be tacking anti-social behaviour, improving building safety or reducing poverty, both organisations are committed to improving the lives of those who live and work here. The Council recognise the important and wide-ranging contribution the Scottish Fire and Rescue Service make within both a community safety and community planning context in South Lanarkshire and the draft long-term vision appears to continue this wide approach. The Council also welcomes the recognition of Scottish Fire and Rescue Service role in protecting vulnerable persons from harm. This is across a range of vulnerabilities but acknowledges the increase in South Lanarkshire's elderly population and those with age related conditions including dementia. It would be important for the Scottish Fire and Rescue Service to ensure it communicates the wide range of functions and services it aims to deliver within its long-term vision to all parties, allowing the potential of the service to be maximised.
The Aberdeenshire Health and Social Care Partnership welcomes the SFRS Long-Term Vision and shares in the commitment to delivering high performing, quality services that meets the needs of our residents. Improvement and innovation will help ensure that we work together seamlessly to deliver the best possible services that focus on improving outcomes for people within our communities. SFRS focus on communities and working in partnership is welcomed and it is how they work as an organisation currently. The SFRS Draft Long-Term Vision shares many key priorities with The Partnership's Strategic Plan 2020-2025 - Prevention and Early Intervention, Reshaping Care, Engagement, Tackling Inequalities and Public Protection and Effective Use of Resources. We have all gained significant learning and experience through the Covid-19 pandemic, which

has demonstrated the ability of workforces, in very challenging circumstances, to change, adapt and work differently. Supporting and embedding a culture of continuous improvement will be key to the success of the SFRS Long-Term Vision. The Aberdeenshire Health and Social Care Partnership will work closely with SFRS when required to ensure that our shared responsibilities in delivering services to our communities is fit for purpose.

The Authority welcomes the opportunity to provide a response to the consultation. In 2020 the Authority published its strategic police plan Joint Strategy for Policing 2020, co-developed with Police Scotland, and there is a high degree of shared aims and principles that will promote collaboration between the police and fire and rescue services.

The SFRS Draft Vision is grounded in the Christie Commission principles of public service reform in Scotland and has been developed based on engagement across the Service. It has a strong collaborative focus. The Draft Vision has a future focus, taking account of changing societal trends in Scotland, and recognises post-pandemic recovery and what this may mean in the context of fire and rescue services.

The Authority looks forward to engaging on the new SFRS strategic plan as it develops.

THE DRAFT VISION BUILDS ON TRANSFORMATION AND REFORM AGENDAS ACROSS THE PUBLIC SECTOR AND HELPS DELIVER THE STRATEGIC INTENT IN SUPPORT OF THE CHRISTIE PRINCIPLES.

IT ALIGNS WITH OUR RECOVERY, RENEWAL AND TRANSFORMATION ACTIVITY, REFLECTING THE IMPACT OF THE COVID-19 PANDEMIC AND RELATED RESPONSE. OUR LOCAL FIRE AND RESCUE SENIOR MANAGER IS AN ACTIVE PARTICIPANT IN OUR COMMUNITY PLANNING PARTNERSHIP AND IS A VALUED CONTRIBUTOR TO OUR RECOVERY, RENEWAL AND TRANSFORMATION ACTIVITY. LOCAL ELECTED MEMBERS, THROUGH OUR LOCAL POLICE AND FIRE & RESCUE SCRUTINY COMMITTEE RECEIVE REGULAR PERFORMANCE REPORTS, OPERATIONAL SERVICE UPDATES AND BRIEFINGS ON EMERGING CHALLENGES HELPING COUNCILLORS ENGAGE POSITIVELY AND CONSTRUCTIVELY ON LOCAL AND NATIONAL PRIORITIES.

FROM A POSITION OF STRENGTH, IT BUILDS ON EXISTING PARTNERSHIP APPROACHES TO SERVICE DELIVERY THROUGH OUR THEMATIC DELIVERY PLANS AND SHARED STRATEGIC PRIORITIES. AT A LOCAL LEVEL, THIS HAS BEEN CONSIDERED RECENTLY AS PART OF THE REVIEW OF OUR COMMUNITY PLAN WITH THE FIRE AND RESCUE SERVICE MAKING AN ACTIVE, VISIBLE AND VALUED CONTRIBUTION TO THE ACHIEVEMENT OF OUR SHARED STRATEGIC PRIORITIES. IT HAS HELPED US REDOUBLE OUR EFFORTS TO INTRODUCE OPPORTUNITIES FOR TRI-SERVICE RESOURCES, CO-LOCATION AND SHARED RESILIENCE RESOURCES.

THE PROPOSED VISION ACKNOWLEDGES THE COLLECTIVE APPROACH ADOPTED AT A LOCAL LEVEL TO ACHIEVING BETTER OUTCOMES FOR COMMUNITIES. OUR NEW LOCAL OUTCOMES IMPROVEMENT PLAN HAS BENEFITED FROM THE COMMITMENT OF PARTNERS (INCLUDING THE FIRE AND RESCUE SERVICE) TO FOCUS ON A SMALLER NUMBER OF HIGH LEVEL MEASURES IN AREAS THAT WILL MAKE A DEMONSTRABLE DIFFERENCE TO INDIVIDUALS, COMMUNITIES AND OTHER STAKEHOLDERS.

THE PROPOSED VISION IS A POSITIVE REFLECTION ON THE SCOTTISH FIRE AND RESCUE SERVICE AS AN EMPLOYER AND CLEARLY SHOWS THE COMMITMENT TO ITS WORKFORCE DURING A PERIOD OF SIGNIFICANT CHANGE AND AS AN ORGANISATION THAT VALUES ITS PEOPLE AND PROMOTES AND INCLUSIVE CULTURE.

The draft vision gives a clear direction of travel toward a service that wants to adapt and grow to become an agile workforce intent to reducing harms in the community in wider ways.

We would encourage this, and would encourage active involvement in partnership structures to address vulnerabilities and inequalities to prevent future risks.

We also welcome the drive towards collaborating and investment in partnership, and would welcome exploration of ways to increase flexibility around operational assistance to other services outwith core/traditional SFRS duties, and at times of peak demand.
The formation of a national Scottish Fire and Rescue Service in Scotland has served well to increase the resilience and capacity of the Service. This draft strategy addresses significant risks that have emerged or increased since. Locally, the Service's response to significant events, for example, the post-Grenfell incident and the Coronavirus health pandemic indicates it is adaptable and quick to react and respond to changing risks within communities, and able to pool its resources with other partner organisations and focus on a common objective to achieve a successful outcome. The Scottish Fire and Rescue Service in South Lanarkshire is a highly committed partner organisation, actively contributing to work with other public and Third Sector services, as well as in a community safety partnership context. Locally, the Service demonstrates a strong and pro-active commitment to valuing the views and experiences of others, to improving its understanding of local residents, business and communities, and to working in partnership with wide-ranging services, agencies and groups. It is open to learning and is well informed of changing environmental factors and needs. It pro-actively seeks ways to improve its service, embracing technologies and the experiences and knowledge of others, so that it remains relevant, responsive, and effective moving forward. There may be a public perception that the Fire Service's role solely relates to fire prevention and tackle fires where they occur. This remains its core role, however, the remit of the Scottish Fire and Rescue Service, the breadth of work it undertakes, and its contribution in a multi-agency setting may not be fully understood or recognised by the public. Effective and continuing consultation with all communities, including those who are hard to reach, is essential for effective delivery of services, for example, those with limited access to technologies for whatever reason, or those who do not typically engage with public services, etc. It is important that services meet the needs and aspirations of the community and not their perceptions of those needs and aspirations. We are unable to comment on how the vision will impact directly on its staff. However, the draft vision articulates a commitment to listen to and invest in its staff that demonstrates the value it places on its workforce and the necessity of a skilled, well-equipped, adaptable and resilient workforce to achieving the outcomes the draft vision articulates. If achieved, its vision and the intent of that vision for the next decade and beyond will meet Scotland's changing needs, as well as contributing effectively to wider global issues, making people and communities feel safer and more protected.
The LTV is positive and provides clear direction/future for SFRS. It clearly highlights the priorities for the next 10 years. It is flexible and recognises the changing needs of communities both in response to Covid-19 and in future. The vision recognises the role SFRS play in wider communities and their role in protecting the most vulnerable.
The Orkney Islands Council are fully supportive and endorse the SFRS draft vision,
The Scottish SPCA will always support the work of SFRS and will continue to explore new areas of partnership working between both organisations such as tackling the link between animal cruelty and violent crime where fire setting behaviour can often be part of the indicators of this link. As both the Scottish SPCA and SFRS continue to enter Scottish households in response to calls it is important that we work together and with other services to tackle key issues such as hoarding, mental health and domestic violence and help support those who need it most.
These priorities will tie in with any future planning West Lothian Council will undertake with regards to future strategic planning for Community Safety. A new Community Safety Plan will endeavour to facilitate the co-ordination of the alignment of these with our partnership priorities and those set within the Local Outcome Improvement Plan (LOIP).

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.
This clearly lays out the top-level plan for taking SFRS forward and there is little, if anything to argue with in terms of the vision and priorities. The strong focus on prevention, co-design, empowering and supporting individuals and communities to make the changes needed to improve their own safety and wellbeing aligned clearly with our own priorities and vision here in Fife. We also are very supportive of the emphasis on the need to work in partnership - noting in particular the reference to ' being integrated in local partnerships' - this is where the challenge may lie - how this strategic aim is filtered down to the very local level. This requires partnership working not be seen as an 'add on' to the day job of staff.
We believe there also continues to be challenges to fully resource the more rural locations throughout the Grampian region whereby a heavy reliance is placed on part-time or retained firefighters at these stations. Due to NHSG having a number of remote Community properties which are covered by these retained stations we would welcome any change or enhancements to their systems to further support and secure the availability of staff for these stations so that robust fire cover is maintained at all times within these more isolated areas.
Within strategic intention one "our staff are safer… they are better supported both through training…", it would provide greater reassurance to the public and staff if "equipment" could be included so that the phrase reads "they are better supported both through training and equipment and in terms of…". This would provide confidence that a SFRS fit for the future will be adequately resourced. It would be useful to provide some examples within the long-term vision of how SFRS activity connects with communities and from a community justice perspective, supports young people, to achieve positive destinations through providing opportunities for them to participate in SFRS activity that demonstrates team building, leadership, confidence and responsibility.
Working for the Network Rail fire safety team, I have, on numerous occasions, met with some of your fire officers (both operational and fire safety/prevention). I have always been impressed by their knowledge and professionalism. Obviously, all organisations have to evolve, learn from their mistakes, learn from other similar organisations (their good and bad practices), strive to improve all of the time and most importantly look after their staff (and ensure that when new practices are adopted, staff are consulted and given the reasons for the proposed changes). Your draft vision appears to cover all of the above-mentioned items and, in my opinion, it is an excellent document that will only improve the Scottish fire and rescue service.

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service

Report No: B/FCS/15-21

Agenda Item: 13

Report to:	**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**							
Meeting Date:	**28 OCTOBER 2021**							
Report Title:	**RISK MANAGEMENT POLICY**							
Report Classification:	**For Decision**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to ask the Board of Scottish Fire and Rescue Service (SFRS Board) to approve the proposed Risk Management Policy, as attached in Appendix A.
2	**Background**
2.1	The Scottish Fire and Rescue Service (SFRS) Board is responsible for the Risk Management Policy with the Audit and Risk Assurance Committee (ARAC) supporting the Board and Accountable Officer by providing assurance that appropriate risk management systems are in place and operating effectively.
2.2	The Chief Officer, as the Accountable Officer for SFRS, is responsible for maintaining a sound system of internal control, with delegated responsibility to members of the Strategic Leadership Team (SLT) for ensuring that adequate systems for internal control and risk management, both financial and otherwise, are in place and are monitored and reviewed regularly.
2.3	The revised policy is aligned to the current risk management framework and looks to provide a simplified policy structure supported by relevant guidance and direct engagement with Directorates.
3	**Main Report/Detail**
3.1	The risk management policy, attached in Appendix A, will assist the Service in managing risk and will: • Promote awareness of business risk and embed the approach to its management throughout the organisation. • Seek to provide assurance that a system of control is in place to identify, assess, control and report on business risk • Align the management of risk to our business objectives and processes
3.2	The Policy has been updated to reflect comments received through consultation and was scrutinised by ARAC on 14 October 2021 with the recommendation for the Policy to be forwarded to the SFRS Board for approval.
3.3	The policy covers the management of Strategic, Directorate and Project risks that may impact upon the achievement of the strategic outcomes and objectives of the Service. The policy does not cover the risk management processes used on the incident ground or the general Health, Safety and Wellbeing in the workplace.

3.4	The Service acknowledges that it cannot entirely eliminate the risk of disruption and that a residual level of risk will always remain. However, the risk management framework has been developed in order to minimise the probability and impact of a risk causing disruption.
3.5	Maturing the risk framework will further strengthen our systems of control and aligned to our Risk Maturity, further development of the framework is still required: • The risk register currently aligns to Strategic and Directorate risks. Development work will be undertaken to incorporate a third level of reporting aligned to functional and project risks. • Initial work was undertaken aligned to risk appetite. A formal Risk Appetite Statement for SFRS will be developed by the SFRS Board and SLT and will be appended to the Framework once complete. • The Portfolio Office are currently reviewing their activities and once complete will align risk activity to the risk management framework. The RM policy will be updated to reflect any specific requirements of this new framework. • Communication and engagement with staff is essential and an e-Learning package will be developed within Learning Contents Management System (LCMS) aligned to the agreed policy.
3.6	Significant support from Directorates has been received over a number of years to develop the current framework and, as outlined within the Internal Audit report on risk management, a period of stability will be required going forward to embed the framework, ensuring increased awareness and ownership of risk across the Service.
4	**Recommendation**
4.1	The Board is asked to: • Approve the Risk Management Policy.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** The management of Risk forms part of the Services wider governance and assurance framework and aims to minimise the Services exposure to risk.
5.2 5.2.1	**Financial** The publication and adherence to the Policy will minimise risk and interruption to Service outcomes and objectives.
5.3 5.3.1	**Environmental & Sustainability** There are no direct environmental or sustainability issues.
5.4 5.4.1	**Workforce** All employees of the Service are subject to the policy and will have a direct role in minimising the probability and impact that risk may have upon the Service.
5.5 5.5.1	**Health & Safety** There are no direct Health & Safety implications associated with this report.
5.6 5.6.1	**Training** An LCMS package will be provided to raise awareness and ownership of the roles and responsibilities associated with the Policy.
5.7 5.7.1	**Timing** The timing of this report is aligned to our reporting requirements for ARAC and the Board.

5.8 5.8.1	**Performance** The report and associated reporting on risk provides assurance on the adequacy and effectiveness of management responses to this activity.
5.9 5.9.1	**Communications & Engagement** Following agreement and publication of the policy discussions will be held with the Communications and Engagement Team to raise awareness across all Directorates of their role and responsibilities.
5.10 5.10.1	**Legal** There are no direct legal implications arising from this report.
5.11 5.11.1	**Information Governance** There are no direct Information Governance implications arising from this report.
5.12 5.12.1	**Equalities** An Equality impact assessment, Appendix B, has been undertaken for the Risk Management Policy
5.13 5.13.1	**Service Delivery** There are no direct implications arising from this report on Service Delivery
6	**Core Brief**
6.1	The Acting Director of Finance and Procurement provided the Board with the draft Risk Management Policy for decision.
7	**Appendices/Further Reading**
7.1 7.2	Appendix A – Risk Management Policy Appendix B – Equality Impact Assessment

Prepared by:	David Johnston, Risk and Audit Manager
Sponsored by:	John Thomson, Acting Director of Finance and Procurement
Presented by:	John Thomson, Acting Director of Finance and Procurement

Links to Strategy and Corporate Values

The Risk Management Policy forms part of the Services Governance arrangements and links back to Outcome 4 of the 2019-22 Strategic Plan, specifically Objectives 4.2 & 4.4

- Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.
- Objective 4.2: We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.
- Objective 4.4: We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally

Governance Route for Report	Meeting Date	Report Classification/ Comments
Strategic Leadership Team	*22 September 2021*	*For Scrutiny*
Audit and Risk Assurance Committee	*14 October 2021*	*For Scrutiny (and considered appropriate for submission to SFRS Board for Approval.)*
SFRS Board	*28 October 2021*	*For Decision*

APPENDIX A

FINANCE AND CONTRACTUAL SERVICES

RISK MANAGEMENT POLICY AND FRAMEWORK

Author/Role	David Johnston, Risk & Audit Manager
Date of Risk Assessment (if applicable)	
Date of Equality Impact Assessment	Revised 9 September 2021
Date of Impact Assessment (commenced)	Revised 9 September 2021
Date of Impact Assessment (concluded)	9 September 2021
Quality Control (name)	Lynne McGeough, Acting Head of Finance and Procurement
Authorised (name and date)	John Thomson, Acting director of Finance and Procurement
Last reviewed (name and date)	October 2021
Date for Next Review	October 2024

VERSION HISTORY

Version	Change	Who	When
1.0	First Version Issued	David Johnston	October 2021

Contents

- 1. Policy Statement
- 2. Risk Management Objectives
- 3. Risk Management Culture
- 4. Scope
- 5. Roles and Responsibilities
- 6. Risk Management Process
  - 6.1 Risk Identification
  - 6.2 Risk Analysis and Assessment
  - 6.3 Responding to and Managing Risk
  - 6.4 Risk Monitoring and Reporting
  - 6.5 Risk Registers
  - 6.6 Risk Escalation
  - 6.7 Risk Review – Improving the Framework
- 7. Risk Management Maturity Model
- 8. Risk Appetite
- 9. Project Risk
- 10. Communication and Engagement
- 11. Equalities
- 12. Appendices
  - A - Roles and Responsibilities
  - B - Risk Assessment Guidance
  - C - SMART Characteristics
  - D - Risk Spotlight Template
  - E1 - Risk Maturity Scale Assessment Definitions
  - E2 - Risk Maturity Assessment
  - F - Definitions

1. Policy Statement

The Scottish Fire and Rescue Service (SFRS) provides a diverse range of critical services to the Communities of Scotland. The provision of these services is undertaken within an ever changing and challenging environment that presents risks that must be effectively managed.

SFRS is committed to the development and implementation of an integrated risk management framework, identifying, managing and monitoring those risks which may impact upon the successful achievement of the key outcomes and objectives of the Service.

The aim of SFRS is to be risk managed, allowing innovation and aspiration, whilst actively managing risk through a range of measures to ensure key outcomes are met. Establishing a consistent and effective framework, integrated within Governance and Assurance arrangements, will strengthen our control framework and help further embed an effective risk culture within the Service.

The Service recognises that it cannot entirely eliminate the risk of disruption and that a residual level of risk will always remain. However, the risk management framework has been developed in order to minimise the probability and impact of a risk causing disruption.

The management of risk is fully embedded throughout the Service, forming an integral element of all Committees and Executive Boards. Engagement with the Board, Strategic Leadership Team (SLT) and Directorates will ensure the framework is effectively used to inform decision making, allowing the Service to present a fair and reasonable reflection of the most significant risks impacting upon its operations.

Maturing the risk framework, allowing the Service to effectively consider and manage emerging risks will further strengthen our governance process. SFRS recognises that risk, as well as presenting a threat, also present opportunities for continuous improvement, developing new and innovative ways of working enhancing the delivery of services to our Communities.

2. Risk Management Objectives

To assist in the management of organisational risk the following objectives have been identified and form the basis of our Risk Management Framework. We aim to:

- Promote awareness of business risk and embed the approach to its management throughout the organisation.
- Seek to provide assurance that a system of control is in place to identify, assess, control and report on business risk
- Align the management of risk to our business objectives and processes

3. Risk Management Culture

We recognise the value of an effective risk management culture. Systems and processes are dependent upon people adhering to and supporting them and the environment within which they operate.

Our approach to risk management will therefore:

- integrate risk management with planning at strategic and operational levels
- implement and monitor risk management arrangements across the organisation
- independently review our arrangements for the management of risk
- devolve responsibility for risk ownership and management as appropriate
- ensure that designated individuals receive the necessary training, ongoing support and advice about risk management
- ensure that all colleagues understand our approach to, and their role in, the management of risk
- review the risk register within Committees and Executive Boards to enhance assurance and scrutiny processes.

4. Scope

The policy will extend to cover the management of Strategic and Directorate risks that may impact upon the achievement of the strategic aims and objectives of the Service. The policy does not cover the risk management processes used on the incident ground or for general Health, Safety and Wellbeing in the workplace.

5. Roles and Responsibilities

The SFRS Board is responsible for the Risk Management Policy with the Audit & Risk Assurance Committee (ARAC) supporting the Board and Accountable Officer by providing assurance that appropriate risk management systems are in place and operating effectively.

The Chief Officer, as the Accountable Officer for SFRS, is responsible for maintaining a sound system of internal control, with delegated responsibility to members of the SLT for ensuring that adequate systems for internal control and risk management, both financial and otherwise, are in place and are monitored and reviewed regularly.

Internal Audit will audit the effectiveness of the Services risk management processes, providing independent assurance on the management of risk and contribute to the continuous improvement of governance, risk management and internal control processes.

Appendix A provides further information on roles and Responsibilities.

6. Risk Management Process

The SFRS Risk Management Framework provides a structure and process for managing risk, outlining general guidelines on risk management which, if followed, will increase the likelihood of objectives being achieved.

The overarching goal is to develop a risk managed culture where employees and stakeholders are aware of the importance of managing risk.

Key elements of the risk management process:

6.1 Risk Identification

Risk identification is an ongoing activity, with individual risks and the impact and/or likelihood of risk subject to change. The process of risk identification helps SFRS to identify any threats and/or opportunities to the achievement of outcomes and objectives.

The identification process will be based around the business processes of the Service, considering actions and priorities set through the Strategic Plan or relevant Directorate or Functional Plans.

Risks can be identified from a number of sources including:

- Strategic Planning
- Monitoring of performance reports
- HMFSI Reports
- External Audits
- Internal Audits
- De-briefings / lessons learned (non-operational)
- Existing forums (Board, Committees, Executive Boards, Project Boards, management meetings)
- Directorates and individuals as part of their normal management roles and responsibilities

6.2 Risk Analysis and Assessment

Once identified risks need to be assessed in terms of their probability of occurrence and their potential impact upon the delivery of outcomes or objectives. It is important to use an agreed and standardised process that measures impact and probability consistently across the organisation.

Probability will be categorised and assessed on a scale of 1 to 5, with 1 being Rare and 5 being Almost Certain. Impact will be assessed on a scale of 1 to 5, with 1 being Negligible and 5 being Very High.

Appendix B provides further guidance on assessments undertaken.

Probability	Almost Certain (5)	5	10	15	20	25
	Likely (4)	4	8	12	16	20
	Possible (3)	3	6	9	12	15
	Unlikely (2)	2	4	6	8	10
	Rare (1)	1	2	3	4	5
Risk Matrix		Negligible (1)	Low (2)	Medium (3)	High (4)	Very High (5)
		Impact				

6.3 Responding to and Managing Risk

The risk management framework will identify that risk is being managed in an open and transparent manner and consistently applied across the Service.

Actions put in place, following SMART (Appendix C) principles of being Specific, Measurable, Achievable, Realistic and Time Bound, will reduce the probability of the risk occurring or minimise the impact if the risk does occur. In broad terms any action taken to manage risk to an acceptable level can fall into four categories:

- **Terminate** - in this situation the risk is terminated by deciding not to proceed with an activity. For example, if a particular project is very high risk and the risk cannot be mitigated it might be decided to cancel the project. Alternatively, the decision may be made to carry out the activity in a different way.
- **Transfer** - in this scenario, another party bears or shares all or part of the risk. For example, this could include transferring out an area of work or by using insurance.
- **Treat** - this involves identifying mitigating actions or controls to reduce risk. These controls should be monitored on a regular basis to ensure that they remain effective.
- **Tolerate** - in this case, it may not always may be necessary (or appropriate) to take action to treat risks, for example, where the cost of treating the risk is considered to outweigh the potential benefits.

6.4 Risk Monitoring and Reporting

The management of risk is an ongoing process that needs to be embedded throughout the organisation. The process must be reviewed regularly to remain effective and it is the responsibility of risk owners to review risks on a regular basis to determine whether any revisions are required.

Monitoring of risk will be undertaken through Committee's and Executive Boards of the Service. The provision of assurance through a standardised reporting template will ensure the right information is used to inform decision making and enable effective scrutiny of risk.

Within SFRS the following monitoring and review processes will be undertaken:

- Quarterly reporting of Directorate risk registers to the Strategic Leadership Team
- Quarterly reporting of the risk register to the Audit & Risk Assurance Committee and other Committees aligned to their terms of reference, utilising Risk Spotlights (Appendix D) to provide additional assurance.
- Regular reporting on risk to Executive Boards aligned to their terms of reference, utilising Risk Spotlights to provide additional assurance.
- Review of Directorate risk registers by management teams as appropriate
- Project register will be reviewed in accordance with agreed governance arrangements

It is essential to good governance that the management of risk is integrated within our Committees, Executive Boards, Management Teams and Projects and used as a management tool to inform our decision-making processes.

6.5 Risk Registers

Risk Registers will be used as a management tool to record and report on business risks impacting upon the organisation. The primary purpose of risk registers is to provoke discussion, encourage scrutiny and agree further actions.

The SFRS Strategic Risk Register (SRR) reflects the strategic risk themes identified by the SLT that individually, or collectively, have the potential to prevent the Service from delivering its key priorities outlined with the strategic plan.

The SRR is supported by aligned Directorate registers which identify specific risks associated with the delivery of Directorate objectives. These risks are agreed by the responsible Director and will be managed and reviewed through appropriate management teams. An Example Risk Register can be found within iHub.

Functional and Project risk registers are maintained as appropriate to cover risks identified through core activities or areas of work. These registers will be assessed to determine whether any risk should be escalated to a relevant Directorate register for additional monitoring.

Risks will be reported in a consistent manner using a standard risk template. The register includes key information to ensure assurance and scrutiny processes of the Service are undertaken and includes:

Risk Description	clearly defined utilising a standardised approach. There is a risk of… because of … resulting in….
Risk Owner	each Directorate risk is owned by the relevant director with the responsible officer identified at a head of function level for ensuring that the register is fully populated and monitoring systems developed to update the information
Aligned Governance Reporting	to ensure levels of assurance and scrutiny are maintained a Committee and Executive board will be identified for each risk
Risk Assessment	an initial assessment is made at the time of identification with a current assessment of risk undertaken on a quarterly basis. A Target Assessment, or tolerable level of risk taking, acceptable to achieve a specific objective or manage a specific risk, is also undertaken which the risk should be managed towards
Alignment to Strategic Plan	each risk is assessed against the SFRS Strategic Plan identifying the relevant outcome and objective.
Control actions required	details of additional actions required will be identified as appropriate. In some circumstances existing controls may be assessed as adequate and monitoring of their effectiveness is required.
Performance & % complete	aligned to assurance and scrutiny processes, responsible officers will report on the RAG status of each risk and progress made against identified controls
Comment by Responsible Officer	to ensure that continued monitoring is undertaken the responsible officer will outline

6.6 Risk Escalation

The movement between registers is based upon the assessment of risk and a judgement on the wider impact upon business objectives. It is the responsibility of individual risk owners to escalate risks that they believe require further consideration and action at a more senior level.

A risk assessed as very high to a project or function does not necessarily mean a very high risk being identified within the relevant Directorate register, although the identification of recurring risk themes across a number of projects or functions would require further evaluation to consider its wider impact.

Where risks are assessed as being appropriately managed and, where in the judgement of the responsible owner, the risk rating now enables the removal of a risk from a Directorate register, it can be removed from that register and managed within a relevant functional register. Equally, where the assessment identifies that the risk is now appropriately managed a judgement can be made as to whether ongoing monitoring is undertaken through business as usual processes.

The removal or escalation of a risk within a Directorate rests with the responsible Director, with the risk register providing justification for the decision taken.

The risk assessment undertaken will result in a risk score being identified and will assist Risk Owners in making a judgement in relation to escalating a risk and additional controls that may require to be identified.

Risk Level	Risk Score	Risk Description
Very High	16 – 25	Unacceptable level of risk with additional measures required to terminate, transfer or treat the risk to a more tolerable level. Risk will be subject to risk spotlights by Committee and Executive Boards
High	10 - 15	May be tolerable where assurance is provided that controls measures are in place, operating effectively and subject to regular monitoring. Risk will be subject to risk spotlights by Committee and Executive Boards
Medium	4 – 9	Tolerable level of risk where controls measures in place are subject to monitoring by Directorate. Risks will be subject to risk spotlights where appropriate.
Low	1 – 3	Acceptable level of risk monitored at a functional level and considered for inclusion within directorate risk registers.

Without this standardised and consistent approach, the comparison and allocation of resources to manage risk becomes more complex to measure. The adoption of the risk assessment and evaluation matrix will enable this standardised and consistent approach throughout the SFRS.

6.7 Risk Review - Improving the Framework

To ensure the risk framework continues to remain fit for purpose it will be continually reviewed in line with the Fire and Rescue Framework, the Strategic Plan and the Services overall governance framework. New initiatives and practices identified within partner organisations, or through agreed Scottish Public Finance Manual (SPFM) guidance, will be considered and where appropriate incorporated within the framework.

Regular reviews of both risk information and the risk framework will be undertaken in discussion with Directorates, the Strategic Leadership Team and the SFRS Board and relevant Committees.

The SFRS governance framework is subject to internal and external audit review and recommendations arising from audit activity, as impacting upon the risk management framework, will be considered and implemented to ensure best practice can be demonstrated.

7. Risk Management Maturity Model

A key aspect of the risk management framework is the establishment of a Risk Maturity Model (Appendix E1) and associated independent assessment (Appendix E2), undertaken periodically by our Internal Audit provider.

The model and assessment provides evidence of where SFRS sits within a defined risk maturity scale and provides senior management with a snapshot of current risk activity and areas where further improvements are required.

The Internal Audit of Risk Management undertaken within the 2020/21 audit plan assessed SFRS as Risk Defined within the maturity scale. Aligned to the Risk Maturity Model additional work will be undertaken to develop and enhance the risk framework moving towards a Risk Managed level of assessment.

8. Risk Appetite

The purpose of the risk management framework is to encourage debate and discussion on risk and inform our decision-making processes in a manner that helps the organisation. Risk Appetite is part of this overall framework and can be considered as the amount of risk that an organisation is prepared to accept, tolerate, or be exposed to at any point in time.

The benefits of adopting a formal approach to risk appetite includes:

- Supporting informed decision making
- Reducing uncertainty
- Improving consistency across governance processes and decision making
- Supporting performance improvement
- Focusing discussion on priority areas
- Informing resource prioritisation

For SFRS, risk appetite will be based upon a number of underlying principles:

- It will be aligned to the risk maturity of the Service
- It will be aligned to our capacity and the resources available
- It will add value to and be supported by the risk management framework
- It will be measurable by and meaningful to service users

Defining Risk Appetite

SFRS will evaluate its risk appetite using the following categories / levels:

Risk Appetite Level	Risk Appetite Description
Averse	Avoidance of risk and uncertainty is a key organisational objective
Minimalist	Preference for ultra-safe business delivery options that have a low degree of inherent risk and only a potential for limited reward
Cautious	Preference for safe delivery options that have a low degree of inherent risk and may only have a limited potential for reward
Open	Willing to consider all options and choose the one that is most likely to result in success, whilst also providing an acceptable level of reward
Risk Seeking	Eager to be innovative and to choose options offering potentially higher rewards despite greater inherent risks

The organisations appetite for risk will be defined and applied across a range of risk categories and can include:

- Political
- Operational (Service Delivery)
- Financial (Financial Sustainability)
- Legal/Regulatory (Compliance)
- Reputational / Stakeholder Confidence

A formal Risk Appetite statement for SFRS will be developed by the SFRS Board and SLT and will be appended to the Framework once complete.

9. Project Risk

The Portfolio Office has been established to facilitate improved governance of projects, and to build a strong, simple, but effective project management methodology that fits the needs of the Service.

The reporting of risk within Projects will adhere to the risk management framework, utilising the risk register and associated reporting processes to manage and report on risk, providing required levels of assurance for scrutiny purposes.

Escalation of risk within the context of Projects will depend upon the risk identified and the judgement of the Project Manager and Programme Office. Project Managers should highlight any significant project risk that will impact wider service delivery and ensure effective communication and engagement with Directorates, and Risk Owners, on any relevant risks for inclusion or escalation within specific Directorate registers.

The Change Committee provides scrutiny and challenge of the Change Portfolio agreeing an acceptable risk profile and thresholds for the Change Portfolio.

Amendments to the Portfolio Office Framework will be reflected within the Risk Management Policy as required.

10. Communication and Engagement

The risk management framework relies upon awareness and ownership of risk being retained across all levels of the organisation. Risk cannot be managed in isolation to other core business processes if it is to inform decision making.

Awareness and ownership will be managed through existing governance reporting but will be enhanced, for identified staff, through a specific e-learning risk management module provided through the Learning Content Management System (LCMS). Guidance on this module will be provided through the Risk & Audit Section who can be contacted for further information.

Consulting with and talking to Directorates, individuals and other stakeholders, both internally and externally, will ensure that the right inputs are available for risk to be managed effectively.

11. Equalities

The SFRS commitment to mainstreaming Equality and Diversity throughout our work means that it is a consideration in our risk management process. Risk management and effective controls will ensure we are able to manage areas where equality and diversity issues may exist.

Where the risk framework identifies revisions within policy or procedures, that have the potential to impact upon Equalities or our wider governance arrangements, responsible owners will review and update existing assessments as appropriate.

12. Appendices / Associated Documents

APPENDIX A

Role	Responsibilities
The SFRS Board	The SFRS Board is responsible for ensuring effective arrangements are in place to provide assurance on risk management, governance and internal control. The Board will approve any amendments to the Risk Management Policy and will set the risk appetite for the Service.
Audit and Risk Assurance Committee (ARAC)	The Audit and Risk Assurance Committee will advise the Board and Accountable Officer (Chief Officer) on the effectiveness of the application of the strategic processes for risk, control and governance. This will include a quarterly review of the Service's Strategic Risk Register and associated action plans.
SFRS Committee Structure	Individual Committees retain a scrutiny role, providing assurance to the Board on matters falling within their scope. All SFRS Committees will scrutinise risks pertinent to the business of the Committee through identified risk spotlights.
Chief Officer	The Chief Officer, as the Accountable Officer, is responsible for maintaining a sound system of internal control, risk management and corporate governance that supports the achievement of the SFRS policies, strategic aims and objectives. The Chief Officer will champion the importance of risk management in supporting the wider governance arrangements of the Service.
Strategic Leadership Team (SLT)	The identification and management of strategic risks will be the primary responsibility of the SLT. The SLT will undertake to monitor and review strategic risks regularly and take appropriate action to control risks. The SLT will champion the importance of risk management in supporting the achievement of the SFRS strategic aims and objectives and will ensure that adequate systems for internal control and risk management are in place.
Executive Boards	All Executive Boards will provide a monitoring and scrutiny role for risks falling within their scope and will provide assurance to SFRS Committees and the SLT that risk is being effectively managed. Executive Boards will champion the importance of managing risk as part of an integrated governance framework, ensuring that awareness and ownership of risk is embedded throughout the organisation.
Risk Owner	each Directorate risk is owned by the relevant director with the responsible officer identified at a head of function level for ensuring that the register is fully populated and monitoring systems developed to update the information
Internal Audit	Internal Audit will audit the effectiveness of the Service's risk management process as appropriate, provide assurance on the management of risk to the Board and help support the risk management process and coordination of risk reporting.

APPENDIX B

Tables below provide a guide to assist in assessments undertaken

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

Impact Criteria					
Impact	Political	Operational	Financial	Legal/Regulatory compliance	Reputational / Stakeholder confidence
1 Rare	Effective Strategic decision making, full engagement by Board and SLT	No negative impact upon ability to deliver services	No impact on our ability to deliver a balanced budget	No impact on our ability to achieve compliance with relevant legislation	No adverse reputational damage to the Service
2 Unlikely	Minor reduction in Board engagement, minimal impact upon achievement of strategic objectives	Minimal impact on ability to deliver service	Ability to achieve a balanced budget with minimal adjustments	Acts or omissions resulting in minor legal or regulatory breach causing minimal loss	Some negative local press or public interest/concern
3 Possible	Questions raised over effectiveness of strategic decision making, noticeable impact upon service provision, criticism by external bodies	Reduction in ability to deliver services and minor disruption to services	Action required to ensure delivery of balanced budget and potential impact upon service delivery options	As above causing moderate loss	Limited damage to reputation, extended negative local press, Regional press coverage
4 Likely	Ineffective Board engagement, challenge over strategic decision making, failure to deliver against agree outcomes and objectives	Service disruption for extended periods	Insufficient finance available to support service provision	As above causing major loss	Loss of credibility and confidence in the Service, national negative press coverage, significant public concern
5 Almost Certain	Failure to deliver against Fire Framework, Failure of Board and SLT to engage and intervention by Scottish governance and scrutiny bodies	Failure to deliver service	Failure to demonstrate effective use of public funds	As above causing catastrophic loss resulting in legal or regulatory supervision	Public enquiries into actions of Service, prolonged negative national press coverage

APPENDIX C

Characteristic of SMART Actions
• **Specific: the performance measure indicates exactly what result is expected so that performance can be judged accurately**
• **Measurable: data are available or can be collected relatively easily**
• **Achievable: they are realistic, not based on aspirations**
• **Relevant: they matter to the intended audience and clearly relate to the service being measured**
• **Timely and have information available frequently enough to have value in making decisions**

APPENDIX D – Risk spotlight Briefing Note Template

Agenda Item:

Meeting – Date

Title

Risk :

Submitted by:

Background: What would cause the risk to materialise / what is the effect likely to be?
•
Controls and mitigating actions (stating what actions are being taken if the residual/current risk assessment is operating above or below risk appetite).
•
External or other factors which might impact on the current risk assessment.
•

APPENDIX E1 – IIA Risk Maturity Scale Assessment

Risk Maturity	Definition
Risk Naïve	Risks must be identified through discussion with Senior Managers/Board Members and existing knowledge of the Client/external environment. An annual audit of the risk management framework or provision of consultancy is recommended.
Risk Aware	Risk should be confirmed through discussion with Senior Managers/Board Members and supported by existing knowledge of the Client/external environment. An annual audit of the risk management framework or provision of consultancy is desirable.
Risk Defined	Risks can be relied on, however due to possible inconsistencies across the organisation supporting conversations with Senior Managers, particularly for those business areas without any identified risks, is advised. An annual audit of the risk management framework is desirable, however due to the time to embed cultural changes a review every two years may be more appropriate.
Risk Managed	The risk register and risk framework can be relied on, however for those business areas where management are not providing assurance over the risks/risk framework a short discussion with the relevant Senior Manager may be helpful. A review of the risk management framework every 3-5 years would be appropriate.
Risk Enabled	The risk register and risk framework can be relied on. As the risk management framework assurance is being provided directly by management, an audit of this area should be considered on a cyclical basis in line with the audit prioritisation process.

APPENDIX E2 – Risk Maturity Assessment of SFRS

SFRS Internal Audit Providers, AZETS, used the Chartered Institute of Internal Auditors (IIA) Risk Maturity Scale to assess the risk maturity of the Scottish Fire and Rescue Service (SFRS).

	Risk Naïve	Risk Aware	Risk Defined	Risk Managed	Risk Enabled
Key Characteristics					
	No formal approach developed for risk management	Scattered silo-based approach to risk management	Strategy and policies in place and communicated and risk appetite defined.	Enterprise approach to risk management developed and communicated	Risk management and internal controls fully embedded into the operations
Process					
The organisation's objectives are defined	Possibly	Yes - but may be no consistent approach	Yes	Yes	Yes
Management have been trained to understand what risks are, and their responsibility for them	**No**	**Some limited training**	**Yes – responsible officers are trained in corporate processes. No wider training in core fundamentals of risk management.**	**Yes**	**Yes**
A scoring system for assessing risks has been defined	No	Unlikely, with no consistent approach defined	Yes	Yes	Yes

	Risk Naïve	Risk Aware	Risk Defined	Risk Managed	Risk Enabled
The risk appetite for the organisation has been defined in terms of the scoring system	**No**	**No** ***currently being developed***	**Yes**	**Yes**	**Yes**
Processes have been defined to determine risks, and these have been followed	No	Unlikely	Yes, but may not apply to the whole organisation	Yes	Yes
All risks have been collected into one list. Risks have been allocated to specific job titles	**No**	**Some incomplete lists may exist**	**Yes, but may not apply to the whole organisation**	**Yes**	**Yes**
All risks have been assessed in accordance with the defined scoring system	No	Some incomplete lists may exist	Yes, but may not apply to the whole organisation	Yes	Yes
Responses to the risks have been selected and implemented	**No**	**Some responses identified**	**Yes, but may not apply to the whole organisation**	**Yes**	**Yes**
Management have set up methods to monitor the proper operation of key processes, responses and action plans ('monitoring controls')	No	Some monitoring controls	Yes, but may not apply to the whole organisation	Yes	Yes
Risks are regularly reviewed by the organisation	**No**	**Some risks were reviewed, but infrequently**	**Regularly reviewed, probably annually**	**Regularly reviewed, probably quarterly**	**Regular reviews, probably quarterly**
Management report risks to directors where responses have not managed the risks to a level acceptable to the board	No	No	Yes	Yes	Yes

	Risk Naïve	Risk Aware	Risk Defined	Risk Managed	Risk Enabled
All significant new projects are routinely assessed for risk	**No**	**No**	**Most projects**	**All projects**	**All projects**
Responsibility for the determination, assessment, and management of risks is included in job descriptions	No	No	Limited	Most job descriptions	Yes
Management provide assurance on the effectiveness of their risk management	**No**	**No**	**No**	**Some managers**	**Yes**
Managers are assessed on their risk management performance	No	No -	No	Some managers	Yes

APPENDIX F

Definitions	
Strategic Plan	The Strategic Plan has been developed in response to the Fire and Rescue Framework for Scotland 2016 and sets out the Services outcomes, values and priorities.
Risk	A risk for SFRS is defined as something with the potential to impact upon the achievement of key service priorities.
Risk Management	Risk management can be defined as the identification, evaluation and control of risks with the potential to impact upon the operation of the Service and its ability to achieve its priorities.
Risk Appetite	Risk Appetite can be defined as the amount of risk that an organisation is prepared to accept, tolerate, or be exposed to at any point in time. (The orange book HM Treasury)
Risk Tolerance	A Target Assessment, or tolerable level of risk taking, acceptable to achieve a specific objective or manage a specific risk
Risk Register	The risk register is the means by which the Service captures risks and demonstrates that they are being managed appropriately. The risk register will enable effective assurance and scrutiny processes
Annual Governance Statement	The annual governance statement outlines the arrangements that are in place for internal control, risk management and corporate governance and how effective these arrangements have been during the period under review.
Risk Owner	Within the risk register template each risk will be owned by a risk owner. This officer is responsible for the management of the risk and for the update of any required information. The responsible officer will identify a relevant action plan to manage the risk and will liaise with other officers/directorates where relevant to ensure all elements of risk are managed.

APPENDIX B

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

PART 1 BASIC INFORMATION

Policy Owner	David Johnston, Risk & Audit Manager
E&D Practitioner	Denise Rooney
Title (of function/policy to be assessed e.g. name of policy, title of training course)	RISK MANAGEMENT POLICY
Date Assessment Commenced	21 August 2018 Reviewed 9 September 2021 (Denise Rooney / David Johnston)

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

Briefly describe the aims, objectives and purpose of the function/policy	The purpose of the policy is to provide an effective framework for the management of business risk. The framework will contribute towards ensuring an agreed, consistent and standardised approach is taken across all SFRS Directorates in relation to the management of business risk.
Are there any associated objectives of the function/policy (please explain)?	In implementing the policy and associated framework the Service will: • Promote awareness of business risk and embed the approach to its management throughout the organisation. • Seek to provide assurance that a system of control is in place to identify, assess, control and report on business risk • Align the management of risk to our business objectives and processes
Does this function/policy link with any other function/ policy?	The Policy provides a separate risk management framework that forms part of the SFRS Governance and Assurance framework.
Who is intended to benefit from the function/policy and in what way?	The policy provides a framework for SFRS and all Directorates, Functions and Projects within it. The use of the policy will inform the decision-making process ensuring that key business priorities can be met.

What outcomes are wanted from this function/policy?	By implementing and adhering to the policy the Service is better placed to achieve its key business priorities minimising the impact of risk, and its uncertainty, upon the Service.
What factors/forces could contribute/detract from the outcomes?	For the policy to operate effectively it has to be communicated and implemented consistently across the organisation. If this is not achieved and levels of awareness and ownership are not increased it will impact the potential outcomes to be gained.
Who are the main stakeholders in relation to the function/policy?	The stakeholders will be the SFRS Board and Directorates of the Service.
Who implements the policy and who is responsible for the function/policy?	The implementation of the policy will be undertaken by Finance and Contractual Services through the Risk and Audit Manager but the responsibility for the implementation of the policy rests with each Directorate.

PART 2
ESTABLISHING RELEVANCE

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

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

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

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

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

AND,

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

The policy will help to mitigate the risk of failing to comply with the Human Rights Act, whereby any legal and regulatory risks attached to the services aims and objectives will be identified, assessed and evaluated.

The strategy requires Directorates of the Service to consider their key business objective and the potential risks that could impact upon their ability to achieve these objectives. Once identified Directorates will assess each risk and develop appropriate controls to manage these risk effectively.

The policy relates only to business risk and requires Directorates to identify and manage risk in accordance with Services policy and procedure. The risk management policy is a framework to inform decision making and to assist the Service in identifying potential risks. It relies upon Directorates adhering to existing guidance, or guidance subsequently revised following risk identification, in order to manage risk. The policy does not impact upon the incident ground or assessments undertaken in relation to Health, Safety and Wellbeing.

Where action plans are developed there is the potential for individuals with certain protected characteristics to be impacted but the potential impacts will differ depending on the risks identified and controls established. The management of risk will rely upon adherence to other SFRS policies and guidance.

As individual controls are established potential equality impacts relating to specific geographical areas or risk areas should be highlighted. For some this may include developing an individual EIA e.g. as additional training requirements are identified.

In developing risk controls line managers should take into account an employee's individual circumstances such as their disability, pregnancy or caring responsibilities etc. that may impact on their ability to adhere to new control measures.

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

Yes	**No**	**Don't Know**
☐	☒	☐

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

AND,

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

There is limited relationship to the Human Rights Act. Issues of sensitivity in the handling of personal information is covered by Data Protection Act obligations.

Concluding Part 2

Outcome of Establishing Relevance	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	☐	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	☒	Proceed to Part 3 Impact Assessment
It is unclear if there is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	☐	Proceed to Part 3 Impact Assessment

PART 3
IMPACT ASSESSMENT

Describe and reference:

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

Characteristic	
Age	The Risk Management Policy and related policies and guidance covered by this assessment may impact on the protected of age. The impact and subsequent management actions should take into account legal and regulatory risk and subsequent impact of not complying with legislation such as the equality act. Furthermore, training to develop a more risk aware culture will focus on how to effectively interpret all risk categories (including legal and regulatory risks) and apply the risk assessment methodology to mitigate the risk. Please see the section on disability for further information on potential impacts.
Caring Responsibilities	As per age protected characteristic. Circumstances such as school/nursery closures, difficulties accessing childcare and care such as respite care may make it difficult for carers to attend work and must be considered within any action plans developed.
Disability	As per age protected characteristic. Additionally, individuals with a sensory impairment, mental health condition or learning disability will need to be considered within any required management controls. Disability may manifest in mobility problems and other physical impairments, impaired comprehension which may or may not be associated with a learning disability/difficulty, sensory impairment (visual, hearing), speech impairment, behavioural issues, psychological distress, medication, proximity to oxygen supply or any combination of these factors.
Gender Reassignment	As per age protected characteristic.

Marriage and Civil Partnership	As per age protected characteristic.
Pregnancy and maternity	As per age protected characteristic.
Race	As per age protected characteristic.
Religion and Belief	As per age protected characteristic.
Sex (gender)	As per age protected characteristic.
Sexual Orientation	As per age protected characteristic.
Social and Economic Disadvantage	As per age protected characteristic.
Human Rights	This strategy and consequent policies, should help to mitigate the risk of failing to comply with the Human Rights Act.
Impact on people in general not covered by specific characteristics	As per age protected characteristic.

Summary and Conclusion of Impact Assessment
The purpose of the services Risk Management Policy is to mitigate risks attached to the Services aims and objectives and prevent the Service from failing to meet its statutory obligations and deliver successful outcomes for the communities of Scotland. This risk category will ensure that when staff are identifying and assessing the risks attached to the Services strategic and operational aims and objectives, they consider the key legal risks (including failure to comply with the equality act) when pursuing the services aims and objectives. This assessment identifies failure to comply with equality legislation as a form of risk in terms of: • Failure to comply with legislation • Detrimental impact on SFRS profile • Potential impact on ability of organisation to deliver services to communities • Potential impact on employees There could be an impact relevant to equality as a consequence of another risk, e.g. the factors that contribute to reduced staff attendance rates could also be relevant on grounds of equality. The policy itself provides one framework to assist in identifying the risks to the Service. Separate frameworks will then determine required action, as appropriate. It will be for each Directorate or for the Service to determine the extent and depth of action required and how this may then impact upon individuals with certain protected characteristics. The potential impacts will differ depending on the types of risk identified through this policy.

Concluding Part 3

Impact Assessment	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	☐	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998 and relevant actions are recorded above in Summary and Conclusion	☒	Proceed to Part 4 Monitoring

PART 4
MONITORING & REVIEW

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

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

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

The Policy will be subject to monitoring, review and scrutiny through the Audit and Risk Assurance Committee, the Strategic Leadership Team and the Good Governance Board.

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

Q2 What will be monitored?

The development and monitoring of risk registers and associated action plans are the areas subject to monitoring and scrutiny. Where Equality or Human Rights impacts are identified it will be for Directorates to put in place required monitoring arrangements.

Q3 How will monitoring take place?

Each Directorate will be responsible for maintaining existing roles and responsibilities in relation to Equalities and related areas. Where specific risks relating to Equalities and Human Rights are identified through the risk register or associated action plans the Governance arrangement in Q1 will be responsible for monitoring.

Q4 What is the frequency of monitoring?

Reports to the Audit and Risk Assurance Committee and the Strategic Leadership Team are undertaken quarterly. Reporting to the Good Governance will align to their reporting arrangements agreed but will be no less than quarterly.

Q5 How will monitoring information be used?

This will be reviewed as issues are identified.

PART 5
APPROVAL

This Equality and Human Rights Impact Assessment was completed by:

Name	David Johnston
Date	21 August 2018 Reviewed 9 September 2021

This Equality and Human Rights Impact Assessment was approved by:

Name	Denise Rooney
Date	03.09.18 Reviewed 9 September 2021

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service

Report No: B/FCS/16-21

Agenda Item: 14

Report to:	**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**							
Meeting Date:	**28 OCTOBER 2021**							
Report Title:	**ANTI-FRAUD AND CORRUPTION POLICY**							
Report Classification:	**For Decision**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to ask the Board of Scottish Fire and Rescue Service (SFRS Board) to approve the proposed Anti-Fraud and Corruption Policy, as attached in Appendix A.
2	**Background**
2.1	The SFRS Board is responsible for approving the Anti-Fraud and Corruption Policy with the Audit and Risk Assurance Committee (ARAC) supporting the Board and Accountable Officer by providing independent assurance on the adequacy and effectiveness of the policies, procedures and systems relating to internal controls, risk management and governance.
2.2	The Strategic Leadership Team (SLT) will provide assurance to SFRS that appropriate systems of control are in place and operating effectively, improving accountability, transparency in decision making and ensuring that key Service priorities are met.
2.3	The aim of the Anti-Fraud and Corruption Policy is to outline the SFRS approach to Fraud. SFRS is fully committed to the public services value of accountability, probity and openness and recognises the need to ensure the highest standards of probity by actively reducing the risk of fraud and to develop an anti-fraud culture.
3	**Main Report/Detail**
3.1	The policy defines the Fraud Framework established for SFRS, attached in Appendix A, aligning with other relevant policies of the Service to minimise the risk of fraud and corruption and enhancing the Services overall systems of control.
3.2	The policy has been updated to reflect comments received through consultation and was scrutinised by ARAC on 14 October 2021 with the recommendation for the policy to be forwarded to the SFRS Board for approval.
3.3	In support of the framework, and aligned to the Annual Governance Statement, Appendix B, provides the SFRS Fraud Risk Assessment guidance, including examples of potential areas for consideration. The outcome of the assessment, where required, will identify additional actions necessary to minimise any risk(s) identified.
3.4	Raising awareness and ownership of the policy and the associated framework will be discussed with the Communications and Engagement Team, ensuring that wider

	knowledge of our responsibilities become embedded throughout the Service. Discussions will also be held with Directorate Management Teams to raise awareness and ownership.
3.5	Initial fraud awareness sessions have been delivered to identified groups of staff and a Fraud Learning Content Management System (LCMS) training package has been completed for wider delivery to Services.
4	**Recommendation**
4.1	The Board is asked to: • Approve the Anti-Fraud and Corruption Policy.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** The management of Fraud forms part of the Services wider governance and assurance framework and aims to minimise the Services exposure to risk.
5.2 5.2.1	**Financial** The publication and adherence to the Policy will minimise the risk of financial loss to the Service.
5.3 5.3.1	**Environmental & Sustainability** There are no direct environmental or sustainability issues.
5.4 5.4.1	**Workforce** All employees of the Service are subject to the policy and will have a direct role in minimising the risk of fraudulent actions that may impact upon the Service.
5.5 5.5.1	**Health & Safety** There are no direct Health & Safety implications associated with this report.
5.6 5.6.1	**Training** An LCMS package will be provided to all staff to raise awareness and ownership of the roles and responsibilities associated with the Policy.
5.7 5.7.1	**Timing** There are no direct Timing implications associated with this report.
5.8 5.8.1	**Performance** The report and associated reporting on fraud provides assurance on the adequacy and effectiveness of management responses to this activity.
5.9 5.9.1	**Communications & Engagement** Following agreement and publication of the policy discussions will be held with the Communications and Engagement Team to raise awareness across all directorates of their role and responsibilities.
5.10 5.10.1	**Legal** Feedback has been received from legal and their advice reflected within the anti-Fraud and Corruption Policy.
5.11 5.11.1	**Information Governance** There are no direct Information Governance implications arising from this report.

5.12 5.12.1	**Equalities** An Equality impact assessment, Appendix C, has been undertaken for the Anti-Fraud and Corruption Policy.
5.13 5.13.1	**Service Delivery** There are no direct implications arising from this report on Service Delivery.
6	**Core Brief**
6.1	The Acting Director of Finance and Procurement provided the Board with the draft Anti-Fraud and Corruption Policy.
7	**Appendices/Further Reading**
7.1 7.2 7.3	Appendix A – Anti-Fraud and Corruption Policy Appendix B – Fraud Risk Assessment Appendix C – Equality Impact Assessment

Prepared by:	David Johnston, Risk and Audit Manager
Sponsored by:	John Thomson, Acting Director of Finance and Procurement
Presented by:	John Thomson, Acting Director of Finance and Procurement

Links to Strategy and Corporate Values

The Anti-Fraud and Corruption Policy forms part of the Services Governance arrangements and links back to Outcome 4 of the 2019-22 Strategic Plan, specifically Objectives 4.2 & 4.4

- Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.
- Objective 4.2: We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.
- Objective 4.4: We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Strategic Leadership Team	*22 September 2021*	*For Scrutiny*
Audit and Risk Assurance Committee	*14 October 2021*	*For Scrutiny (and considered appropriate for submission to SFRS Board for Approval)*
SFRS Board	*28 October 2021*	*For Decision*

APPENDIX A

Finance and Contractual Services

SCOTTISH FIRE AND RESCUE SERVICE

Working together for a safer Scotland

FINANCE AND CONTRACTUAL SERVICES

Anti-Fraud & Corruption Policy

Original Author/Role	David Johnston, Risk & Audit Manager
Date of Equality Impact Assessment	4 September 2020
Date of Impact Assessment (commenced)	12 December 2019
Date of Impact Assessment (concluded)	4 September 2020
Quality Control (name)	Lynne McGeough, Acting Head of Finance & Procurement
Authorised (name and date)	John Thomson, Acting Director of Finance & Procurement
Date for Next Review	October 2023

VERSION HISTORY

Version	Change	Who	When
1.0	First Version Issued	David Johnston	October 2021

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1. Policy Statement
2. Introduction
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    - Audit & Risk Assurance Committee (ARAC)
    - Acting Director of Finance & Procurement
    - Director of People and Organisational Development
    - Good Governance Board (GGB)
    - Internal Audit
    - SFRS Managers
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    - Bribery
    - Fraud Risk Assessment
6. The Fraud Framework
    - Understanding Danger Signs & Concerns
    - The Fraud Triangle
    - Fraud Risk Assessment (FRA)
    - Systems of Control
    - Monitoring & Review
7. Reporting Fraud
8. Enforcement
9. Associated Documents/References

1. POLICY STATEMENT

The aim of this policy is to outline Scottish Fire and Rescue Service (SFRS) approach to fraud. SFRS is fully committed to the public service values of accountability, probity and openness and recognises the need to ensure the highest standards of probity by actively reducing the risk of fraud and to developing an anti-fraud culture.

2. INTRODUCTION

SFRS is committed to the Scottish Government's zero tolerance approach to fraud. All SFRS staff are required at all times to act honestly and with integrity and to safeguard the public resources for which they are responsible.

SFRS will not accept any level of fraud or corruption and any cases of actual or suspected fraud will be thoroughly investigated and dealt with appropriately.

3. SCOPE

This policy defines the principles of the SFRS Anti-Fraud & Corruption process and is aligned to the SFRS Whistle Blowing Policy.

The Whistleblowing policy outlines the Services commitment to the highest possible standards of openness and accountability and employees with serious concerns about illegality, malpractice, wrongdoing or serious failures in standards of work are encouraged to come forward and voice their concerns without fear of reprisal.

Both policies allow for the reporting of Fraud and the Acting Director of Finance and Procurement and the Director of People and Organisational Development will determine the most applicable policy to be followed.

4. RESPONSIBILITIES

4.1 SFRS Board

The SFRS Board is responsible for ensuring effective arrangements are in place to provide assurance on risk management, governance and internal control. The Board will approve any amendments to the Anti-Fraud and Corruption Policy.

4.2 Chief Officer

In accordance with the SFRS Financial Regulations, paragraph 4.10 – Prevention of Fraud, Corruption and Bribery, the Chief Officer is responsible for identifying and managing the risk of fraud and corruption, for ensuring that appropriate risk management, internal control and governance arrangements are in place and for ensuring that Best Value is achieved.

The Chief Officer will notify Internal Audit and the Chair of the Audit & Risk Assurance Committee of any relevant matters that arise and will make arrangements to keep records of, and prepare and forward to Scottish Government (SG) an annual report on Fraud and Theft suffered by the Service notifying SG at the earliest opportunity of any unusual or major incidents.

The annual reporting of any significant issues will be incorporated within the Annual Governance Statement and will be reported through this framework.

4.3 Audit & Risk Assurance Committee (ARAC)

The overall purpose of the Committee is to provide independent assurance to the Board and Accountable Officer on the adequacy and effectiveness of the policies, procedures and systems relating to internal control, risk management and governance.

In relation to fraud ARAC will scrutinise, challenge and ensure continuous improvement on the appropriateness of the internal control environment, Anti-Fraud and Corruption policies and corporate oversight for fraud and irregularities.

The Committee will be provided with the annual Governance Statement which will provide information on any significant issues arising in the year and will receive quarterly fraud updates from the Acting Director of Finance & Procurement.

4.4 Acting Director of Finance and Procurement

Overall responsibility for managing the risk of fraud has been delegated to the Acting Director of Finance & Procurement whose specific responsibilities will include:

- Developing a fraud risk profile and undertaking a regular review of the fraud risks associated with each key organisational objective in order to keep the profile current.
- Establishing an effective anti-fraud policy, and associated framework, commensurate to the level of risk identified in the fraud risk profile.
- Designing an effective control environment to prevent fraud, commensurate with the fraud risk profile.
- Establishing appropriate mechanisms for:
    - Reporting fraud risk to the Audit & Risk Assurance Committee, the Good Governance Board or other appropriate bodies as required.
    - Reporting significant incidents of fraud to appropriate Executive & Non- Executive Bodies
    - Co-ordinating assurances about the effectiveness of anti-fraud policies to support the Statement of Internal Control.
- Liaising with the Audit and Risk Assurance Committee, providing a quarterly report of areas of fraud identified, or more regularly depending upon the nature of the fraud

- Making sure that all staff are aware of SFRS Anti-fraud and Corruption Policy and know what their responsibilities are in relation to combating fraud.
- Developing skills and experience competency frameworks in relation to anti-fraud.
- Ensuring that appropriate anti-fraud training and development opportunities are available to appropriate staff.
- Ensuring that vigorous and prompt investigations are carried out if fraud occurs or is suspected.
- Ensuring that appropriate action is taken against perpetrators of fraud, in conjunction with the Director of People and Organisational Development.
- Ensuring that appropriate action is taken against supervisors where failures have contributed to the commission of fraud, in conjunction with the Director of People and Organisational Development.
- Ensuring that appropriate action is taken in relation to staff who fail to report fraud, in conjunction with the Director of People and Organisational Development.
- Taking appropriate action to recover assets or losses.
- Ensuring that appropriate action is taken to minimise the risk of similar frauds occurring in future.
- Consider, in consultation with the Director of People & Organisational Development, the sensitivity of the allegations in terms of public interest and whether the Communications team, Chief Officer, Chair of the Board and the Chair of the Audit & Risk Assurance Committee should be briefed.

The Acting Director of Finance and Procurement, in conjunction with the Director of People and Organisational Development, will be responsible for determining the applicable policy for reporting purposes with the Acting Director of Finance and Procurement responsible for authorising the reporting of criminal activities, in relation to Fraud and Corruption, to Police Scotland where they feel it appropriate to do so.

Once action is agreed the Acting Director of Finance & Procurement will authorise the relevant Senior Officer to contact Police Scotland for further guidance. Once investigations are complete the Senior Officer will provide a report to the Acting Director of Finance and Procurement detailing the outcome of Police investigations.

4.5 Director of People and Organisational Development

The Director of People and Organisational Development will ensure that they maintain a Capability Policy and Procedure and a Disciplinary Policy and Procedure within which managers can work with employees to maintain satisfactory standards with regards to the fulfilment of their employment contract and conduct.

The Director of People and Organisational Development should ensure that appropriate disciplinary action is taken against perpetrators of fraud, supervisors whose gross negligence has contributed to fraud, any employee unreasonably failing to report fraud through gross negligence or any employee making malicious false claims under this policy.

When notified of an actual or suspected fraud the Director should:

- If appropriate, based on the prima facie evidence, arrange to suspend the employee or employees accused pending the outcome of any investigations (and review the notice of suspension at regular intervals throughout the period of the investigation). Any suspension will be undertaken in line with the SFRS Disciplinary Policy and Procedure.
- Appoint an Investigating Officer, if appropriate. It should be noted that fraud investigations can be undertaken by Internal Audit or an Investigating Officer depending on the circumstances and agreement should be reached between the Director of People and Organisational Development and the Acting Director of Finance and Procurement as to the most appropriate course of action.
- Consider, in consultation with the Acting Director of Finance & Procurement, the sensitivity of the allegations in terms of public interest and whether the

Communications team, Chief Officer, Chair of the Board and the Chair of ARAC should be briefed.

- When appropriate, implement disciplinary procedures in line with the SFRS Disciplinary Policy and Procedure., against the perpetrators of fraud, supervisors whose gross negligence has contributed to the fraud, any employee unreasonably failing to report fraud through gross negligence or any employee making malicious false claims of fraud.
- Consider any action to be taken if lesser instances of misconduct have been identified during the investigation.

The Director of People and Organisational Development, in conjunction with the Acting Director of Finance and Procurement will be responsible for determining the applicable policy for reporting purposes and where they believe it to be appropriate to do so will also be responsible for authorising the reporting of criminal activities to Police Scotland.

4.6 Good Governance Board (GGB)

The purpose of the GGB is to provide assurance to SFRS that appropriate systems of controls are in place and operating effectively, improving accountability, transparency in decision making and ensuring that key Service priorities are met.

The GGB will keep under review the organisations whistleblowing, anti-fraud and corruption policy including supporting reporting processes and support the regular review of the Anti-Fraud and Corruption Policy.

4.7 Internal Audit

Internal Audit will assist management by examining, evaluating and reporting on controls in order to provide an independent assessment of the adequacy of the internal control system. To achieve this, the Internal auditor, should:

- Analyse the internal control system and establish a review programme

- Identify and evaluate the controls which are established to achieve objective in the most economic and efficient manner
- Report findings and conclusions and, where appropriate, make recommendations for improvement
- Provide an opinion on the reliability of the controls in the system under review; and
- Provide an assurance based on the evaluation of the internal control system within the organisation as a while

Based on its activity, Internal Audit is responsible for reporting significant risk exposures and control issues identified to the Audit & Risk Assurance Committee and to Senior Management, including fraud risks, governance issues and other matters needed or requested by the Board.

4.8 SFRS Managers

All SFRS Managers are directly responsible for the prevention and detection of fraud within their own areas. They must adhere to the Anti-Fraud and Corruption Policy and through the Fraud Risk Assessment assess the types of risks involved in the areas for which they are responsible, ensuring that an appropriate level of internal control exists to safeguard against the risk of fraud and corruption, review and test the control systems regularly to ensure that such controls are being complied with and work effectively.

SFRS managers are responsible for implementing new controls necessary to reduce the risk of similar frauds occurring where frauds have taken place.
In particular, SFRS managers should ensure that duties are organised so that no one person can carry out a complete transaction without some form of checking process being built into the system. Control of any key function should not be vested in one individual.

Managers are also required to take seriously any allegations of fraud reported to them and be assured that there are reasonable grounds for concern. Where this is

the case, they must notify the Acting Director of Finance and Procurement without delay.

4.9 All SFRS Employees and Board Members

All SFRS employees and Board members will act in line with the relevant SFRS Code of Conduct and have a critical role to play in the prevention of fraud and corruption. Specifically, SFRS employees and Boards members should:

- Act in accordance with the Bribery Act 2010
- Conduct themselves in accordance with the principles of public life in Scotland, aligned to the Nolan Principles:
    - Selflessness
    - Integrity
    - Objectivity
    - Accountability
    - Openness
    - Honesty
    - Leadership
    - Public Service/Duty
    - Respect

- Comply with the SFRS Anti-Fraud and Corruption Policy and other related policies aimed at minimising risk to the Service.
- Be alert to the possibility that unusual events or transactions could be indicators of fraud.
- Report details immediately through the appropriate channels if they suspect that a fraud has been committed or see any suspicious acts or events.
- Co-operate fully with anyone conducting internal checks or reviews or fraud investigations.

- Act with honesty, impartiality and transparency with regard to the acceptance of gifts and/or hospitality and adhere to the principles of the SFRS Gifts, Hospitality and Interests Policy.

4.10 Procurement Staff

The Procurement Team, and those undertaking procurement activity for the Service, should be aware of the fraud risks that exist in undertaking the procurement process. This could relate to the risk of collusion among contractors, between procurer and bidder and potential risks exposed to the Service during procurement processes. SFRS specifically requires that all involved in the procurement process declare any interests in line with the Gifts, Hospitality and Interests Policy.

The Red Flag Procurement report undertaken by Audit Scotland, published in October 2019, provides assistance to auditors to recognise a red flag type event where audit programmes may need to be reviewed, ensuring current controls provide a suitable level of control. Further information on this can be found within the audit Scotland website and provides red flag examples and implications to the Service:

5. DEFINITIONS

5.1 Definition of Fraud

Fraud is any intentional act or omission designed to deceive others, resulting in the victim suffering a loss and/or the perpetrator achieving a gain.

Fraud can be used to describe a wide variety of dishonest behaviour such as forgery, deception, extortion, corruption, theft, false representation and the concealment or material facts.

The following are examples of the types of activity that can be regarded as fraud:

- Manipulation or misreporting of financial information
- Misuse of ICT equipment
- Fraudulent completion or falsifying documentation
- Misrepresentation of qualifications to obtain employment
- Non-disclosure of personal or business interests
- Collusion
- Asset misappropriation
- Bribery

5.2 Definition of Bribery

A bribe is an offer or promise of a financial or other advantage, designed to induce another person to perform improperly or to reward another person for performing improperly in their position of trust and responsibility (whether the activity concerned is performed directly by the same person receiving the bribe or by someone else). The Bribery Act 2010 is UK-Wide legislation that:

- Makes it a criminal offence to give, promise or offer a bribe and to request, agree to receive or accept a bribe either at home or abroad.
- Increases the maximum penalty for the more serious cases of bribery from seven to ten years imprisonment, with an unlimited fine.
- Introduces a corporate offence of failure to prevent bribery by persons working on behalf of a business.

5.3 Fraud Risk Assessment (FRA)

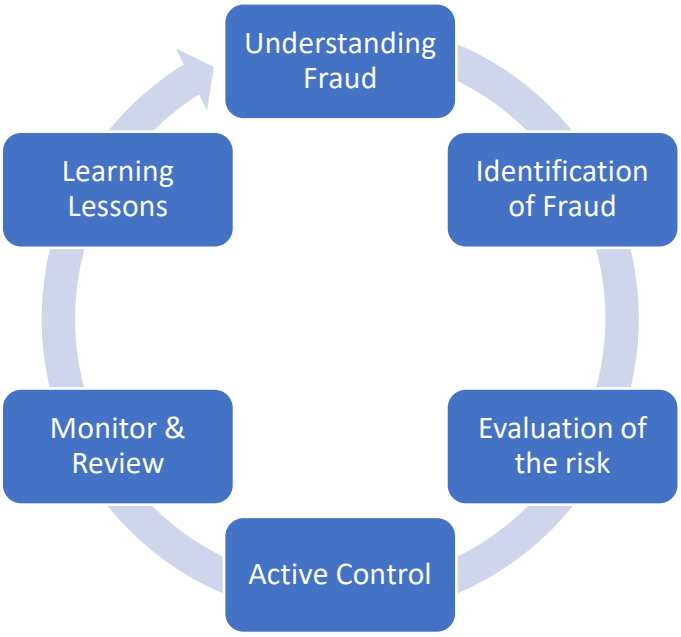
The purpose of the FRA is to focus resources based on the fraud risks identified. It details who might defraud the organisation, how they could do it, the controls currently in place and provides an overall assessment of the risk to the Service. Critically, the assessment also requires the responsible officer to identify way in which the risk can be better managed.

All Senior Officers, Directors and Heads of Function, are asked to complete the assessment as part of the Annual Assurance Framework

6. THE FRAUD FRAMEWORK

Accountable Officers are responsible for establishing and maintaining sound internal controls that support the achievement of the organisations policies, aims and objectives. The system of control is designed to respond to and manage the range of risks presented to the organisation by fraud, both internal and external.

In broad terms managing the risk of fraud involves:



Awareness and ownership of risk

- Understanding the danger signs
- The fraud triangle (Opportunity, Motivation and Rationalisation)

Assessing the Services overall fraud risk

- Fraud risk assessment

Responding to fraud risk

- Preventative and Detective

Monitoring and review

- Adhere to governance processes

Learning Lessons

- Minimise likelihood of reoccurrence

6.1 Understanding Danger Signs and Reacting to Concerns

Managers and staff must always be alert to the risk of fraud, theft and corruption and understand the danger signs of both internal and external fraud.

Danger signs of internal fraud which include:

- Evidence of excessive spending by staff in cash/contract work.
- Inappropriate relationships with suppliers
- Reluctance of staff to take leave
- Undue possessiveness of or anomalies between work records.
- Pressure from colleagues to avoid normal control procedures.
- Abnormal Travel and Subsistence claims, overtime or flexible working patterns.

Concerns of internal fraud by staff should be reported when:

- Any dishonest or fraudulent act has occurred
- Forgery or alteration of documents or accounts
- Misappropriation of funds, supplies or other assets
- Impropriety in the handling or reporting of money or financial transactions
- Profiting from an official position
- Accepting or seeking value from third parties by virtue of official position or duties
- Disclosure of official activities or information for advantage
- Theft or misuse of property, facilities or services

6.2 Danger signs of external fraud:

- Photocopies of documents when originals would be expected.
- Discrepancies in information, e.g., signatures and dates.
- Unexpected queries from stakeholders or suppliers, e.g., bank account detail changes.
- Requests for non-standard types of payment.
- Unexpected trends or results, e.g., form reconciliations.

Concerns over an external organisation should be reported when:

- Being offered a bribe or inducement by a supplier
- Receiving fraudulent invoices from a supplier
- Reported allegations of corruption or deception by a supplier

6.3 The Fraud Triangle

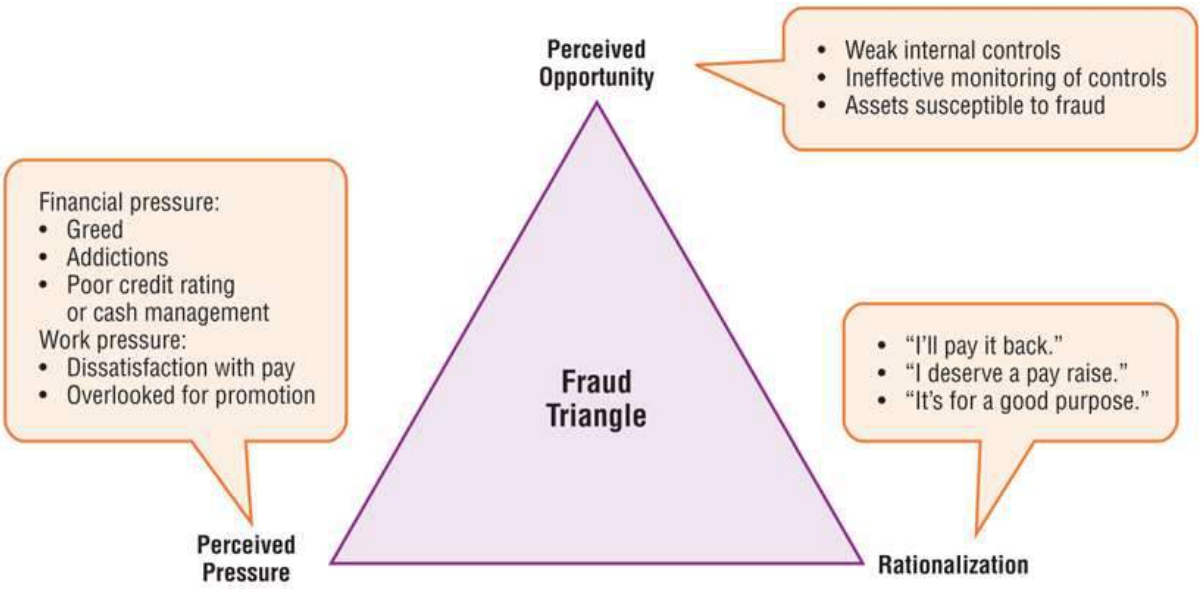
To manage the risk of fraud more effectively the Service needs to understand some of the motivations for committing fraud and in doing so identify better ways in which occurrence of such instances can be reduced.

The fraud triangle is a model used to explain the main reasons behind an individual's decision to commit fraud and consists of three elements:

Opportunity to commit fraud is the means by which the individual will defraud SFRS/the organisation. This is where internal controls are weak and access to assets and information allows fraud to occur.

Motivation or a need/pressure for committing fraud. This can be for financial reasons such as a drug or gambling addiction, or other motivating factors.

Rationalisation that justifies fraudulent behaviour. This can be for a variety of reasons.



By putting in place controls to minimise or manage these risks the Service will reduce the potential for fraud to impact upon the organisation.

6.4 Fraud Risk Assessment (Appendix 1)

In order to evaluate the Services exposure to fraud a fraud risk assessment process has been incorporated within the Annual Governance Framework

The purpose of the FRA is to focus resources based on the fraud risks identified. It details who might defraud the organisation, how they could do it, the controls currently in place and provides an overall assessment of the risk to the Service. Critically, the assessment also requires the responsible officer to identify ways in which the risk can be better managed.

The key stages of the fraud risk assessment are:

- Identification of specific fraud risks that will lead to fraud
- Identifying the current counter measures in place to mitigate the risk
- Complete residual risk describing how it could still happen
- Assess and score the likelihood (1-5) and the impact (1-5)
- Prioritise actions to the agreed risks that need to be reduced

6.5 Systems of Control

Appropriate **preventive** and **detective** controls should be put in place to counter the risk of fraud.

- **Preventive** controls are designed to limit the possibility of a fraud occurring e.g., separation of duties.
- **Detective** controls are designed to spot errors, omissions and fraud after the event e.g., supervisory checks and reconciliations.

Managers with responsibility for awarding contracts, making payments, authorising grants and other financial transactions must ensure they have clear control procedures.

It is important that:

- There is adequate separation of duties and proper authorisation processes for payments.
- Staff dealing with these procedures are familiar with them.
- Accounting and other records, such as cash balances, bank balances, physical stock counts, are reconciled with the actual position.
- Where staff make SFRS aware of any private matters or criminal convictions which may impact their public duties, steps will be put in place to resolve any conflicts that may arise to protect that public interest. This will be in line with the SFRS Code of Conduct or any other relevant policy.

6.6 Monitoring & Review

Monitoring of fraud risk will be undertaken through the Executive Boards and Committees of the Service to ensure its effectiveness.
The governance framework ensures that the right level of assurance is used to inform decision making within an overall framework, clearly indicating the separation of scrutiny roles across the organisation.

Lessons learned through the risk assessment process, monitoring and reporting and effective scrutiny will be used to inform and develop the framework through policy review.

7.0 REPORTING FRAUD

The danger signs highlighted in this policy are not exhaustive and any indication of fraudulent activity must be reported. Managers and staff must always be alert to the risk of fraud, theft, bribery and corruption and follow established procedure to ensure any suspicions are reported.

The reporting of fraud may be made directly to the Acting Director of Finance and Procurement, in line with the Anti-Fraud and Corruption Policy, or through the Whistleblowing Policy where an employee has a reasonable belief that a criminal offence is being, has been, or is likely to be committed.

In the event of a fraud, attempted fraud or other illegal or criminal act being suspected, employees should immediately report the matter to their line manager. If there is a concern that line management may be involved, the matter should be reported to the next appropriate level.

Managers are required to take seriously any allegations of fraud reported to them and be assured that there are reasonable grounds for concern. Where this is the case, they should notify the Acting Director of Finance and Procurement delay.

The responsibility for managing the risk of fraud has been delegated to the Acting Director of Finance & Procurement Services who, in conjunction with the Director of People and Organisational Development, will also be responsible for authorising the reporting of an incident to Police Scotland where they feel it appropriate to do so.

8.0 ENFORCEMENT

All cases of actual or suspected fraud will be vigorously and promptly investigated and appropriate action will be taken.

Where SFRS receives an allegation of fraud that it considers merits an investigation, consideration must be given to report any criminal allegations to Police Scotland. In circumstances where contact with Police Scotland is required this will be undertaken by the Acting Director of Finance and Procurement. Where the requirement to report to Police Scotland is unclear, assistance can be sought from Legal Services.

In addition to any disciplinary action undertaken in line with the SFRS Disciplinary Policy & Procedure against those members of staff found to have perpetrated frauds, or the manager whose negligence is held to have facilitated frauds, will be subject to the SFRS Capability Policy and Procedure, safe for circumstances where the managers' conduct is so grossly negligent that it requires the involvement of the SFRS Disciplinary Policy and Procedure. Committing fraud and facilitating fraud through gross negligence can be held to constitute gross misconduct, the penalty for which may include summary dismissal.

9.0 ASSOCIATED DOCUMENTS / REFERENCES

- The Bribery Act 2010
- SFRS Whistleblowing Policy
- SFRS Gifts, Hospitality & Interests Policy
- SFRS Disciplinary Policy & Procedure
- SFRS Capability Policy & Procedure
- Scottish Government's Zero Tolerance Approach
- SFRS Code of Conduct
- SFRS Assurance Framework
- SFRS Scheme of Delegation
- Financial Regulations

Finance and Contractual Services

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

SCOTTISH FIRE AND RESCUE SERVICE

FRAUD RISK ASSESSMENT

Author/Role	John Thomson, Head of Finance & Procurement
Quality Control (name)	David Johnston, Risk and Audit Manager
Authorised (name and date)	Sarah O'Donnell, Director of Finance and Contractual Services
Last reviewed/amended (name and date)	First issue
Date for Next Review	31/3/2022

Safety. Teamwork. Respect. Innovation.

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2. Purpose

3. Development of a Fraud Risk Assessment

4. Monitoring and Review

1. INTRODUCTION

1.1 SFRS is committed to the Scottish Government's zero tolerance approach to fraud. All SFRS staff are required at all times to act honestly and with integrity and to safeguard the public resources for which they are responsible.

1.2 In developing its response to fraud, and specifically guidance on fraud risk assessment, SFRS has reviewed the Scottish Public Finance Manual and recommendations received following Internal Audit activity.

1.3 To embed the fraud risk assessment process SFRS has integrated fraud risk assessment within the Annual Assurance Framework of the Service, requiring senior officers to complete the assessment as part of the Internal control checklist.

2. PURPOSE

2.1 According to the International Public Sector Fraud Forum – "A fraud risk assessment details who might defraud the organisation and how they could do it. It also includes what the likelihood and impact of it coming to pass are."

2.2 The purpose of the fraud audit assessment is to then focus resources based on the fraud risks identified. The key fraud risks from the assessment should be communicated to and understood by those responsible for leading the organisation.

3. DEVELOPMENT OF A FRAUD RISK ASSESSMENT

3.1 It is important to recognise that a fraud risk assessment should be undertaken across the organisation and not restricted to a particular Directorate.

3.2 The key stages of the fraud risk assessment are:

- Identification of specific fraud risks that will lead to fraud
- Identifying the current counter measures in place to mitigate the risk
- Complete residual risk describing how it could still happen
- Assess and score the likelihood (1-5) and the impact (1-5)
- Prioritise actions to the agreed risks that need to be reduced

3.3 The SFRS Fraud Risk Assessment template has been provided within Appendix 1. The table details the information required under each heading and provides a completed example. Appendix 2 details the risk assessment matrix, aligned to the SFRS Risk Management Policy.

4. MONITORING AND REVIEW

4.1 Monitoring and review of Fraud will be undertaken through the Audit & Risk Assurance Committee (ARAC) with the Acting Director of Finance & Procurement providing quarterly updates.

4.2 The Good Governance Board will keep under review the organisations Whistleblowing and Fraud reporting processes ensuring appropriate scrutiny and assurance processes are established.

4.3 The required actions from the Fraud Risk Assessment, undertaken as part of the Annual Assurance Framework, will be monitored through the Good Governance Board and, where required, will be subject to further scrutiny through external and internal audit or ARAC.

Appendix 1: SFRS Fraud Risk Assessment

Directorate Responsibility	**Specific Fraud Risk** - *That will lead to fraud*	**Current Countermeasures** - *Culture, organisational structure, controls, policies, procedures, reporting etc*	**Residual Risk** - *How it could still happen*	**Likelihood** *Score 1-5*	**Impact** *Score 1-5*	**Risk Rating**	**Actions Required** *Based on risk assessment*
Identify the relevant Directorate and Section within SFRS.	**Identify the key area of activity that present a specific fraud risk to the Service.**	**Identify current controls already established, and operating effectively, to minimise the risk of fraud being incurred.**	**Identify the potential scenarios where fraud exposures continue to be experienced.**	**What is the likelihood of this risk being incurred.**	**If this risk is incurred what impact will it have upon the Service**	**Based on Risk Matrix identify risk rating**	**Identify additional actions required, together with appropriate implementation timescale, to reduce the risk rating.**
EXAMPLE: Finance & Contractual Services – Asset Management	High value assets may be disposed of either below market value and/or without SFRS consent	Policies and procedures established for the disposal of assets All assets are recorded and tracked on Asset systems (Tranman / Tech Forge)	The actions of an individual to deliberately act outwith Service policy will always exist and the Service must learn lessons from any incidents to minimise the likelihood of future similar events.	3	4	12	Review of existing controls following incidents or following internal or external audit recommendations Provision of suitable monitoring systems within any new Asset Management System.
EXAMPLE: Finance & Contractual Services - Finance & Procurement	An employee will claim expenses that they are not entitled to either through fraud or error	Payroll will review mileage and expenses received. Receipts required for claims Managers will receive reports of claims made Verification Team has been established to target audit activities on areas of greatest perceived risk	The introduction of a Self-Service portal for the claiming of expenses has required a revision to current controls. New and innovative methods of perpetrating fraud against large organisations continues to be identified by Police Scotland. Policies and procedures established are not always adhered to either through entry error or through intentional fraud and processes will always require to be reviewed.	3	4	12	Development of a verification dashboard to target specific areas of fraud. Training to staff to raise ownership and awareness of fraud throughout the Service

Appendix 2: Risk Assessment Matrix

Assessing and Evaluating Risk

Likelihood/Probability

Each risk will be initially assessed based on the likelihood of it occurring within the organisation.

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

Severity of Impact

Each risk will also be considered in terms of the impact it may have on the achievement of key service priorities.

Many risks may have a number of different impacts upon the organisation but it is the highest impact area that will be chosen in relation to the impact assessment.

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

The Risk Matrix

The outcome of the likelihood and impact assessment will then be used to determine the overall risk assessment and prioritisation of the risk.

Using the table below each score will be mapped on the matrix and an overall assessment identified by multiplying the likelihood score against the impact score.

Probability	**5**	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
Risk Matrix		**1**	**2**	**3**	**4**	**5**
		Impact				

APPENDIX C

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

PART 1
BASIC INFORMATION

Policy Owner	David Johnston, Risk & Audit Manager
E&D Practitioner	Elaine Gerrard Denise Rooney
Title **(of function/policy to be assessed e.g. name of policy, title of training course)**	• Anti-Fraud and Corruption Policy • Fraud Response Plan • National Fraud Initiative Plan • Gifts, Hospitality and Interests Policy
Date Assessment Commenced	11/11/2013 12/12/2019 due to policy review. 05/06/20 to incorporate National Fraud Initiative Plan 02/09/20 Gifts, Hospitality and Interests Policy

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

Briefly describe the aims, objectives and purpose of the function/policy	The above policies outline the SFRS's commitment to support the Scottish government's zero tolerance approach to fraud and defines the processes, principles and interdependencies associated with this.
Are there any associated objectives of the function/policy (please explain)?	This policy aims to: • Demonstrate the SFRS's commitment to and support of the Scottish Government's zero tolerance approach to fraud. • Ensure all SFRS staff act honestly and with integrity to safeguard public resources • Provide a framework that is appropriate to the purpose of the organization • Identify roles and responsibilities to ensure effective governance and scrutiny arrangements can be demonstrated • Reduce the opportunity for fraud by ensuring effective governance arrangement are implemented and followed throughout the organization • Ensure that the Service has a consistent approach to the management of fraud
Does this function/policy link with any other function/ policy?	The Policy has a number of interdependencies: • The Bribery Act 2010 • SFRS Whistleblowing Policy • SFRS Disciplinary Policy and Procedure • Procurement • Compliance (Suppliers) • SFRS Code of Conduct

	Other Human Resources policies may also link depending upon circumstances identified. Audit Scotland carries out the NFI process under powers in the Criminal Justice and Licensing (Scotland) Act 2010. The Code of Data Matching Practice sets out further guidance on data governance which all public bodies participating in data matching must have regard to. The data matching is carried out by Audit Scotland under part 2A of the Public Finance and Accountability (Scotland) Act 2000. The policies detail the Scottish Fire and Rescue Service's (SFRS) approach to offers of gifts, hospitality (including sponsorship) and interests, providing clear guidelines, as well as detailing the procedures to be followed. The policy is intended to establish and maintain a consistent approach in relation to the offer, refusal and acceptance of gifts and hospitality and to ensure that conflicts of interest are avoided. It reflects the general underlying principle that SFRS's actions will be open and transparent and aims to ensure that the conduct of all staff is scrupulously impartial, honest and beyond reproach at all times and that the SFRS suffers no reputational damage from impropriety.
Who is intended to benefit from the function/policy and in what way?	The benefit will be to the Scottish Fire and Rescue Service through the minimisation of fraud, a reduction in opportunities for fraud to occur and an increase in awareness amongst staff in relation to the causes and types of fraud that could occur. Through the management and reduction of fraud a benefit will also be identified to the Communities we serve and the Public Purse.
What outcomes are wanted from this function/policy?	The anticipated outcomes link to a more resilient organisation, subject to lower levels of fraudulent activity with an informed and attentive workforce.
What factors/forces could contribute/detract from the outcomes?	Organisational awareness and adherence to the policies aims and objectives will ensure the Service is adequately protected against fraud. Failure to effectively manage, be aware of fraud and adhere to relevant guidance will present a risk to the Service.
Who are the main stakeholders in relation to the function/policy?	All Directorates and employees of the Service are stakeholders. National Fraud Initiative.
Who implements the policy and who is responsible for the function/policy?	The implementation of the policy will be undertaken by Finance and Contractual Services but the responsibility for the prevention of fraud rests with each Directorate and

	employee. Oversight and scrutiny of Fraud is provided through the Audit & Risk Assurance Committee.

PART 2
ESTABLISHING RELEVANCE

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

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

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

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

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

AND,

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

This over-arching Equality Impact Assessment, reflects the general underlying principle that SFRS's actions will be open and transparent and aim to ensure that the conduct of all staff is scrupulously impartial, honest and beyond reproach at all times and that the SFRS suffers no reputational damage from impropriety.

Adherence to the policies, and related practices is essential to ensuring that an effective anti-fraud and corruption culture is maintained.

The policies in themselves will not prevent fraud impacting upon the organisation and it is the combination of these policies and others, e.g. the SFRS Whistleblowing Policy and SFRS Code of Conduct that present a formal framework for the education of staff, the protection of our organisation and the management of any identified fraud.

The ability to evidence that an individual is more likely to participate in fraud due to a protected characteristic is limited. However, in managing an alleged fraud we need to consider the impact upon protected individuals and considers ways in which the formal frameworks of the organisation will be adhered to whilst ensuring that all employees of the organisation are treated equally.

Individual policies need to consider their impact upon the organisation and any requirement for separate assessments to be completed. The policies highlight the principles associated with the fraud but any required action will be managed through other processes.

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

Yes	No	Don't Know
☒	☐	☐

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

AND,

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

There is limited relationship to the Human Rights Act. Issues of sensitivity in the handling of personal information is covered by Data Protection Act obligations.

Concluding Part 2

Outcome of Establishing Relevance	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	☐	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	☒	Proceed to Part 3 Impact Assessment
It is unclear if there is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	☐	Proceed to Part 3 Impact Assessment

PART 3
IMPACT ASSESSMENT

Describe and reference:

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

Characteristic	
Age	It is not anticipated that there will be any negative or detrimental impact through the application of these policies on the grounds of age. The outcome of the policy will be to ensure all employees are treated equally in relation to the identification and management of fraud and reasonable steps will be taken to ensure the policies are applied consistently and fairly across all protected areas. The outcome of these policies will be adherence to other related policies outlined earlier in this document, each of which will have a relevant EIA where applicable.
Caring Responsibilities	As per age protected characteristic.
Disability	There is no evidence that individuals with a disability will be more likely to participate in fraud for a reason associated with their disability than someone who does not have a disability. There may be examples from court records where individuals who experienced mental health issues, such as depression, may have had impaired decision-making skills which contributed towards their involvement in fraud. SFRS is absolute in the understanding that there is no link between mental health and fraudulent behaviour. The purpose of identifying mental health issues within this impact assessment is that individuals who are experiencing mental health problems and are identified as participating or potentially participating in fraud activities may require specific and additional support as they progress through investigation, discipline and possible referral to police. The policies refer to the role of People and Organisational Development and line managers in providing support and a dignified response to those accused of participation in fraud – in relation to

	disability the level of support may be more substantial and include things such as referral to counselling. This support in no way compromises the processes involved in the investigation, management or outcome of instances of fraud. Individuals who have learning difficulties or mental health issues which impairs their decision making may be more vulnerable to being targeted and coerced or tricked into participating in fraud. In addition to providing the support to individuals outlined above, the policies outline the role of checks and balances within SFRS systems, the appointment of personnel with the correct attributes in some roles and the people management practices which could help identify individuals at risk such as identifying unusual flexible working patterns. It is acknowledged that instances as described above are likely to be extremely rare.
Gender Reassignment	There is no evidence that individuals will participate in fraud for a reason associated with their gender identity or because they are transitioning or have transitioned gender. There may be a potential risk to individuals, where their gender identity is not generally known in the workplace, becoming victims for blackmail or coercion into participating in fraud. As with the issues raised for disability SFRS has a responsibility to these individuals to ensure that they are provided with appropriate support through POD facilities and management interventions. In particular SFRS has a responsibility under the Gender Recognition Act 2004 to protect the gender identity of its employees and the Policy Statement and Response Plan comment specifically on the need for confidentiality in the handling of all cases. This support in no way compromises the processes involved in the investigation, management or outcome of instances of fraud. It is acknowledged that instances as described above are likely to be extremely rare.
Marriage and Civil Partnership	As per age protected characteristic.
Pregnancy and maternity	As per age protected characteristic.
Race	As per age protected characteristic.
Religion and Belief	As per age protected characteristic.
Sex (gender)	As per age protected characteristic.
Sexual Orientation	There is no evidence that individuals will participate in fraud for a reason associated with their sexual orientation. There may be a potential risk to individuals, where their sexual orientation is not generally known in the workplace, becoming victims for blackmail or coercion into participating in fraud. As with the issues raised for disability SFRS has a responsibility to these individuals to

	ensure that they are provided with appropriate support through POD facilities and management interventions. This support in no way compromises the processes involved in the investigation, management or outcome of instances of fraud. It is acknowledged that instances as described above are likely to be extremely rare.
Social and Economic Disadvantage	There is no evidence that individuals will participate in fraud for a reason associated with their social or economic circumstances. The Policy Statement and Response Plan specifically address the issue of individuals, who are bankrupt or insolvent, having restricted roles in activities where financial fraud could potentially take place. This is considered a reasonable and proportionate response and consistent with the principles of risk management.
Human Rights	There is an indirect link to the Human Rights Act in relation to Article 6 Right to a Fair Trial where the instance of fraud has been investigated by external law enforcement agency and is being progressed through the court system. The responsibility for conducting criminal investigation and prosecuting and individual rests outside SFRS and as such is not directly relevant to the internal proceedings described in the policies. Article 8 Right to Respect for Private and Family Life may become relevant if the investigation process was extended to cover aspects of private life to establish involvement in fraud. The handling of any information gathered as part of the investigation and management of instances of fraud would be subject to SFRS data protection procedures. The policies do not specify any activities such as surveillance or collection of information about an employee but if they were used they would potentially be covered by Article 8. It is anticipated that such investigative techniques would be extremely rare and would not be deployed without legal advice.
Impact on people in general not covered by specific characteristics	As per age protected characteristic.

Summary and Conclusion of Impact Assessment
The SFRS are an open and transparent organisation with high standards of ethical behaviour. Implementation of the policies will ensure that all staff have an awareness of the risk of fraud upon the organisation and an understanding of the actions that will be taken upon the identification of fraud. Audit Scotland carries out the National Fraud Initiative process under powers in the Criminal Justice and Licensing (Scotland) Act 2010. The Code of Data Matching Practice sets out further guidance on data governance which all public bodies participating in data matching must have regard to. The data matching is carried out by Audit Scotland under part 2A of the Public Finance and Accountability (Scotland) Act 2000. The National Fraud Initiative in Scotland are counter fraud exercises carried out every 2 years. Audit Scotland lead the exercises for Scotland with oversight by the Cabinet Office. The NFI helps detect fraud, overpayments and error and it also helps external auditors assess the arrangements that public bodies have put in place to deal with error or fraud. It is not envisaged that there will be any negative or detrimental impact(s) through the application of the policy on the grounds of any of the protected characteristic(s). There is no evidence that any individual would participate in fraud due to an issue arising from a protected characteristic they may possess. Individuals may participate in fraud for a range of reasons that are personal to them. The policies and response plan set out a clear process for preventing, investigating and managing instances of suspected and actual fraud. There is very limited relevance to the general equality duty in the policies. Where relevance exists it relates, in the main, to removing unlawful discrimination and harassment and promoting equality of opportunity. In this regard it relates to the provision of supportive measures for individuals involved in the investigative process such as additional support to those individuals with a disability and the confidentiality of the process itself with a view to ensuring the integrity and validity of the investigative and management processes. These positive measures in no way compromise the processes involved in the investigation, management or outcome of instances of fraud.

Concluding Part 3

Impact Assessment	**Please Tick**	**Next Steps**
There is no relevance to Equality or the Human Rights Act 1998	☐	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998 and relevant actions are recorded above in Summary and Conclusion	☒	Proceed to Part 4 Monitoring

PART 4
MONITORING & REVIEW

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

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

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

The Policy will be subject to monitoring, review and scrutiny through the Corporate Assurance Board, the Strategic Leadership Team and the Audit & Risk Assurance Committee.

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

Q2 What will be monitored?

The Service will ensure accurate and regular reporting of the number of and type of frauds identified and the actions in place to prevent and/or minimise the potential for fraud to occur.

Q3 How will monitoring take place?

Monitoring will be undertaken through regular reporting through the governance groups identified in Question1.

Q4 What is the frequency of monitoring?

Monitoring will be undertaken on a quarterly basis or as and when an incident of fraud is identified.

Q5 How will monitoring information be used?

Monitoring will be used to ensure that governance arrangements are suitable and minimise the potential for fraud to impact upon the organisation.

/

PART 5
APPROVAL

This Equality and Human Rights Impact Assessment was completed by:

Name	David Johnston
Date	12 December 2019

This Equality and Human Rights Impact Assessment was approved by:

Name	Elaine Gerrard 11/11/2013 Denise Rooney 12/12/2019 Denise Rooney 05/06/2020 Denise Rooney 4/09/2020
Date	

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service

Report No: B/FCS/16-21

Agenda Item: 15

Report to:	**SCOTTISH FIRE & RESCUE BOARD**							
Meeting Date:	**28 OCTOBER 2021**							
Report Title:	**CAPITAL MONITORING REPORT 2021/22 – SEPTEMBER 21**							
Report Classification:	**For Decision**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	To advise the Board of actual and committed expenditure against the 2021/22 capital budget for the period ending 30 September 21.
1.2	To seek Scottish Fire and Rescue Service (SFRS) Board authorisation of the budget virements totalling £3.410million as indicated at 3.3.
2	**Background**
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	Transport Scotland awarded SFRS additional Capital DEL funding, via Budget Transfer of £0.500m in August 2021, for the purchase of a pro-type Zero Emission Fire Appliance. Scottish Government allowed full flexibility around this Budget transfer, which allowed the budget to be used to expediate the Capital Budget in future years, if full expenditure of the Fire Appliance wasn't possible in the current financial year. The project reported an underspend of £0.500m in September and a decision was made at the September Capital Monitoring Group to re-allocate this budget to advance expenditure on Powered Rescue Equipment, from the 2022/23 Capital Budget, as shown in Section 3.3.
2.3	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.
2.4	The sale of Thornton took place in April 2021, earlier than expected, which resulted in a capital receipt of £0.300m and a net book value of £0.319m. The net book value has been allocated to the McDonald Refurbishment Project in the 21/22 Capital Budget, as shown in Section 3.3.
2.5	The sale of Excess Land at Cove took place in July 2021, which resulted in a capital receipt of £0.007m and a net book value of £0.007m. The net book value has been allocated to Property Disposal costs in the current year.
2.6	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.

2.7 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 £0.476m is expected to be spent in the current financial year. £0.401m to be funded by the Grants and a further £0.075m to be funded through current year Capital Budget.

2.8 Scottish Government's Directorate for Energy & Climate Change, awarded SFRS Four new Grants from the Green Public Sector Estate De-Carbonisation Scheme, in August 2021. The four Grants total £2.135m for various De-carbonisation projects in the service, ranging from Biomass Boilers, Building Energy Management System Installations, Solar PV Installations and Retained Estate Energy Efficiency.

2.9 These new Grant conditions don't allow carry forward into the next financial year. Therefore, the full £2.135m is expected to be spent by 31 March 2022 and Grants claimed by the same date.

2.10 Taking the above into account the revised budget is £36.622m, as shown in Section 3.1.

3 Budget Summary

3.1 Expenditure

Category	Approved Budget	Expenditure				
		Ordered	Received not yet Invoiced	Paid	Total	
					£0	%
Property – Major Works	6,857	1,708	358	2,627	4,693	68.4
Property – Minor Works	8,300	4,826	305	2,135	7,266	87.5
Vehicles	8,650	8,649	0	1	8,650	100.0
ICT	5,110	1,360	33	1,185	2,578	50.5
Operational Equipment	5,094	2,053	0	1,471	3,524	69.2
EV Infrastructure & De-carbonisation of Buildings	2,611	416	0	60	476	18.2
TOTAL EXPENDITURE	**36,622**	**19,012**	**696**	**7,479**	**27,187**	**74.2**

3.2 Funding

Funding Source	Budget £000
Capital DEL	33,000
Capital Receipts	1,086
Transition to Net Zero Grants	2,536
TOTAL FUNDING	**36,622**

3.3 Budget Virements

3.3.1 Exceptional challenges due to delays in construction projects and global supply chain issues have been identified and reported over the past months, that have impacted the McDonald Road Fire Station Refurbishment Project, Portlethen Training Facility Project, Energy & Carbon Reduction Projects, Minor works – Dignified & Development Projects, Training Sites Life Cycle Programme, EV Charging Points, Property Disposal Costs and various ICT Projects.

3.3.2 Underspends were also identified across other Capital Projects, including the West Asset Resource Centre, Fire Station Development Programme, the Command & Control Futures Project and the Low Carbon Appliance Project.

3.3.3 To offset the underspends identified, the acceleration of Operational equipment expenditure from the 2022/23 Capital Allocation was agreed by Strategic Leadership Team (SLT) and detail discussed at the September Capital Monitoring Group. Re-allocation of budget as shown in 3.3.4 and 3.3.5 below.

3.3.4 The sale of Cove in July 2021 resulted in additional net book value of £0.007m and a capital receipt of £0.007m. It was agreed at the September Capital Monitoring Group that the £0.007m net book value be transferred into Property Disposal costs to cover the costs of marketing and sales fees for the sale of Maddiston, Thornton and Cove in the year.

3.3.5 SLT will be asked to agree the following additional re-allocation of capital budget on 27 November 2021.

Reduction in budget allocation

• West Asset Resource Centre	£1.900m
• Fire Station Development Programme	£0.200m
• CCF Project	£0.810m
• Low Carbon Appliance (Transport Scotland Funded)	£0.500m
	£3.410m

Increase in budget allocation

• McDonald Road Fire Station Refurbishment	£0.881m
• Portlethen Training Facility	£0.350m
• Energy & Carbon Reduction Projects	£0.500m
• Minor Works – Dignified & Development Projects	£0.150m
• Training Sites Life Cycle Programme	£0.100m
• EV Charging Points	£0.075m
• Various ICT Projects	£0.260m
• Powered Rescue Equipment	£1.000m
• Hose Replacement Programme	£0.094m
	£3.410m

3.3.6 The changes are in line with the three year capital programme. The reallocation of budget requires authorisation by the Board as there are budget changes to projects that will exceed the £1million delegated authority to the Chief Officer.

3.4 Progress During the Month

Expenditure

3.4.1

3.4.2 Property

McDonald Road Refurbishment Project. SFRS are currently progressing with Fixtures & Fittings, Gym and Audio Visual equipment. Flooring and ceilings work are progressing. Partitions are complete and second fix mechanical is substantially completed. The toilet and kitchen fit-out are progressing well. Doors are now also 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 was completed and approved by the Change Committee on the 5th August. 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. An additional budget of £0.881m was transferred into the project in September, from other underspends across the capital programme. The contract has been awarded and letter issued for the Museum Fit-Out. The main contractor is currently working on pre-construction stage and are liaising with Design Supplier for technical queries. The Mechanical and Electrical works associated with the Museum are a separate tender with technical clarifications provided. Fire Station Development Programme. Fee proposals are awaited for the design and development of Uig Fire Station only. Budget of £0.200m was transferred out to other capital projects in the month. Training Sites Life Cycle Programme. Replacement of end of life Carbonaceous Training Unit at Cambuslang is unavoidable and a budget transfer of £0.100m took place in the month, from other project underspend in the capital programme.
3.4.3	Fleet Fifty Kia e-Nero's and three Kia Ceed's were delivered in September. Orders were placed in the month for three Fire Investigation Unit conversions.
3.4.4	PPE & Equipment The second issue of PPE to RVDS firefighters is being rolled out. Orders were placed in the month for an additional one hundred and seven sets of Powered Rescue Equipment. Additional budget of £1.000m was requested in the month to cover this advancement of expenditure from the 2022/23 Capital programme. One hundred and fifty additional Gas Tight Suits were also ordered in the month.
3.4.5	ICT Command & Control Futures Project. Work commenced with key stakeholders to determine the Minimum Viable Product (MVP) for Go Live. This was a recommendation provided by the Scottish Government Digital Assurance Office. Workshops are scheduled to conclude next period. The Project Team also continued work on configuring the solution based on decisions made from Ways of Working (WoW) workshops. The Test Team continued to work through writing test scripts based on the most recent build release and are also progressing with defect management. People, Training, Finance & Asset Systems Project. The contract has been awarded following a G-Cloud Digital Marketplace selection for professional services to support the development of a Business Case, Statement of Requirements and data Strategy for the People, Payroll and Finance Project within the Programme. The Programme has agreed the establishment of separate projects within the Programme - the first two being the People, Payroll and Finance Project and the Rostering Project with subsequent Projects for Training and Asset Management.
3.4.6	Electric infrastructure (Grant Funded) 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.

3.4.7	De-Carbonisation Projects (Grant Funded) Scottish Government's Directorate for Energy & Climate Change offered SFRS four new Grants from the Green Public Sector Estate De-Carbonisation Scheme, in August 2021. The four Grants total £2.135m for various De-carbonisation projects in the service, ranging from Biomass Boilers, Building Energy Management System Installations, Solar PV Installations and Retained Estate Energy Efficiency. Instructions have been issued for all works to the main contractor, along with orders for equipment and services. Completion of all four projects is expected to be by 31 March 2022.
3.5	**Progress Anticipated Next Month**
3.5.1	**Expenditure**
3.5.2	Property Energy & Carbon Reduction Projects. The budget is fully committed, including an additional £0.500m transferred in the month from underspends in other capital projects. Works are progressing well and this is expected to continue until the end of the financial year.
3.5.3	Fleet A batch of nineteen completed Rescue Pumps, are expected to be delivered between October and November. The three Fire Investigation base vehicles are also due in November.
3.5.4	Equipment Twenty-eight sets of Ladders are due for delivery in October, along with forty-three sets of Powered Rescue Equipment.
3.5.5	ICT Command and Controls Future Project. Work will continue during the next few months with regards to the Airwave connectivity across the three OC sites. Monthly workshops have also been arranged to focus on planning and addressing any prerequisites for the Go Live phase of the project. The system supplier and SFRS are currently working on a detailed Implementation Plan and once a draft is ready this will be circulated to all key stakeholders for review & feedback. The project team are now anticipating one milestone payment to be paid this financial year (Completion of UAT). The Go Live Software build is anticipated to be delivered by mid-October, this will allow a gap analysis to be carried out against the Minimum Viable Product (MVP) requirements. People, Training, Finance & Asset Systems Project. The ICT recruitment campaign has begun and the PTFAS is looking to recruit a fixed term Project Manager as part of that campaign. The Project Manager is expected to start in November and will be assigned to the Rostering Project and this will allow the detailed planning for that Project to begin. The full year forecast spend now also includes the recruitment of a data specialist to start the process of preparing SFRS data for eventual migration to new or upgraded systems.
3.5.6	Electric Infrastructure (Grant Funded) The final Seven Electric Vehicle Charging point sites have had electrical installations completed and are awaiting the Distribution Network Operator (DNO) connections. These are progressing and connection is expected to take place over the coming months.
3.5.7	De-Carbonisation Projects (Grant Funded) Work is expected to commence on all four projects, in the coming month. Completion of all four projects is expected to be by the end of January 2022.
3.6	**Receipts**
3.6.1	Missives concluded for the sale of Maddiston at the end of June and receipt completed on 1 July 2021 for £0.744m, with a net book value of £0.760m.

3.6.2	The sale of Thornton took place in April 2021, earlier than expected, which resulted in a capital receipt of £0.300m and a net book value of £0.319m. The net book value has been allocated to the McDonald Refurbishment project.
3.6.3	Excess land at Cove Fire Station has been identified as surplus and was sold in July 2021. The land was sold to a neighbouring residential owner. A capital receipt was received on 1 July 2021 for £0.007m and net book of value of £0.007m. The net book value was allocated to Property Disposal Costs in September.
3.7 3.7.1	**Forecast** Appendix A provides the current forecast spend profile for the full financial year. As highlighted previously, there has been significant challenges in progressing the capital programme in all areas, with the exception of operational equipment, due to the continuing risks identified at 5.1 impacting the programme.
3.7.2	Budget adjustments were requested in September as indicated in section 3.3 above. A revised capital programme is attached, which reflects the deliverability of capital projects within this financial year.
3.7.3	Total forecast expenditure is expected to be in line with the revised budgeted figure of £36.622m.
4	**Recommendation**
4.1	The Board is asked to approve the following recommendations: (a) that the level of actual and committed expenditure for the period ended 30 September be noted. (b) That the Board authorise the budget transfers totalling £3.410million as detailed at 3.3
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** 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 has been reflected in the proposed budget virements.
5.1.3	SLT agreed previously to include these risks in the strategic risk register and these will be kept under review.
5.2 5.2.1	**Financial** Financial implications are detailed within the report
5.3 5.3.1	**Environmental & Sustainability** Environmental and sustainability plans are incorporated within each property project.
5.3.2	Investment in Euro 6 fire appliances and electric light fleet is making a significant contribution to greenhouse gas emissions.
5.4 5.4.1	**Workforce** SFRS employees will benefit from this investment in our asset base.

5.5 5.5.1	**Health & Safety** 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 5.6.1 5.6.2	**Training** The capital programme includes significant investment in training facilities. 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 5.7.1	**Timing** This report covers the period up to 30 September 21 and known events just after the period end.
5.8 5.8.1	**Performance** Total forecast expenditure is expected to be in line with the revised budgeted figure of £36.622m.
5.9 5.9.1	**Communications & Engagement** Key stakeholders are engaged during project development and implementation.
5.10 5.10.1	**Legal** External legal support is in place to facilitate the sale of assets.
5.11 5.11.1	**Information Governance** Any applicable information governance implications are addressed during project implementation.
5.12 5.12.1	**Equalities** Equality Impact Assessments are undertaken during project development and implementation, as required.
5.13 5.13.1	**Service Delivery** 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.
6	**Core Brief**
6.1 6.2 6.3	The Acting Director of Finance and Procurement advised the SLT of actual and committed expenditure against the 2021/22 capital budget for the period ending 30 September 2021. It is currently anticipated that the revised budget of £36.622m will be fully spent by 31 March 2022. That authorisation was sought from the SFRS Board on the transfer of budget resources totalling £3.410million.
7	**Appendices/Further Reading**
7.1	Appendix A – Forecast spend profile – Capital Programme 2021/22

Prepared by:	Tracey-Anne Morrow, Deputy Accounting Manager
Sponsored by:	Lynne McGeough, Acting Head of Finance and Procurement
Presented by:	John Thomson, Acting Director of Finance and Procurement

Links to Strategy and Corporate Values		
Our Money & Our Performance – SFRS Strategic Plan 2019-22		
Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Strategic Leadership Team	*27 October 2021*	*For Decision*
SFRS Board	*28 October 2021*	*For Decision*

APPENDIX A

Scottish Fire & Rescue Service

Forecast Spend Profile – Capital Programme 2021/22 **£000**

Category	Approved Budget	Actual		Forecast				
		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Total	Variance to budget	Variance (%)
Property – Major Works	6,857	1,420	1,566	1,217	2,654	6,857	0	0
Property – Minor Works	8,300	549	1,891	2,057	3,803	8,300	0	0
Vehicles	8,650	0	1	3,363	5,286	8,650	0	0
ICT	5,110	450	768	1,635	2,257	5,110	0	0
Operational Equipment	5,094	763	708	1,574	2,049	5,094	0	0
Transition to Net Zero Grants	2,611	0	60	1,305	1,246	2,611	0	0
TOTAL EXPENDITURE	**36,622**	**3,182**	**4,994**	**11,151**	**17,295**	**36,622**	**0**	**0**
CUMULATIVE TOTAL	**36,622**	**3,182**	**8,176**	**19,327**	**36,622**	**0**	**0**	**0**

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service

Report No: B/FCS/17-21

Agenda Item: 16

Report to:	**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**							
Meeting Date:	**28 OCTOBER 2021**							
Report Title:	**RESOURCE BUDGET MONITORING – SEPTEMBER 2021**							
Report Classification:	**For Scrutiny**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	To advise the Board of the Resource Budget position for the period ending 30 September 2021.
2	**Background**
2.1	The Scottish Government allocated funding to Scottish Fire and Rescue Service (SFRS) for 2021/22 of £343.207million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £284.707million and £32.5million respectively, and £26million in respect of depreciation (Ring-fenced or "non-cash" DEL).
3	**Main Report/Detail**
3.1	A summary of the consolidated financial position at this stage in the financial year is attached at Appendices A and B.
3.2	These reports detail the current **underspend against budget of £1.713million.** The forecast year-end position at this stage shows an underspend of £0.320million.
3.3	The forecast position excludes costs for Conference of Parties 26 (COP26), Emergency Services Mobile Communication Programme (ESMCP) and Test & Protect all of which will be recovered from third party organisations. The spend for the first six months in respect of these projects is £0.761million.
3.4	The second business case covering SFRS support during the COP26 event of £1.487million has been approved by the Home Office. This significantly de-risks the funding in this area.
3.5	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.
4	**Recommendation**
4.1	The Board is asked to scrutinise the resource budget position for the period ending 30 September 2021.

5	Key Strategic Implications
5.1 5.1.1	**Risk** The financial risks are detailed within the report.
5.2 5.2.1	**Financial** The financial implications are detailed within the report.
5.3 5.3.1	**Environmental & Sustainability** There are no environment and sustainability implications directly associated with this report.
5.4 5.4.1	**Workforce** The workforce implications are detailed within the report.
5.5 5.5.1	**Health & Safety** There are no health and safety implications directly associated with this report.
5.6 5.6.1	**Training** The training implications are detailed within the report.
5.7 5.7.1	**Timing** 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	**Performance** 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	**Communications & Engagement** 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	**Legal** 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 5.11.2	**Information Governance** *DPIA completed: No.* DPIA is not required as advised by Information Governance Function as the report contains no personal identifiers
5.12 5.12.1 5.12.2	**Equalities** *EIA completed: No.* An EIA was completed for the Resource Budget 2021/22. This was presented to the Board on 26 March 2021. This report monitors performance against that budget and does not in itself warrant an EIA.
5.13 5.13.1	**Service Delivery** The Service Delivery implications are detailed within the report.

6	Core Brief
6.1	The Acting Director of Finance and Procurement advised the SFRS Board of the resource budget position for the period ending 30 September 2021. The September resource monitoring report shows a current underspend against budget of £1.713 million, with a forecast year-end underspend of £0.320million. This forecast position is on the basis that additional funding is received to support the Services investment in COP26, Test & Protect and ESMCP.
7	**Appendices/Further Reading**
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.

Prepared by:	Marcus Jenks, Decision Support Manager
Sponsored by:	John Thomson, Acting Director of Finance and Procurement
Presented by:	John Thomson, Acting Director of Finance and Procurement

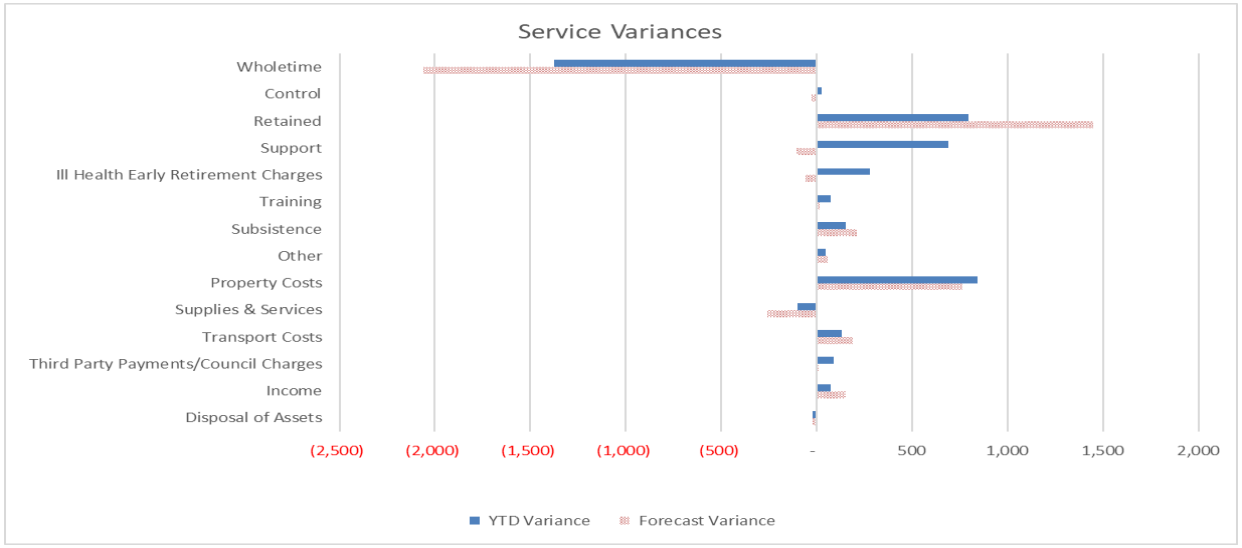
Links to Strategy and Corporate Values

The budget recognises the important role the Service plays in in delivering against our corporate value of working together for a safer Scotland.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Strategic Leadership Team	*27 October 2021*	*For Noting*
SFRS Board	*28 October 2021*	*For Scrutiny*

Scottish Fire & Rescue Service Overview – September 2021

Appendix A



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

£000

Period 6	1 April 2021 - 30 September 2021

Original Budget	Virements	Revised Annual Budget	Narrative	Year to Date				Year-End Projection		
				Budget	Actual	Variance £	Variance %	Forecast	Variance £	Variance %
(1)	(2)	(1)+(2) (3)		(4)	(5)	(4)-(5) (6)	(6)/(4) (7)	(8)	(3)-(8) (9)	(9)/(3) (10)
226,603	(1,220)	225,383	Employee Costs	111,522	110,825	697	0.6%	225,905	(522)	-0.2%
219,091	*(1,263)*	*217,828*	*Salary and Related Costs (including overtime)*	*107,884*	*107,745*	*139*	*0.1%*	*218,573*	*(745)*	*-0.3%*
148,639	*(733)*	*147,906*	*Wholetime*	*73,460*	*74,833*	*(1,373)*	*-1.9%*	*149,968*	*(2,062)*	*-1.4%*
7,441	*(56)*	*7,385*	*Control*	*3,667*	*3,641*	*26*	*0.7%*	*7,409*	*(24)*	*-0.3%*
26,579	-	*26,579*	*Retained*	*13,000*	*12,204*	*796*	*6.1%*	*25,131*	*1,448*	*5.4%*
36,432	*(474)*	*35,958*	*Support*	*17,757*	*17,067*	*690*	*3.9%*	*36,065*	*(107)*	*-0.3%*
7,512	*43*	*7,555*	*Other Employee Costs*	*3,638*	*3,080*	*558*	*15.3%*	*7,332*	*223*	*3.0%*
4,010	*(5)*	*4,005*	*Early Retirement Charges*	*1,967*	*1,687*	*280*	*14.2%*	*4,061*	*(56)*	*-1.4%*
748	*75*	*823*	*Training*	*371*	*295*	*76*	*20.5%*	*810*	*13*	*1.6%*
1,552	*(44)*	*1,508*	*Subsistence*	*721*	*567*	*154*	*21.4%*	*1,298*	*210*	*13.9%*
1,202	*17*	*1,219*	*Other*	*579*	*531*	*48*	*8.3%*	*1,163*	*56*	*4.6%*
24,520	2,775	27,295	Property Costs	15,715	14,870	845	5.4%	26,529	766	2.8%
23,799	(858)	22,941	Supplies & Services	11,506	11,607	(101)	-0.9%	23,200	(259)	-1.1%
6,724	(397)	6,327	Transport Costs	2,924	2,793	131	4.5%	6,138	189	3.0%
1,621	(30)	1,591	Third Party Payments	789	700	89	11.3%	1,581	10	0.6%
2,343	-	2,343	Financing	669	669	-	0.0%	2,343	-	0.0%
285,610	**270**	**285,880**	**GROSS EXPENDITURE**	**143,125**	**141,464**	**1,661**	**1.2%**	**285,696**	**184**	**0.1%**
(903)	(270)	(1,173)	Income	(241)	(312)	71	-29.5%	(1,328)	155	-13.2%
	-	-	Disposal of Assets	-	19	(19)	0.0%	19	(19)	0.0%
284,707	**-**	**284,707**	**NET EXPENDITURE**	**142,884**	**141,171**	**1,713**	**1.2%**	**284,387**	**320**	**0.1%**

Forecast Headlines

Underspends

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

Overspends

- WTFF –pay award, overtime, flexi officers and MTA.
- Control – pay award and overtime.
- RVDS –pay award, COVID related payments for sickness and drill nights, vaccination programme and maintenance of equipment.
- Support – planned recruitment and agency staff.
- Ill Health Retirals – injury benefits
- Subsistence – higher unit prices due to increased local demand for hotels.
- Property – RAAC, security at Newbridge, additional COVID related cleaning,
- Supplies & Services – Network services dual running, compressor maintenance, timber unit prices.
- Third Party Payments – employee tribunal costs.
- Income – cancelled public events.
- Disposal of Assets – Sale of Thornton

Scottish Fire & Rescue Service Financial Risks

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.
- Increased overtime to support of COP26 activity – business cases funding secured
- The requirement to provide additional training to maintain skills and competency may impact overtime costs.
- COVID restrictions 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 / FDO, including COP26 and Cameron House will lead to increased group shortage costs.

Recruitment – RVDS, Support Staff

- Changes in the timetable for recruitment may differ from those budgeted.
- Methods of delivering recruitment may differ from those budgeted, including the use of agency staff, 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

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

Holiday Pay / TOIL

- Holiday entitlement and TOIL balances held at the 31st March 2022 may differ from those held at 31st March 2021 resulting in a technical financial adjustment being required.

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

Medium Risks

Commodities & Supply Chain – 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.

Pay Award – Support

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

Ill Health Retirals

- Ill Health retirals differ from those levels that are budgeted.

Externally Funded Projects

- Funding for ESMCP and support of the ambulance service which are being treated as external funded has not been secured.

Apprenticeship Income

- Income may be delayed due to a change in the understanding of skills that are required before payment for green phase is made.

Low Risks

RAAC

- Remedial repairs for properties affected by the RAAC roofs may exceed current forecast levels.

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

APPENDIX B

SCOTTISH FIRE & RESCUE SERVICE
Resource Budget Monitoring Report
For Period Ending 30th September 2021

1) INTRODUCTION

The attached report covers the period 1st April 2021 – 30th September 2021. It highlights a year to date underspend of £1.713 million (1.2% of the year to date budget) with a forecast underspend of £0.320 million (0.1% of the full year budget).

2) FORECAST ASSUMPTIONS

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

a) Wholetime Firefighters (WTFF)

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

- Employees who meet the retiral assumptions are expected to leave the Service at the relevant date and an acting up chain will immediately follow. This means that all retirals are forecast to result in savings at Firefighter competent level.
- Two employees are forecast to leave the Service each month, over and above those accounted for as retirals and an acting up chain will immediately follow.
- Employees who meet the requirement to retire but have not elected to leave are forecast to remain in employment for the remainder of the year.
- Those in firefighter development roles will progress to competent pay after 33 months.
- 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 from the current levels 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 at a cost of £248,000.

b) Control

- 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.
- Six trainees are scheduled to commence in November 2021.

c) Retained and Volunteer Duty System (RVDS) personnel

- RVDS terms and conditions will not be harmonised during 2021/22.
- The extension of the Safe & Well initiative pilot will delay the delivery of training for RVDS personnel and no training costs are expected in 2021/22.

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 £440,000.
  - Test and Protect - spend year to date £212,000.
  - ESMCP- spend year to date £109,000.

BUDGET VIREMENTS

Virements this period

In September, a budget virement of £47,000 was made which reanalysed and reallocated budget from professional fees, to more appropriate budget headings. This reduced the Third Party Payment budget and increased the budgets for Employee Other and Supplies & Services.

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, SLT on 14th 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 Budget 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	-	17	-	-	-	-		1,219
Property	24,520					20	2,759	(4)	-	-	-	-		27,295
Supplies & Services	23,799	522		(67)	907	(29)	(2,252)	96	99	70	(175)	(29)		22,941
Transport	6,724	(433)				(1)	69	(32)	-	-	-	-		6,327
Third party / Central Support	1,621	(14)				32	-	(47)	-	-	-	-		1,591
Financing	2,343					-	-	-	-	-	-	-		2,343
Unallocated Savings	-					-	-	-	-	-	-	-		-
Income	(903)		(270)			0	-	-	-	-	-	-		(1,173)
Disposal of Assets	-					-	-	-	-	-	-	-		-
Net Expenditure	**284,707**	**-**	**(270)**	**(653)**	**907**	**16**	**-**	**-**	**-**	**-**	**-**	**-**		**284,707**

VARIANCE ANALYSIS

£000

1 WHOLETIME FIREFIGHTERS

1.1 Year to Date **1,373 OVER**

Wholetime Firefighter (WTFF) employee costs are currently £1,373,000 overspent, representing 1.9% of budget.

Wholetime salaries and related costs are overspent by £229,000, overtime related costs, including National Insurance (NI), are overspent by £1,178,000 and seconded income is over recovered by £34,000.

The overspend in WTFF salaries includes:

- £132,000 overspend in basic pay, of which contributing factors include:
  - The higher than budgeted pay award.
  - 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.
  - Short term vacancies arising from employees supporting COP26.

- £64,000 overspend in respect of payments in lieu of holidays and notice.
- £21,000 overspend for Flexi Duty pay, the result of there being more Flexi Duty Officers (FDO) than budgeted combined with the impact of the increased pay award.
- £22,000 overspend in respect of CPD payments following the annual review of employees' eligibility combined with the impact of the increased pay award.
- £34,000 underspend in respect of training instructor allowances. Theses allowances were harmonised in July and the underspend represents vacancies within the training structure.
- £24,000 overspend in respect of other salary related costs including National Insurance.

The overspend in overtime includes:

- £892,000 overspend relating to group shortages and TOIL. This is due to a combination of factors including:
  - A notable 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 and other initiatives.
  - The profiling of roster days to ensure sufficient capacity is available later in the year to support COP26.
  - Overtime being required to provide cover for employees taking accrued TOIL.
- £135,000 overspend in respect of training related overtime, which includes additional costs to provide cover for vacancies within the training structure.

- £31,000 overspend relating to incidents that span shift change-overs.
- £36,000 underspend relating to detached duties which have been restricted due to COVID.
- £143,000 overspend relating to overtime NI.
- Other overtime costs are £13,000 overspent.

Seconded income is £34,000 over recovered. The increased income for the additional secondee, as outlined above, is partly offset by reduced recovery for staff supporting the representative bodies.

1.2 Forecast **2,062 OVER**

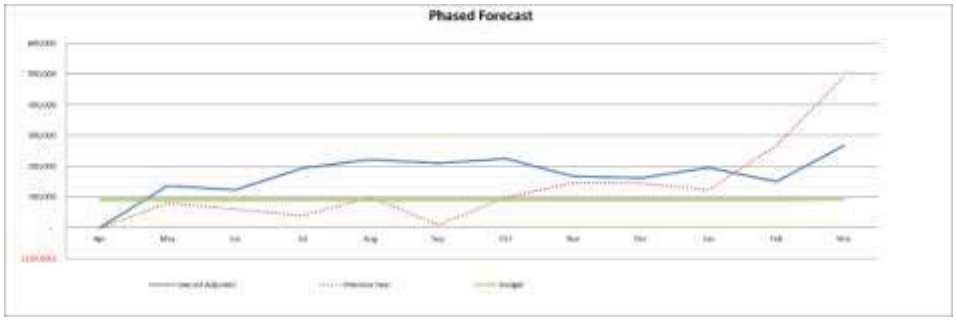
Wholetime employee costs are forecast to be £2,062,000 overspent, representing 1.4% of budget.

WTFF Salaries and related costs are forecast to be £95,000 overspent mainly due to the pay award for uniformed employees being 0.5% higher than the budgeted rate. This accounts for a forecast overspend of £554,000. In addition, costs relating to the MTA allowance are forecast to result in an overspend of £48,000. These are 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 £2,029,000 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.

The chart below shows the forecast for group shortage overtime and the increasing levels seen over recent months.



Seconded income is forecast to over recover by £62,000 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.

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.

The BCTAG should continue to review the posts requested under the business case process and should agree any changes to ensure they remain relevant and recruitment is realistic.

2 CONTROL FIREFIGHTERS

2.1 Year to Date — 26 UNDER

Control Firefighter costs are currently £26,000 underspent, representing 0.7% of budget.

There is an underspend in salary related costs of £170,000 due to vacancies which include; employees supporting COP26 and increased levels of maternity and sick leave. This is partly offset by additional overtime costs (including NI) of £131,000.

Seconded income is £13,000 under recovered due to reduction in the recovery of costs for staff supporting representative bodies.

2.2 Forecast — 24 OVER

Control Firefighter costs are forecast to be £24,000 overspent, representing 0.3% of budget.

The underspend in salary related costs is forecast to increase slightly to £189,000 which includes:

- An overspend 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 COP26 being excluded from the forecast until January as their costs are being treated as an externally funded project.
- The planned recruitment of six new staff in November.

Overtime (including NI) is forecast to overspend by £188,000.

The under recovery in seconded income is forecast to increase to £25,000 as detailed in section 2.1.

2.3 Action to be Taken

This position will continue to be monitored.

A restructure is being 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 — 796 UNDER

Retained costs are currently £796,000 underspent, representing 6.1% of budget.

Retaining fees are £275,000 underspent reflecting lower levels of Retained employees mainly across the North and West Service Delivery Areas (SDA).

There is an underspend in payments for attendance at training courses, of £330,000. The extension to the Safe & Well initiative pilot, which means that costs to roll-out the programme will not be incurred in 2021/22, accounts for a £209,000 underspend. The remaining underspend is a result of the COVID restrictions.

Payments for attendance at drill nights are £197,000 underspent. The delay in the initiative to harmonise RVDS terms and conditions accounts for an £81,000 underspend. The remaining underspend is due to the impact of COVID on drill night activity.

Turnout costs, including standby and bank hours are £149,000 underspent.

Home Fire Safety Visits (HFSV) are £98,000 underspent due to COVID restrictions.

Unbudgeted costs directly attributable to COVID are causing an overspend of £162,000. This includes costs to ensure all RVDS employees receive payments when they are unable to attend drill nights due to COVID. In addition, it includes sickness payments for employees that have been required to self-isolate during the pandemic.

Support of the COVID vaccination programme in the North SDA and ambulance support account for an overspend of £39,000.

Equipment maintenance costs are £31,000 overspent.

Other RVDS costs are £21,000 overspent, the majority of which relates to payments to employees during periods of sickness and increased National Insurance payments.

3.2 Forecast — 1,448 UNDER

Retained costs are forecast to be £1,448,000 underspent, representing 5.4% of budget.

Retaining fees are forecast to underspend by £518,000 due to the reduced number of employees within the North and West SDA continuing.

Training course activity is forecast to be £501,000 underspent. Most of the underspend, £418,000, is due to the extension of the Safe & Well initiative pilot which means that costs to roll-out the programme will not be incurred in 2021/22. Other training activity is forecast to increase above current levels and result in a £83,000 underspend.

Payments for attendance at drill nights are forecast to be £733,000 underspent. This includes £569,000 in respect of a delay in the initiative to harmonise RVDS terms and conditions.

Turnout costs, including standby and bank hours are forecast to underspend by £140,000.

Costs for HFSV are forecast to underspend by £71,000 with activity levels forecast to increase as the year progresses.

Unbudgeted costs directly attributable to COVID are forecast to increase to £264,000.

Costs to support the vaccination programme and the provision of ambulance support are forecast to result in a £43,000 overspend.

Equipment maintenance costs are forecast to increase and result in a £56,000 overspend.

Other RVDS costs are forecast to be £152,000 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 **690 UNDER**

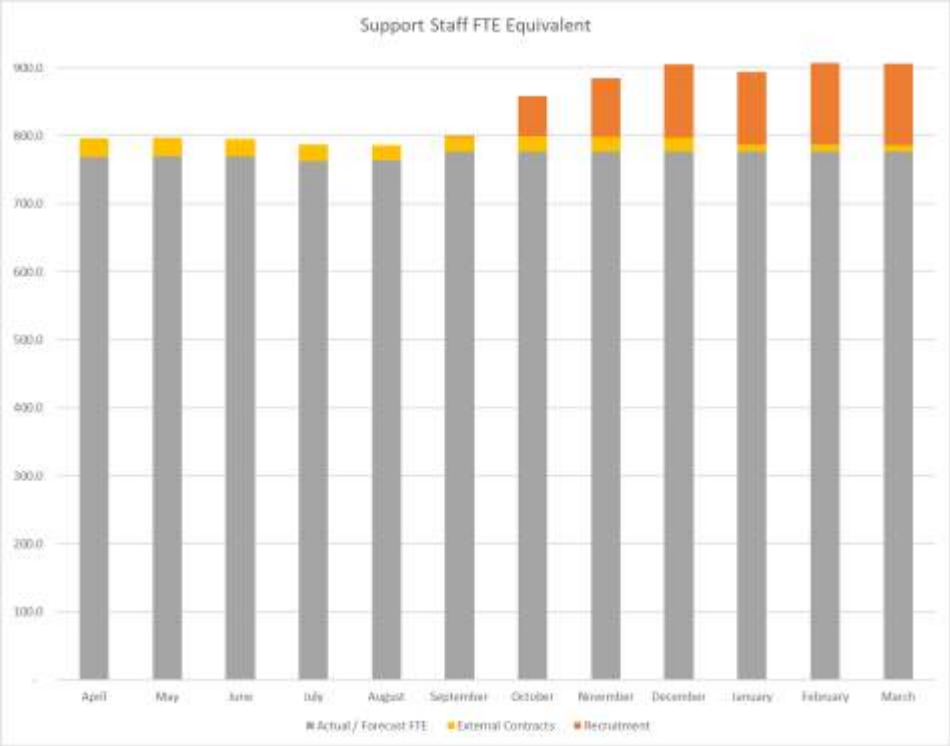
Support staff costs are currently £690,000 underspent, representing 3.9% of budget.

Vacant posts across the Service account for an underspend of £1,330,000. This is partly offset by an overspend in agency staff costs and private contractors of £640,000.

4.2 Forecast **107 OVER**

Support staff costs are forecast to overspend by £107,000, representing 0.3% of budget.

The dedicated plans to increase recruitment of both temporary and permanent support staff are forecast to result in an additional 120 posts over the remainder of the financial year with associated costs of £1,664,000. The graph below shows the forecast recruitment profile over the financial year and reflects the work that is being undertaken to fill vacancies.



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.

The BCTAG should continue to review the posts requested under the business case process and should agree any changes to ensure they remain relevant and recruitment is realistic.

5 EARLY RETIREMENT CHARGES

5.1 Year to Date **280 UNDER**

Early retirement charges are currently £280,000 underspent, representing 14.2% of budget.

Fewer than budgeted ill health retirals account for a £314,000 underspend.

Injury benefit charges are overspent by £34,000. The overspend relates to backdated injury benefit charges and follows a review by the Scottish Public Pension Authority which identified an issue within their internal processes that affected ten cases dating back to 2016.

5.2 Forecast **56 OVER**

Early retirement charges are forecast to be £56,000 overspent, representing 1.4% of budget.

The overspend in relation to injury benefits, as detailed in section 5.1, is forecast to increase to £56,000.

Ill health retirals are currently forecast to be on budget due to the uncertainty of future ill health retirals over the remainder of the financial year.

5.3 Action to be Taken

Early retirement charges will continue to be monitored.

6 TRAINING

6.1 Year to Date **76 UNDER**

Training costs are currently £76,000 underspent, representing 20.5% of budget.

External learning and development courses account for a £90,000 underspend. This is partly offset by costs for specialist training courses within Directorates which are £8,000 overspent and training equipment which is £6,000 overspent. The overspend in respect of training equipment is due to orders which were placed in 2020/21 but were delayed until this year.

6.2 Forecast **13 UNDER**

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

External training course activity is forecast to increase over the remainder of the year and result in a £22,000 underspend. The forecast for specialist training is expected to result in a £7,000 overspend. The overspend in respect of training equipment is forecast to reduce to £2,000.

6.3 Action to be Taken

A review should be undertaken as to ensure that costs for specialist training courses are captured within the 2022/23 budget for external training courses.

7 SUBSISTENCE

7.1 Year to Date **154 UNDER**

Subsistence costs are currently £154,000 underspent, representing 21.4% of budget.

Subsistence costs, for employees attending training courses are £201,000 underspent. This reflects internal COVID controls that currently remain in place.

Other subsistence costs are overspent by £47,000. This is the result of national COVID restrictions easing leading to increased demand for accommodation in Scotland and a corresponding increase in unit prices.

7.2 Forecast **210 UNDER**

Subsistence costs are forecast to be £210,000 underspent, representing 13.9% of budget.

The underspend in subsistence costs, for employees attending training courses is forecast to increase to £293,000. The forecast assumes an increase in monthly costs of 15% over the remainder of the financial year.

The overspend in other subsistence is forecast to increase to £83,000 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 **48 UNDER**

Other employee costs are currently £48,000 underspent representing 8.3% of budget.

Costs for optical and vision aids are £26,000 underspent reflecting the COVID restrictions that remain in place and limit the throughput at opticians.

Relocation costs are £14,000 underspent with only minimal costs having been incurred.

Employee pre-placement costs are £8,000 underspent, mainly due to reduced costs for disclosure checks relating to Protecting Vulnerable Groups (PVG).

8.2 Forecast **56 UNDER**

Other employee costs are forecast to be £56,000 underspent, representing 4.6% of budget.

The underspend in respect of optical vision aids is forecast to increase to £38,000 as detailed in section 8.1.

The underspend in relation to employee pre-placement costs is forecast to increase to £18,000 as detailed in section 8.1.

Relocation costs are forecast to be on budget with costs expected to increase as the year progresses.

8.3 Action to be Taken

This position will continue to be monitored.

9 PROPERTY

9.1 Year to Date — 845 UNDER

Property costs are currently £845,000 underspent, representing 5.4% of budget.

Rates are £878,000 underspent. The majority of the underspend relates to the successful challenge of rateable values following historical price increases. This has resulted in one-off refunds and a reduced annual charge. In addition, the sale of Thornton accounts for saving of £148,000.

Service contracts are £45,000 underspent due to reduced costs for the Legionella Risk Assessment initiative.

Other property costs are £43,000 underspent mainly due to savings relating to the foam tank at the Newbridge training facility.

The early termination of fuel tanker services, following the decommissioning of fuel sites last year, accounts for a £21,000 underspend.

The earlier than expected sale of Thornton accounts for savings in utility charges of £11,000.

Cleaning costs are £68,000 overspent. This is due to specialist cleaning activity to ensure facilities remain COVID secure.

Security costs are £23,000 overspent following an increase in the provision of security at the Newbridge training facility.

Soft facility management contract costs are £22,000 overspent. The majority of this, £17,000, relates to an increase in pension costs for employees that were impacted by the TUPE arrangement with the service provider. Cleaning and waste management charges account for a further £5,000 overspend.

Facility management fees are £13,000 overspent. Costs for the Legionella Risk Assessment initiative are overspent by £22,000. This is partly offset by savings in relation to the Fire Risk Assessment initiative of £9,000.

Property adaptations and fixtures and fittings are overspent by £10,000 and £7,000 respectively with budget holders taking the opportunity to utilise underspends in other areas of their budget to carry out minor improvements.

Energy, Carbon and Environmental costs are £8,000 overspent. Within this £4,000 relates to water audits which have been initiated to help identify savings at sites where water consumption is highest. The remaining £4,000 relates to additional costs for the Automated Meter Reading (AMR) initiative.

Other property related costs are £2,000 overspent.

9.2 Forecast — 766 UNDER

Property costs are forecast to be £766,000 underspent, representing 2.8% of budget.

Rates are forecast to remain £878,000 underspent as detailed in section 9.1.

Other property costs are forecast to underspend by £69,000, mainly in respect of the foam tank at the Newbridge training facility.

Service contract costs are forecast to underspend by £63,000. Costs for the Legionella Risk Assessment initiative and Cambuslang Bio Mass initiative are forecast to result in underspends of £51,000 and £12,000 respectively.

The earlier than expected sale of Thornton accounts for forecast savings of £23,000 in respect of utility charges.

The early termination of fuel tanker services, following the decommissioning of fuel sites last year, is forecast to result in a £21,000 underspend.

Facility management charges are forecast to underspend by £12,000. The Fire Risk assessment initiative is forecast to underspend by £18,000 and the Legionella Risk assessment initiative is forecast to overspend by £6,000.

Cleaning costs, to ensure premises remain COVID secure, are forecast to overspend by £139,000.

Property repairs and maintenance costs are forecast to overspend by £56,000. This is the result of additional costs for remedial work at a site impacted by Reinforced Autoclaved Aerated Concrete (RAAC) roof issues.

The additional cost for security at Newbridge is forecast to continue until the end of March and result in an overspend of £46,000.

Soft facility management contract costs are forecast to overspend by £22,000 as detailed in section 9.1.

Property adaptations and fixtures and fittings are forecast to overspend by £12,000 and £8,000 respectively, with budget holders taking the opportunity to utilise underspends in other areas of their budget to carry out minor improvements.

Energy, Carbon and Environmental costs are forecast to overspend by £16,000. Within this £9,000 relates to water audits and £7,000 to the AMR initiative as detailed in section 9.1.

Other property related costs are forecast to overspend by £1,000.

9.3 Actions to be Taken

This position will continue to be monitored.

10 SUPPLIES & SERVICES

10.1 Year to Date **101 OVER**

Supplies and Services are currently £101,000 overspent, representing 0.9% of budget.

ICT and telephony costs are £96,000 overspent due to additional dual running costs required to facilitate the change of network service provider.

Equipment maintenance costs in respect of compressor repairs have resulted in a £24,000 overspend.

Timber and scrap car costs for training activities are overspent by £17,000 and £15,000 respectively reflecting the price increases seen across the construction industry due to material shortages and increases in the cost of scrap steel. There has also been an increase in the volume of scrap car purchases in the first half of the year.

Equipment purchases are £13,000 overspent mainly due to the replacement thermal imaging cameras.

Postage costs are £10,000 overspent.

Gym Equipment costs are £7,000 overspent with additional costs being incurred to address outstanding maintenance requirements.

Catering costs are £38,000 underspent reflecting internal COVID restrictions which have limited training activity at the centralised training centres. In addition, meetings with third party organisations are being carried out online.

Personal protective equipment (PPE) costs are £18,000 underspent reflecting vacancies within the WTFF and RVDS employee groups.

Uniform costs are underspent by £17,000 reflecting vacancies within the WTFF and RVDS employee groups and reduced levels of new recruits.

Cost for staff supporting Firelink are £16,000 underspent with charges for employees allocated to the ESMCP project having been excluded as they are being treated as an externally funded project.

Subscriptions are underspent by £2,000 with the savings relating to the NFCC being offset by additional subscriptions to support fire prevention activities.

Other Supplies & Services are £10,000 overspent.

10.2 Forecast **259 OVER**

Supplies and services are forecast to be £259,000 overspent, representing 1.1% of budget.

The additional telephony and ICT costs to transition network service provider are forecast to result in a £240,000 overspend.

Equipment maintenance costs are forecast to result in a £47,000 overspend as detailed in section 10.1.

The overspend in timber costs for training activities is forecast to increase to £40,000. Work is being undertaken to explore alternative methods of delivery and to renegotiate unit prices with the supplier. The volume of scrap car purchases is forecast to be below budgeted levels and spend is forecast to be on budget.

Operational equipment non HQ costs are forecast to be £31,000 overspent mainly due to additional activity being undertaken by the National Retained and Volunteer Leadership Forum.

Equipment purchases are forecast to overspend by £22,000 as detailed in section 10.1.

Postage costs are forecast to be £24,000 overspent.

Gym Equipment costs are forecast to overspend by £19,000 as detailed in section 10.1.

Catering costs are forecast to be £69,000 underspent as detailed in section 10.1.

Uniform and PPE costs are forecast to underspend by £35,000 and £37,000 respectively as detailed in section 10.1.

Cost for staff supporting Firelink are forecast to underspend by £33,000 as detailed in section 10.1.

Subscription costs are forecast to underspend by £8,000 mainly within the POD Directorate.

Advertising costs are forecast to underspend by £7,000. 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.

Other Supplies & Service costs are forecast to overspend by £25,000 mainly in respect of increased costs to provide HFSV call handling services and archive storage costs.

10.3 Action to be Taken

This position will continue to be monitored.

11 TRANSPORT

11.1 Year to Date **131 UNDER**

Transport costs are currently £131,000 underspent, representing 4.5% of budget.

Travel costs are £136,000 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 £16,000 reflecting a reduction in car lease users.

Tyre costs are overspent by £14,000 caused by an increase in unit prices.

Vehicle hire costs are £7,000 overspent.

11.2 Forecast **189 UNDER**

Transport costs are forecast to be £189,000 underspent, representing 3.0% of budget.

The underspends in travel costs and leased car costs are forecast to increase to £208,000 and £32,000 respectively, as detailed in section 11.1.

The overspends in respect of tyres and vehicle hire are forecast to increase to £29,000 and £13,000 respectively.

Fleet external contractor costs are forecast to overspend by £9,000 due to the introduction of lone-working monitoring arrangements for fleet support technicians.

11.3 Action to be Taken

This position will continue to be monitored.

12 THIRD PARTY PAYMENTS

12.1 Year to Date **89 UNDER**

Third Party payments are currently £89,000 underspent representing 11.3% of budget.

Professional fees are £96,000 underspent. The majority of the underspend, £75,000, relates to the PVG initiative which has now been completed. Savings for the Health and Safety recording system following the appointment of a new service provider account for a £13,000 underspend. Other professional fees are £8,000 underspent.

Costs for medical reports and physiotherapy fees are underspent by £21,000 and £5,000 respectively due to lower than budgeted activity caused by COVD-19 restrictions.

Fire Board costs are £16,000 underspent due to reduced travel and overnight accommodation caused by COVID restrictions.

Court and tribunal costs are £50,000 overspent due to an increase in the number of tribunal cases.

Other Third Party payments are £1,000 underspent.

12.2 Forecast **10 UNDER**

Third party payments are forecast to be £10,000 underspent, representing 0.6% of budget.

The underspend in professional fees is forecast to decrease slightly to £90,000 as detailed in section 12.1.

The underspends in medical reports and physiotherapy fees are forecast to increase to £34,000 and £9,000 respectively.

Fire Board costs are forecast to underspend by £29,000 as detailed in section 12.1.

Court and tribunal costs are forecast to overspend by £138,000 with additional costs for tribunal cases expected in the second half of the year.

Payments to other bodies are forecast to overspend by £14,000 mainly due to a scoping exercise to explore opportunities to consolidate the Local Government Pension Schemes (LGPS) for Support and Control employees.

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 **71 OVER RECOVERED**

Income is currently £71,000 over recovered, representing 29.5% of budget.

Accrued income in respect of electric vehicle charging points accounts for an over-recovery of £50,000.

Rental income in relation to shared services is over recovered by £36,000 following an increase in the number of sites being shared with the Scottish Ambulance Service (SAS).

Charges to third parties for hire of facilities at the Cambuslang training facility has resulted in an over recovered by £15,000.

Fees and Charges are under recovered by £30,000 mainly due to the cancellation of rechargeable public events caused by COVID.

14.2 Forecast **155 OVER RECOVERED**

Income is forecast to be £155,000 over recovered, representing 13.2% of budget.

Income in respect of electric vehicle charging points is forecast to result in an over-recovery of £100,000.

Rental income in relation to shared services with the SAS is forecast to over recover by £71,000 as detailed in section 14.1.

Charges to third parties for hire of facilities at the Cambuslang training facility are forecast to result in an over recovery of £15,000.

Other income is forecast to under recover by £31,000, mainly due to the cancellation of rechargeable public events caused by COVID.

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.

Appendix C

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

	COVID-19 Costs £000's	COVID-19 Savings £000's	Net (Cost) / Saving of COVID-19 £000's
Wholetime	(1,026)	541	(485)
Control	-	-	-
Retained	(306)	1,073	767
Support	-	-	-
Training	-	-	-
Subsistence	(83)	293	210
Other	-	38	38
Property Costs	(139)	-	(139)
Supplies & Services	(40)	141	101
Transport Costs	-	208	208
Third Party	-	72	72
Income	(31)	-	(31)
TOTAL	**(1,625)**	**2,366**	**741**

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service

Report No: B/FCS/19-21

Agenda Item: 17

Report to:	**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**							
Meeting Date:	**28 OCTOBER 2021**							
Report Title:	**RESOURCE BUDGET OUTTURN – MARCH 2021**							
Report Classification:	**For Scrutiny**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	To advise the Board of Scottish Fire and Rescue Service (SFRS) of the final Resource Budget position for the financial year 2020/21.
2	**Background**
2.1	The Scottish Government allocated funding to SFRS for 2020/21 of £333.26million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £276.007million and £32.5million respectively, and £24.753million in respect of depreciation (Ring-fenced or "non-cash" DEL).
2.2	Following budget revisions agreed by Scottish Government the following adjustments to funding have been made to the Resource budget: • Funds in respect of Firelink (£4.261million) were transferred back to the Scottish Government, from where the charges were paid. • Additional funds for support the installation of interlinked smoke detectors (£0.137million) were agreed. • Additional funds to support advertising for the Fireworks campaign of (£0.43million) were agreed. • Funds to support pressures on the wider public sector relating to COVID-19 (£1million) were returned to the Scottish Government.
2.3	These changes resulted in a revised Resource Budget of £270.926million.
3	**Main Report/Detail**
3.1	A summary of the consolidated financial position at this stage in the financial year is attached at Appendices A and B.
3.2	These reports detail the final **underspend against budget of £2.339million** and compares this against the February 2021 forecast.
3.3	The impact of the COVID-19 was felt across the Service and the financial implications of this are reflected in the final position. Costs for the recovery stage from COVID-19 will continue to be felt in 2021/22 and beyond.

4	Recommendation
4.1	The Board is asked to: • Scrutinise the resource budget position for the financial year ended 31 March 2021.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** There is a risk that, as a result of COVID-19, the Scottish Government may reduce the funding allocated to the Service.
5.2 5.2.1	**Financial** The financial implications are detailed within the report.
5.3 5.3.1	**Environmental & Sustainability** There are no environment and sustainability implications directly associated with this report
5.4 5.4.1	**Workforce** The workforce implications are detailed within the report.
5.5 5.5.1	**Health & Safety** There are no health and safety implications directly associated with this report.
5.6 5.6.1	**Training** The training implications are detailed within the report.
5.7 5.7.1	**Timing** There are no timing implications of this report.
5.8 5.8.1	**Performance** 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	**Communications & Engagement** 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	**Legal** 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 2016-19 and the Fire and Rescue Framework for Scotland 2016, within the budget allocation provided.
5.11 5.11.1 5.11.2	**Information Governance** DPIA completed No. DPIA is not required as advised by Information Governance Function as the report contains no personal identifiers
5.12 5.12.1 5.12.2	**Equalities** EIA completed No. An EIA was completed for the Resource Budget 2020/21. This was presented to the Board on 26 March. This report monitors performance against that budget and does not in itself warrant an EIA.

5.13 5.13.1	**Service Delivery** The Service Delivery implications are detailed within the report.
6	**Core Brief**
6.1	The Acting Director of Finance and Contractual Services advised the Board of the final resource budget position for the financial year 2020/21. The resource budget outturn report shows an underspend against budget of £2.339million. This represents a swing of £1.604million compared to the February 2021 forecast, bringing the final outturn position closer to the budget.
7	**Appendices/Further Reading**
7.1 7.2	Appendix A provides a summary of the consolidated financial position at this stage in the financial year. Appendix B provides an explanation of the current significant variances relative to budget and the swing compared to the February forecast.

Prepared by:	Marcus Jenks, Decision Support Manager
Sponsored by:	Lynne McGeough, Acting Head of Finance and Procurement
Presented by:	John Thomson, Acting Director of Finance and Procurement

Links to Strategy and Corporate Values

The budget recognises the important role the Service plays in in delivering against our corporate value of working together for a safer Scotland.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Strategic Leadership Team	*27 October 2021*	*For Decision*
SFRS Board	*28 October 2021*	*For Scrutiny*

Appendix A

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

£000

Period 12 — **1 April 2020 - 31 March 2021**

Original Budget	Virements	Revised Annual Budget	Narrative	Year to Date				Year-End Projection			Last Year's Actuals
				Budget	Actual	Variance		Forecast	Variance		
						£	%		£	%	
(1)	(2)	(1)+(2) (3)		(4)	(5)	(4)-(5) (6)	(6)/(4) (7)	(8)	(3)-(8) (9)	(9)/(3) (10)	(12)
221,279	(1,294)	219,985	Employee Costs	219,985	219,067	918	0.4%	219,067	*918*	0.4%	*216,537*
213,714	*(946)*	*212,768*	*Salary and Related Costs (including overtime)*	*212,768*	*212,359*	*409*	*0.2%*	*212,359*	*409*	*0.2%*	*209,608*
147,772	*(983)*	*146,789*	*Wholetime*	*146,789*	*147,471*	*(682)*	*-0.5%*	*147,471*	*(682)*	*-0.5%*	*146,568*
7,072	*201*	*7,273*	*Control*	*7,273*	*7,348*	*(75)*	*-1.0%*	*7,348*	*(75)*	*-1.0%*	*7,414*
25,970	*(223)*	*25,747*	*Retained*	*25,747*	*24,690*	*1,057*	*4.1%*	*24,690*	*1,057*	*4.1%*	*24,881*
32,900	*59*	*32,959*	*Support*	*32,959*	*32,850*	*109*	*0.3%*	*32,850*	*109*	*0.3%*	*30,745*
7,565	*(348)*	*7,217*	*Other Employee Costs*	*7,217*	*6,708*	*509*	*7.1%*	*6,708*	*509*	*7.1%*	*6,929*
4,037	*-*	*4,037*	*Early Retirement Charges*	*4,037*	*3,621*	*416*	*10.3%*	*3,621*	*416*	*10.3%*	*3,820*
835	*17*	*852*	*Training*	*852*	*717*	*135*	*15.8%*	*717*	*135*	*15.8%*	*804*
1,528	*(363)*	*1,165*	*Subsistence*	*1,165*	*570*	*595*	*51.1%*	*570*	*595*	*51.1%*	*1,497*
1,165	*(2)*	*1,163*	*Other*	*1,163*	*1,800*	*(637)*	*-54.8%*	*1,800*	*(637)*	*-54.8%*	*808*
23,913	1,372	25,285	Property Costs	25,285	25,456	(171)	-0.7%	25,456	(171)	-0.7%	*25,337*
15,529	628	16,157	Supplies & Services	16,157	16,410	(253)	-1.6%	16,410	(253)	-1.6%	*16,529*
6,966	(843)	6,123	Transport Costs	6,123	5,144	979	16.0%	5,144	979	16.0%	*6,952*
1,674	72	1,746	Third Party Payments	1,746	989	757	43.4%	989	757	43.4%	*1,680*
2,437	-	2,437	Financing	2,437	2,405	32	1.3%	2,405	32	1.3%	*2,637*
	-	-	Budget Reallocation	-	-	-	0.0%	-	-	0.0%	-
271,798	**(65)**	**271,733**	**GROSS EXPENDITURE**	**271,733**	**269,471**	**2,262**	**0.8%**	**269,471**	**2,262**	**0.8%**	**269,672**
(872)	65	(807)	Income	(807)	(848)	41	-5.1%	(848)	41	-5.1%	*(938)*
	-	-	Disposal of Assets	-	(36)	36	0.0%	(36)	36	0.0%	*3*
270,926	**-**	**270,926**	**NET EXPENDITURE**	**270,926**	**268,587**	**2,339**	**0.9%**	**268,587**	**2,339**	**0.9%**	**268,737**

Appendix B

SCOTTISH FIRE & RESCUE SERVICE
Resource Budget Outturn Report
For Period Ending 31st March 2021

INTRODUCTION

The attached report covers the period 1st April 2020 – 31st March 2021 the complete financial year. It highlights a full year underspend of £2.339 million (0.9% of budget) compared against the February 2021 forecast underspend of £3.943 million. Resulting in a swing of £1.604 million, to bring the outturn closer to the budgeted position.

GRANT IN AID ADJUSTMENTS

In March the Scottish Government revised the Grant In Aid (GIA) resource funding to reflect the following adjustment which have been included within this report.

- Addition funding of £137,000 to fund the introduction of interlinked smoke detectors.
- Additional funding of £43,000 to support prevention advertising for the Fireworks campaign.
- Reduction of £1,000,000 to support pressure on the wider Scottish Government budget.

VARIANCE ANALYSIS

Following the forecast monitoring position at the end of June, the Strategic Leadership Team (SLT) reviewed the resource budget across all areas of the Service. This review resulted in the reallocation of the budget as detailed in section 16 below. An analysis of the full year position is detailed below.

		£000
1	**WHOLETIME FIREFIGHTERS**	
1.1	**Full Year Position**	**682 OVER**

Wholetime Firefighter (WTFF) employee costs overspent by £682,000, representing 0.5% of budget.

The budget rebasing exercise which took place in July accounted for a reduction in the budget of £942,000. This should be considered in conjunction with the variances reported below. Further details are included in Section 16 of this report.

Wholetime salaries and related costs underspent by £1,046,000, overtime overspent by £700,000 and seconded income under recovered by £86,000.

In response to COVID-19, the duration of the Foundation stage for trainee firefighters, recruited during the year was shortened. This enabled trainees to be fast-tracked to stations in support of front-line operations.

The underspend in WTFF salaries included:

- £1,335,000 underspend in basic pay mainly in respect of higher numbers of leavers and fewer recruits than budgeted. Included within this is the pay award which was 0.1% higher than budgeted.
- £89,000 underspend on Continuous Professional Development (CPD) payments.
- £15,000 underspend on Additional Responsibility Allowances (ARA) payments mainly due to a delay in Altens fire station commencing line rescue capabilities.
- £169,000 overspend in respect of payments in lieu of holidays and notice.
- £143,000 overspend for Flexi Duty pay, the result of there being more FDO than budgeted. This included costs for Flexi Duty Officers (FDO) supporting COP26 and COVID-19.
- Other pay costs overspent £81,000.

The overspend in overtime included:

- £697,000 overspend as a result of group shortages reflecting the decision to amend the phasing of OPRR.
- £81,000 overspend for costs directly relating to COVID-19, a significant proportion of which related to FDO.
- £43,000 overspend on public holiday overtime.
- £2,000 overspend in respect of incidents spanning shift changeover.
- £58,000 underspend in Detached Duties in line with the decision to reduce personnel transfers between stations to minimise risks associated with COVID-19.
- £42,000 underspend in respect of activity relating to fire investigations.
- £21,000 underspend in respect of overtime holiday payments.
- £12,000 underspend on training related overtime.
- Other overtime costs overspent by £10,000.

The under recovery in seconded income included:

- £87,000 in respect of the recovery of employee costs from representative bodies which were suspended due to COVID-19.
- Costs in respect of employees seconded to third parties which over recovered by £1,000. This includes additional costs following the temporary return to the Service of a seconded employee to support COVID-19 pressures and the loss of income due to the retirement of a seconded employee. These are offset by additional income following a new secondment to HMFSI.

1.2 Change from Forecast **193 ADVERSE**

Wholetime Firefighter costs in February were forecast to overspend by £489,000. The year-end position has therefore resulted in an adverse swing of £193,000 representing 0.1% of budget.

Overtime costs accounted for an adverse swing of £128,000. This included:

- An adverse swing of £45,000 in respect of group shortages and TOIL.
- An adverse swing a £51,000 to account for an increase in the liability for overtime holiday pay.
- An adverse swing of £25,000 relating to training activity.
- An adverse swing in other overtime costs of £7,000.

The realignment of costs associated with an employee supporting fleet capital projects accounted for an adverse swing of £57,000.

Other WTFF costs accounted for an adverse swing of £8,000.

2 CONTROL FIREFIGHTERS

2.1 Full Year Position **75 OVER**

Control Firefighter costs overspent by £75,000, representing 1.0% of budget.

Basic Pay and associated statutory costs underspent by £102,000. This included costs of £96,000, in respect of the re-engaged employees and an overspend of £35,000 in respect of payments in lieu of notice and holidays.

CPD costs underspent by £7,000.

Overtime, including that relating to COVID-19 activity, overspent by £94,000.

The realignment of costs associated with employees supporting the Command & Control Futures project accounted for an overspend of £49,000.
The additional FDO cover provided within Control resulted in an overspend of £25,000.

The recovery of costs from representative bodies, which was suspended due to COVID-19, accounted for an under recovery of £23,000.

An unbudgeted secondment to the Scottish Union Learning Project resulted in a £21,000 overspend.

The budget rebasing exercise which took place in July accounted for an increase in the budget of £28,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 16 of this report.

2.2 Control Firefighter costs in February were forecast to underspend by £4,000. The year-end position has therefore resulted in an adverse swing of £79,000 representing 1.1% of budget **79 ADVERSE**

The realignment of costs associated with employees supporting the Command & Control Futures project accounted for an adverse swing of £49,000.

Payments in lieu of notice and holidays accounted for an adverse swing of £17,000.

Other control costs accounted for an adverse swing of £13,000.

3 RETAINED AND VOLUNTEER FIREFIGHTERS

3.1 Full Year Position — 1,057 UNDER

Retained and Volunteer (RVDS) costs underspent by £1,057,000, representing 4.1% of budget.

There were underspends in payments for attendance at training courses, Home Fire Safety Visits (HFSV), and operational intelligence payments of £400,000, £353,000 and £29,000 respectively. These underspends were a result of the COVID-19 restrictions.

Payments for attendance at drill nights underspent by £637,000. This included £236,000 in respect of the delay in the initiative to harmonise RDS terms and conditions and the impact of COVID-19 on reduced drill night activity. The drill night attendance underspend was offset by unbudgeted costs directly attributable to COVID-19 causing an overspend of £1,018,000. This was mainly the result of the Gold Command instruction to ensure all RVDS employees received payments following the decision to temporarily cease drill night activity in response to COVID-19. Also included within this cost are sickness payments for employees that were required to self-isolate during the pandemic.

Turnout costs, including standbys underspent by £521,000. Within this, the decision to close the Out of Hospital Cardiac Arrest (OHCA) project accounted for a £113,000 underspend. The remaining underspend, £408,000, reflects lower than budgeted activity levels throughout the year. The reduced activity levels reflect fewer Automated Fire Alarms (AFAs) caused by businesses being closed during the COVID-19 restrictions. In addition, a revision to the pre-determined attendance at AFAs during the COVID-19 restrictions also contributed to the underspend.

Retaining fees underspent by £267,000 reflecting lower levels of retained employees across the North and West Service Delivery Areas (SDA).

Costs for equipment maintenance checks overspent by £109,000 reflecting RVDS employees, furloughed from their primary employment, being able to address the backlog of checking Service assets which where possible had been carried out by WTFF colleagues prior to COVID-19. This being introduced to ensure that RVDS personnel remained proficient in the operation and testing of critical safety equipment and to direct this activity away from drill nights.

Costs to support the NHS Test and Protect initiative accounted for an overspend of £72,000 with 66 stations providing a range of support to assist the Scottish Governments in protecting communities from the impact of COVID-19.

Attendance allowances and disturbance fees overspent by £30,000 reflecting the higher availability seen at retained stations during the period of COVID-19 restrictions.

Other RVDS costs underspent by £31,000.

The budget rebasing exercise which took place in July accounted for an increase in the budget of £48,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 16 of this report.

3.2 Change from Forecast **131 ADVERSE**

RVDS costs in February were forecast to underspend by £1,188,000. The year-end position has therefore resulted in an adverse swing of £131,000 representing 0.5% of budget

An increase in training activity resulted in an adverse swing of £90,000.

Increases in the accruals for both RVDS administration activities and equipment maintenance accounted for an adverse swing of £84,000.

Costs to support the NHS Test and Protect initiative accounted for an adverse swing of £72,000.

Unbudgeted costs directly attributable to COVID-19 reduced during March and resulted in a favourable swing of £34,000.

Attendance at Drill nights during the final months of the year was lower than forecast and resulted in a favourable swing of £31,000.

Incident turnouts during March were lower than any other month of the year resulting in a favourable swing of £27,000.

Holiday pay accounted for a favourable swing of £28,000.

Other RVDS costs accounted for an adverse swing of £5,000.

4 SUPPORT STAFF

4.1 Full Year Position **109 UNDER**

Support staff costs underspent by £109,000 representing 0.3% of budget.

Vacant posts across the Service accounted for an underspend of £26,000, with restrictions on recruitment, due to COVID-19, resulting in managers using underspends in salary costs to appoint temporary agency staff until vacancies can be filled.

Delays and changes to the delivery of corporate initiatives resulted in an underspend of £435,000.

The budget rebasing exercise which took place in July accounted for a reduction in the budget of £352,000. This should be considered in conjunction with the variance reported above. Further details are included in Section 16 of this report.

4.2 Change from Forecast **72 ADVERSE**

Support staff costs in February were forecast to underspend by £181,000. The year-end position has therefore resulted in an adverse swing of £72,000 representing 0.2% of budget.

The realignment of costs associated with an employee supporting fleet capital projects accounted for an adverse swing of £65,000.

Other support staff costs accounted for an adverse swing of £7,000.

5 EARLY RETIREMENT CHARGES

5.1 Full Year Position **416 UNDER**

Early Retirement Charges underspent by £416,000, representing 10.3% of budget.

Commutation charges underspent by £791,000 due to fewer WTFF ill health retirals than budgeted.

Local Government Pension Scheme (LGPS) charges for former employees that retired underspent by £41,000.

Injury benefit charges overspent by £416,000. The overspend related to backdated injury benefit charges and follows a review by the Scottish Public Pension Authority which identified an issue within their internal processes that related to cases prior to 2019.

5.2 Change from Forecast **340 ADVERSE**

Early Retirement Charges in February were forecast to underspend by £756,000. The year-end position has therefore resulted in an adverse swing of £340,000 representing 8.4% of budget.

The review of the backdated injury benefit payments by the Scottish Public Pension Authority accounted for an adverse swing of £416,000. Other injury benefit charges resulted in an adverse swing of £11,000.

Commutation charges in respect of ill health retirals accounted for a favourable swing of £87,000 the result of claims from former employees that, following independent assessment, resulted in no awards being paid.

6 TRAINING

6.1 Full Year Position — 135 UNDER

Training costs underspent by £135,000, representing 15.8% of budget.

External training courses underspent by £32,000 reflecting the limited ability to deliver courses due to COVID-19 restrictions.

Non-HQ funded courses underspent by £90,000. The OHCA initiative accounted for a £115,000 underspend which was partially offset by other overspends across the Service.

Training equipment costs overspent by £5,000.

The budget rebasing exercise which took place in July accounted for an increase in the budget of £18,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 16 of this report.

6.2 Change from Forecast — 21 FAVOURABLE

Training costs in February were forecast to underspend by £114,000. The year-end position has therefore resulted in a favourable swing of £21,000 representing 2.5% of budget**.**

The orders for model-building smoke simulators, which was included in the February forecast, were not delivered in the financial year and accounted for a favorable swing of £19,000.

Training course costs accounted for a favorable swing of £2,000.

7 SUBSISTENCE

7.1 Full Year Position — 595 UNDER

Subsistence costs underspent by £595,000, representing 51.1% of budget.

Subsistence costs for employees attending training courses underspent by £653,000.

Other subsistence costs underspent by £303,000.

Both the above underspends were the result of COVID-19 restrictions.

The budget rebasing exercise which took place in July accounted for a reduction in the budget of £361,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 16 of this report.

7.2 Change from Forecast **8 ADVERSE**

Subsistence costs in February were forecast to underspend by £603,000. The year-end position has therefore resulted in an adverse swing of £8,000 representing 0.7% of budget**.**

Subsistence costs for attendance at training courses resulted in an adverse swing of £11,000.

Other subsistence costs resulted in a favourable swing of £3,000.

8 OTHER EMPLOYEE COSTS

8.1 Full Year Position **637 OVER**

Other Employee costs overspent by £637,000, representing 54.8% of budget.

The majority of the overspend, £696,000 related to a year-end accrual for outstanding holiday entitlement. This increase reflects employees delaying their holidays until COVID-19 restrictions are eased.

Other staff costs overspent by £19,000 which included additional costs for NIC and P11d charges.

Costs for optical and vision aids underspent by £45,000 due to COVID-19 restrictions which prevented employees from attending opticians.

Relocation costs underspent by £19,000.

Apprenticeship levy costs, which are based on a percentage of the organisation's pay bill, underspent by £17,000.
The budget rebasing exercise which took place in July accounted for a reduction in the budget of £3,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 16 of this report.

8.2 Change from Forecast **717 ADVERSE**

Other employee costs in February were forecast to underspend by £80,000. The year-end position has therefore resulted in an adverse swing of £717,000 representing 61.7% of budget.

The year-end accrual for holiday pay accounts for £696,000 of the swing. This figure could not be quantified until after the 31st March when holiday balances for staff are confirmed. The increase reflects employees not utilising their holiday entitlement during the first three months of the calendar year due to COVID-19 restrictions.

Interview costs accounted for a £10,000 adverse swing. This was due to charges for prepaid services, which were transferred into the 2021/22 financial year, being less than expected. The result being increased costs in 2020/21.

Optical vision aids accounted or a £1,000 adverse swing.

Relocation costs accounted for a favourable swing of £7,000.

Apprenticeship Levy charges accounted for a favourable swing of £4,000.

Other staff costs accounted for a £21,000 adverse swing which included additional costs for NIC and P11d.

9 PROPERTY

9.1 Full Year Position — 171 OVER

Property costs overspent by £171,000, representing 0.7% of budget.

Repairs and maintenance costs overspent by £661,000. The ongoing need to carry out structural investigations and safety management in respect of Reinforced Autoclaved Aerated Concrete (RAAC) roofs across the Service's estate accounted for a £108,000 overspend. The remaining overspend relates to increased work across the estate that was accelerated during the year. The acceleration of work followed close collaboration between SDAs and the Property function and utilised other areas of underspend resulting from COVID-19.

Fuel site decommissioning costs overspent by £357,000 with the Service taking the opportunity to utilise underspends from other areas to accelerate its environmental agenda and decommission 44 underground sites.

Cleaning costs overspent by £262,000. This followed the requirement to ensure premises were COVID-19 secure and to provide specialist cleaning.

Property adaptations and fixture & fittings overspent by £209,000 with budget holders taking the opportunity to utilise underspends in other areas of their budgets to carry out minor improvements. This includes expenditure of £40,000 relating to furniture ordered to support home working.

Energy, carbon and environmental costs overspent by £200,000, mainly due to the initiative to address bunded storage issues at sites across the estate.

Facilities Management Professional Fees overspent by £100,000. Centralised costs overspent by £86,000, the majority of which related to fire strategy surveys. Initiative costs overspent by £14,000 which included £102,000 in respect of the estate drainage surveys which was partially offset by underspends of £82,000 in respect of the condition surveys and £6,000 in respect of fire risk assessments.

Grounds Maintenance costs overspent by £40,000 due to additional work being undertaken across the Service estate which includes tree surveys.

Other property costs overspent by £25,000, with SDAs utilising some of the underspends caused by COVID-19 to facilitate minor property improvements. In addition, there were costs to dispose of obsolete IT equipment. These are partially offset by savings relating to the foam tank at the Newbridge training facility.

Property Insurance excess costs overspent by £20,000.

Costs for water coolers overspent by £15,000.

Rates underspent by £1,246,000 due to revisions in the rateable values set by local councils and a national rebate of 1.6% imposed by the Scottish Government. The revisions to rateable values include back-dated refunds following successful challenges by the Property function. The rebate, applied by the Scottish Government provided support to organisations following the impact of COVID-19 and accounted for savings of approximately £130,000.

Soft facility management contract costs underspent by £198,000 due to a revision of the Service's TUPE liability with the current contract provider.

Utility costs underspent by £118,000, mainly caused by reduced consumption at corporate sites, the result of employees home working.

Portacabin costs underspent by £11,000 as the requirement to hire short-term accommodation and storage reduced.

Other property expenditure overspent by £19,000.
The budget rebasing exercise which took place in July accounted for an increase in the budget of £164,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 16 of this report.

9.2 Change from Forecast **103 ADVERSE**

Property costs in February were forecast to overspend by £68,000. The year-end position has therefore resulted in an adverse swing of £103,000 representing 0.4% of budget.

Property repairs and maintenance costs accounted for an adverse swing of £208,000 with the ability of suppliers to accelerate spend only being confirmed in the final month of the year.

Final utility costs accounted for an adverse swing of £74,000 representing 1.5% of the annual utility budget.

Spend on fixtures and fittings and property adaptations were accelerated further in the final month of the year with budget holders taking the opportunity to utilise underspends in other areas of their budgets to carry out additional minor improvements. This resulted in a £40,000 adverse swing.

Service contract spend accounted for an adverse swing of £34,000 with the ability of suppliers to accelerate spend only being confirmed in the final month of the year.

Cleaning cost to ensure premises were COVID-19 secure accounted for an adverse swing of £18,000.

Costs to decommission the fuel sites accounted for an adverse swing of £17,000.

A refund for rates in the South Lanarkshire area, relating to prior years, accounted for a favourable swing of £210,000.

Soft facility management professional services accounted for a favourable swing of £83,000 due to an accrued liability in respect of prior year TUPE costs being released.

Other property costs account for an adverse swing of £5,000.

10 SUPPLIES & SERVICES

10.1 Full Year Position — 253 OVER

Supplies & Services overspent by £253,000, representing 1.6% of budget.

Smoke alarm purchases underspent by £225,000 with COVID-19 restrictions impacting the ability to carry out installations.

Insurance excess charges underspent by £174,000 following the final valuation of outstanding insurance claims.

Hydrant repair costs underspent by £107,000 with the activity undertaken in the early part of the year by the service provider unable to keep pace with the demand required from the Service. Closer partnership working with the service provider, including fortnightly meetings, resulted in increased activity in the second half of the year.

Uniform purchases underspent by £103,000 due to a reduction in firefighter recruitment caused by COVID-19.

Mapping charges underspent by £103,000 due to reduced costs from the Scottish Government.

Catering costs, including those for the training campuses, underspent by £109,000, the result of lower than budgeted activity due to COVID-19 restrictions.

Scrap cars and timber costs underspent by £75,000 due to lower than budgeted training activity caused by COVID-19 restrictions.

Stationery, postage and printing costs underspent by £55,000 mainly due to efficiencies driven by home working.

Subscription costs underspent by £41,000. This was due to the services provided by the Meteorological Office being provided free of charge and other memberships no longer being required.

A delay in the commencement of the Heritage initiative resulted in an underspend of £19,000.

Conferences & seminars underspent by £13,000 due to lower than budgeted activity caused by COVID-19.

Personal Protective Equipment (PPE) costs overspent by £358,000 mainly due to the increased demand for items including face masks, aprons and gloves as a result of COVID-19.

Information technology, including communications and telephony costs, overspent by £131,000. The overspend related primarily to costs for Microsoft Unified Support, cloud services, parallel running costs whilst systems were being migrated and costs for the replacement of mobile handsets. These overspends were partly offset by savings due to a delay in the Command and Control Futures (CCF) project, which meant that dual running costs anticipated were not incurred. Savings were also realised through the roll-out of a new supplier providing ISDN lines.

Equipment purchases and maintenance overspent by £72,000. Costs to replace obsolete equipment across the SDAs, along with maintenance costs of existing equipment accounted for a £94,000 overspend. This was partially offset by an underspend of £22,000 due to closure of the OHCA project.

Advertising costs overspent by £220,000, mainly due to the launch of the 'Make the Call' campaign. This campaign was in response to a rise in fire fatalities which correlated with the restrictions imposed on households due to COVID-19.

Stock adjustments accounted for a £149,000 overspend following the revaluation of old fire kit items after the introduction of new standardised fire kit. This meant that the old kit could no longer be issued to stations but will instead be used for training purposes.

Community initiatives overspent by £87,000, with SDAs utilising some of the underspends caused by COVID-19 to support and engage with local partners.

Laundry costs overspent by £74,000 following the award of a new service contract. The new contract provides increased maintenance in respect of contaminants and ensures the service provider can pay the living wage to its employees.

Engineering inspections overspent by £18,000 following an asset verification exercise which took account of the standardisation of Safe Woking At Heights (SWAH) equipment across the Service.

Operational equipment non-HQ costs overspent by £16,000 which included costs for the standardisation of equipment across the SDAs. This was partially offset by savings from the initiative to deliver incident command packs.

Gym equipment maintenance costs overspent by £20,000 with additional costs being incurred to address outstanding maintenance requirements.

Published materials overspent by £5,000 due to the purchase of reference material for use within the Procurement function partly offset by savings within the communications function.

Other supplies and services were £12,000 overspent.

The budget rebasing exercise which took place in July accounted for an increase in the budget of £150,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 16 of this report.

The realignment of Grant In Aid (GIA) funding to reflect the return of £1,000,000 to Scottish Government along with increases to fund ladders to support the fitting of interlinked smoke alarms and advertising for the fireworks campaign accounted for a net reduction in the budget of £820,000. This should be considered in conjunction with the unallocated contingency budget which remained at £555,000.

10.2 Change from Forecast **395 ADVERSE**

Supplies & Services in February were forecast to underspend by £142,000. The year-end position has therefore resulted in an adverse swing of £395,000 representing 2.6% of budget.

The realignment of GIA funding and the corresponding budget reduction combined with the unallocated contingency budget accounted for an adverse swing of £265,000.

Communication and telephony costs in respect of replacement mobile handsets accounted for a £167,000 adverse swing.

Advertising costs in respect of fire prevention campaigns in the final month of the year accounted for an adverse swing of £118,000.

Stock adjustments, as detailed in section 10.1 accounted for an adverse swing of £139,000.

Laundry costs accounted for an adverse swing of £34,000.

Hydrant maintenance activity in the final month increased and resulted in an adverse swing of £33,000.

Insurance excess charges, following the final valuation of outstanding insurance claims, accounted for a favourable swing of £174,000.

Equipment maintenance and purchases accounted for a favourable swing of £66,000 due to delays in orders being delivered.

Engineering inspections accounted for a favourable swing of £38,000 following discussions with the service provider which resulted in a proposed charge for historical activity being reassessed.

Operation equipment Non HQ costs accounted for a £35,000 favourable swing mainly due to the reclassification of some expenditure as capital and a delay in the initiative to deliver incident command packs.

Delays in delivering Gym equipment maintenance orders resulted in a favourable swing of £33,000.

Other costs for Supplies & Services accounted for a favourable swing of £15,000.

11 TRANSPORT

11.1 Full Year Position — 979 UNDER

Transport costs underspent by £979,000, representing 16.0% of budget.

Fuel costs underspent by £1,077,000, the result of reduced activity and lower prices. The reduction in activity levels was linked to fewer AFAs, reduced HFSV and revised FDO arrangements. The fall in fuel prices was a result of the worldwide reduction in the demand for oil. Both factors were directly attributable to COVID-19.

Travel and vehicle hire costs underspent by £674,000 reflecting the restrictions imposed on travel as result of COVID-19.

Vehicle maintenance, Fleet External Contractors and other vehicle running costs underspent by £113,000. This reflects the reduced operational activity during the year, due to COVID-19, resulting in lower demands placed upon fleet. In addition, workshop teams were adversely affected by COVID-19 and reduced costs in respect of the H&S vibration equipment initiative also contributed to the underspend.

Lease car costs underspent by £28,000 caused by reduced uptakes of new leases.

Tyre costs overspent by £20,000 due to new legislation and contingency plans caused by the UK leaving the European Union.

The budget rebasing exercise which took place in July accounted for a reduction in the budget of £893,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 16 of this report.

11.2 Change from Forecast — 16 FAVOURABLE

Transport costs in February were forecast to underspend by £963,000. The year-end position has therefore resulted in a favourable swing of £16,000 representing 0.3% of budget.

Vehicle maintenance and other vehicle running costs accounted for a favourable swing of £32,000. Mainly due to reduced costs in respect of the H&S vibration equipment initiative.

Vehicle hire and travel costs increased in the final month and resulted in adverse swing of £16,000.

12 THIRD PARTY PAYMENTS

12.1 Full Year Position — 757 UNDER

Third Party Payments underspent by £757,000, representing 43.4% of budget.

Professional fees underspent by £442,000 due to the following:

- Delays in the Protection of Vulnerable Groups (PVG) initiative accounted for a £161,000 underspend. This was caused by the service provider redirecting its resources into fast-tracking NHS PVG applications, during the first three months, to support the national COVID-19 response. Delays in the number of applications that were processed also contributed to the underspend.
- The SDMP initiative underspent by £46,000 mainly due to phase two, development of the base model, being delayed until 21/22.
- The clinical governance initiative underspent by £41,000 due to savings in the costs required to deliver the initiative and a delay in the initial tendering process.
- The immunisation initiative was delayed and underspent by £149,000.
- The fitness assessment initiative underspent by £15,000.
- Other professional fees underspent by £30,000.

Court and tribunal costs underspent by £330,000. The Service agreed a final settlement with HMRC in respect of historical Construction Industry Scheme (CIS) payments which was significantly less than the anticipated charges which had been accrued over previous financial years. This underspend was partly offset by an overspend in respect of an increase in the number of tribunal cases.

Medical reports underspent by £52,000 due to lower than budgeted activity as a result of COVID-19 restrictions.

Fire Board costs underspent by £53,000 due to reduced travel and overnight accommodation following COVID-19 restrictions.

Payments to other bodies in respect of legacy boat berthing costs dating back to 2016 accounted for a £34,000 overspend.

Internal audit costs overspent by £28,000 due to outstanding charges relating to the previous financial year.

Other Third-Party Payments overspent by £8,000.

The budget rebasing exercise which took place in July accounted for a reduction in the budget of £50,000. This should be considered in conjunction with the variances reported above. Further details are included in Section 16 of this report.

12.2 Change from Forecast **327 FAVOURABLE**

Third Party Payments in February were forecast to underspend by £430,000. The year-end position has therefore resulted in a favourable swing of £327,000 representing 18.7% of budget.

The final agreed settlement in respect of historical Construction Industry Scheme (CIS) payments was less than the anticipated charges which had been accrued over previous financial year and accounted for a favourable swing of £370,000.

Professional fees accounted for a favourable swing of £21,000 which included lower than anticipated costs for counselling and IQMP services.

Payments to other bodies in respect of legacy boat berthing costs dating back to 2016 accounted for an adverse swing of £34,000.

Internal audit costs from the previous financial year accounted for an adverse swing of £28,000.

Other Third Party Payments accounted for an adverse swing of £2,000.

13 FINANCING

13.1 Full Year Position **32 UNDER**

Financing costs underspent by £32,000, representing 1.3% of budget.

The partial recovery of funds, by the administrator, of legacy investment in Icelandic banks that collapsed in the 2008 financial crisis accounted for a £29,000 underspend.

Loan fund charges for historical debt accounted for a £3,000 underspend.

13.2 Change from Forecast **3 FAVOURABLE**

Financing costs in February were forecast to underspend by £29,000. The year-end position has therefore resulted in a favourable swing of £3,000 representing 0.1% of budget.

The final annual charges for historical debt accounted for a £3,000 favourable swing.

14 INCOME

14.1 Full Year Position **41 OVER RECOVERED**

Income over recovered by £41,000, representing 5.1% of budget.

Income in respect of electric vehicle charging points accounted for an over-recovery of £17,000.

Rental income for shared services accounted for a £8,000 over recovery.

Fees and charges under recovered by £26,000. This followed the cancellation of multi-agency exercises and numerous public events including the Royal Edinburgh Military Tattoo. These events would normally have required dedicated firefighter attendance and would incur special service charges.

Income for firefighters on the Modern Apprenticeship programme under recovered by £23,000. This was caused by COVID-19 restrictions delaying firefighters progressing through the development stages. The income is expected to be recovered in the financial year 2021/22.

The budget rebasing exercise which took place in July accounted for a reduction in the income budget of £65,000. This should be considered in conjunction with the variance reported above. Further details are included in Section 16 of this report.

14.2 Change from Forecast **48 FAVOURABLE**

Income in February were forecast to under recover by £7,000. The year-end position has therefore resulted in a favourable swing of £48,000 representing 5.9% of budget.

Income in respect of the firefighters on the Modern Apprenticeship programme accounted for a favourable swing of £23,000.

Income in respect of electric vehicle charging points accounted for favourable swing of £17,000.

Rental income for shared services accounted for an £8,000 favourable swing.

15 DISPOSAL OF ASSETS

15.1 Full Year Position **36 UNDER**

Disposal of Assets resulted in a gain of £36,000.

The gain on disposal represents the sale of assets above the balance sheet valuation.

15.2 Disposal of assets charges in February were not forecast. The year-end position has therefore resulted in a favourable swing of £36,000. **36 ADVERSE**

16 BUDGET REALLOCATION

16.1 Following the forecast monitoring position at the end of period three, the Strategic Leadership Team carried out a review of the resource budget across all areas of the Service. This review resulted in the rebasing and reallocation of the budget based on the June 2020 forecast position.

Table 1, below, shows the impact across expense areas of the rebased budget and Table 2 details the initiatives that were allocated additional funding.

Table 1

Directorate	Budget Rebasing Adjustment Calculated on June 2020 Forecast	Budget Reallocation (see table 2)	Net Impact
Wholetime	(942)		(942)
Control	28		28
Retained	48	(237)	(189)
Support	(352)	202	(150)
Early Retirement Charges			
Training	18		18
Subsistence	(361)		(361)
Other	(3)		(3)
Property Costs	164	1,264	1,428
Supplies & Services	150	721	871
Transport Costs	(893)	177	(716)
Third Party Payments	(50)	2	(48)
Financing	-		-
Income	65		65
			-
Service Total	**(2,129)**	**2,129**	**0**

Table 2

Expense Category	Basis of Budget Realloaction	Value
Employee Retained	RVDS T&C Delay	(237)
Employee Support	Secondment of Strategic Data Analyst to support Future Vision	8
Employee Support	Strategic Review	50
Employee Support	Heritage	64
Employee Support	ESMCP project team	50
Employee Support	Support recant of Johnstone Control Centre	30
Employee Support Total		**202**
Property	Fire Risk Assessments	100
Property	Bunded Storage	100
Property	Asbestos Surveys	30
Property	Legionella Risk Assessments	64
Property	Condition Surveys	270
Property	Estate Drainage Assesments Survey	250
Property	COVID-19 recovery costs (HQ)	36
Property	COVID-19 recovery costs (N, W & E)	36
Property	COVID-19 - temp sensing equipment	20
Property	Adaptations to create medical exam rooms	30
Property	Repairs and Maintenance budget	250
Property	Station clear outs -skip hire	38
Property	New recruitment banners	40
Property Total		**1,264**
Supplies & Services	Document Scanning	55
Supplies & Services	Hydrant Repairs	615
Supplies & Services	Incident Command Packs	31
Supplies & Services	Wild fire jacket trial	20
Supplies & Services Total		**721**
Transport	Hand vibration and noise assessment	100
Transport	Refurbishment vehicles	77
Transport Total		**177**
Third party	External validation of CRI Model	**2**
TOTAL		**2,129**

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service

Report No: B/FCS/20-21

Agenda Item: 18

Report to:	**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**							
Meeting Date:	**28 OCTOBER 2021**							
Report Title:	**CAPITAL BUDGET OUTTURN REPORT 2020/21**							
Report Classification:	**For Scrutiny**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1 Purpose

1.1 The purpose of this report is to advise the Board of the final Capital Budget position for the financial year ending 31 March 2021 and to outline the areas which have benefitted from the investment.

2 Background

2.1 The Scottish Government allocated funding to Scottish Fire and Rescue Service (SFRS) within its 2020/21 Budget of £332.529 million. This funding comprised a Cash Departmental Expenditure Limit (DEL) of £307.776 million and £24.753 million in respect of depreciation (Ring-fenced or "non-cash" DEL).

2.2 Within the Cash DEL funding for 2020/21, the Capital Programme was set at £32.500 million and the balance of £270.926 million was assigned to the Resource Budget.

2.3 As part of the Autumn Budget Review, the Scottish Government allocated an additional £4.350 million in August 2021, to the Capital Programme, to be spent on the Property Minor works backlog.

2.4 In addition to DEL funding, the Capital Programme initially anticipated income from capital receipts of £0.650 million, which was revised during the year to £0.718 million.

2.5 Two funding grants were received in the year. One from the Energy Savings Trust of £0.554 million and one from Transport Scotland of £1.119 million for the purchase of sixty Electric Car Charging Points.

3 Final Outturn

3.1 The final Net Capital Expenditure for 2020/21, as reported in the draft accounts, was £36.849 million which comprised the following:

Category	**£000**
Property	21,667
Vehicles	6,733
ICT	5,556
Operational Equipment	5,285
GROSS EXPENDITURE	**39,241**

Capital Receipts	(718)
Grant Funding	(1,674)
NET EXPENDITURE	**36,849**

3.2 When compared with the Capital DEL funding, this represents **an underspend against budget of £0.001 million (0.000022%)**.

4 Recommendation

4.1 **Property**

Investment of **£21.667 million** in the property portfolio has enabled the Service to:

- Progress the refurbishment of McDonald Road Fire Station, which will provide a modern fit for purpose fire station, collocated Scottish Ambulance station, Local Senior Officer (LSO) office and City centre staff hub, Community engagement facilities and the new Museum of Fire. The project has a minimal impact on backlog maintenance per se but will substantially reduce the envisioned future investment requirement identified to replace Reinforced Autoclaved Aerated Concrete (RAAC) roof effected fire stations. The timing of completion has by necessity had to be extended due to the impact of initially Covid, including lock down and restrictive working practices on site and subsequent impacts of EU exit with regards the availability of labour material and components.
- Progress the development of the Portlethen Training Centre, replacing end of life Compartment Behaviour Fire Training (CBFT) facilities with modern multi-purpose facility inclusive of smoke capture in addition to new Height line rescue and Urban Search and Rescue (USAR) training facilities. This will provide a fully functional training facility accessible by SFRS staff in the North Service Delivery Area (SDA) Area. The project has a minimal impact on backlog maintenance as the majority of cost is for new provisions including a substantially improved CBFT facility. The timing of completion has by necessity had to be extended due to the impact of initially Covid, including lock down and restrictive working practices on site and subsequent impacts of EU exit with regards the availability of labour material and components.
- Commence Design of the West Asset Resource Centre (ARC) facility to provide a modern state of the art Vehicle and Communications workshops and stores facility, replacing the aged workshops and stores facilities in Cowcaddens and Hamilton. This project will impact backlog maintenance figures and operating costs on the eventual disposal of the replaced facilities from the service.
- Progress the reconfiguration of Stirling and Alloa Fire Stations to provide dignified dormitories as phase one of project, to bring an existing fire station in line with the Services standardised station design and provide a modern fit for purpose facility for operational staff. These projects have minimal impact on backlog or future maintenance requirements but reduce the development costs identified to modernise and improve the services estate. Both projects were impacted to a limited extent by the current labour and material supply issues extending completion date into first month of the new financial year. Phase 2 of the projects to provide dignified gender-neutral toilets and contaminant control are currently in design for progression in future financial years subject to available funding.
- Complete the yard extension and external upgrade of Inverness ARC to provide much needed space for the commissioning of new appliances prior to handover to service delivery, in addition to replacement of life expired roof covering and new emergency power generator to maintain service resilience. The project addressed a pre- identified roof maintenance requirement and includes a 20 year guarantee with new roof covering and replaced an undersized emergency power generator which has been relocated to Benbecula and will be installed and commissioned in 21-22. The project was impacted by COVID shutdown and restrictions extending works programme but completed within the financial year.

	• Complete the yard extension and external upgrade of Dundee ARC to provide much needed space for the commissioning of new appliances, prior to handover to service delivery, in addition to replacement of life expired roof covering and new emergency power generator to maintain service resilience. The project addressed a pre- identified roof maintenance requirement and includes a 20 year guarantee with new roof covering and though project was impacted be COVID shutdown and restrictions extending works programme but completed within the financial year. • Complete the reconfiguration at Inverness ARC to provide dignified toilets and showers and refurbished canteen facilities, to ensure accommodation fit for all genders. • Progress the services Carbon Management Plan through 53 improvement projects across the service; Solar roof panels (15), Building Management Systems (24), Smart Heating Systems (14), Oil Heating Conversion (1). Spend in 20-21 of £1.6M was £500,000 in excess of that identified in year one of the services Carbon Management Plan (excluding Electric Vehicle chargers) bringing forward projects from future years and making a minor reduction in the £35M funding requirement (excluding Electric Vehicle Chargers) identified in years two to five of the current plan. • Installation of Electric Vehicle Charging Points at 54 locations across the service. This was wholly funded by separate Grant from Scottish government • Undertake 280 minor works projects in 178 Properties across Scotland as detailed in Appendix A, including; replacement appliance bay doors or internal / external pass doors (72), isolated room upgrades such as toilets / kitchens / BA Rooms (17), heating upgrades (41), replacement roofs (24), internal lighting upgrades & emergency lighting (34), training tower upgrades (18), yard resurfacing (24), window replacements (12), boundary fencing (7) and emergency generators (11). The Minor Works investment addressed some of the maintenance requirements identified in previous years and allowed us to prioritise the worst affected building elements. Additional resource funding which became available due to COVID impact on BAU, allowed the service to commission a full condition survey of the estate for the first time since initial undertaking eight years ago and will provide an up to date position with regards condition of property and associated remedial costs reflective of current market. The exercise was impacted significantly due to the impact of COVID on travel and accommodation for surveying team and is due to complete in the first quarter of 2022.
4.2	**Vehicles** Investment of **£6.733 million** in the vehicle fleet has provided: • Fifteen fully completed Rescue Appliances to replace aging appliances in the frontline city centre locations. These will help reduce the Co2 emissions and comply with the low emission zones being introduced in city centres across the country. This batch was completed in the allocated Financial Year, however due to the year on year increase in vehicles reaching end of life, this number was not sufficient to make a positive impact on the Rescue Pump backlog. • Nineteen further Rescue Appliances (Work in Progress Assets in 20-21 Annual Accounts) to continue the replacement of older fleet which are beyond their useful life and to reduce emissions and maintenance costs. This batch was originally scheduled for completion in the 20-21 Financial year with the completion date slipping to the 21-22 budget year. These new vehicles have reduced the average age from 13 years to 9.72 years, however this will be insufficient to make a positive impact to the backlog with an average of 30 new units each year required to maintain a standstill position. • Two new 32 metre Turntable Ladders to operate in the city of Edinburgh. These will replace existing assets and reduce emissions and maintenance costs associated with older assets of this type and provide an enhanced rescue capability. These were completed in the allotted financial year and will make a positive impact on the height appliance backlog for each unit.

	• Four Prime Movers and Pods to provide a suitable and modern replacement for the New Dimensions assets provided to legacy services over 15 years ago. The demountable pod element and delivery of the overall package was carried over from the previous financial year and all four units will represent a cut in the backlog for vehicles in this category once the end of life vehicles are removed from service. • Two Management Team Cars to replace existing vehicles in line with the replacement cycle for this class of vehicle. The purchase of these replacement vehicles was completed in the allotted financial year and had a positive impact on the backlog for this category of vehicles. • Twenty-One Response Cars to replace end of life units with insufficient stowage capacity for PPE and Fire Kit, as well as reducing the Co2 emissions and maintenance costs. These cars were all ordered and delivered in the required financial year and will have a positive impact on the backlog and average age of fleet stock, though there is an element of an increase to fleet size in this category due to additional Flexi Duty Managers and new additional posts introduced to the Service. • Ten Small Pool Vans to replace end of life vans in this category and reduce maintenance and Co2 emissions. These were purchased and delivered in the allotted financial year and will have a direct impact on the backlog for this category as these will each replace an end of life vehicle and reduce the average age of the van fleet across the service. • One Multi Role 4x4 Crew Cab Vehicle to be used as part of the additional requirement for Wildland Fire Assets. This unit was brought into the service as part of a predicted increase to the fleet and as a result had no impact on the backlog and the purchase was completed in the scheduled financial year. • Six Stores Vans to replace high mileage vans currently in this role across the Service and to reduce the maintenance costs of these high mileage vehicles. All six vehicles were completed in the scheduled financial year; however, they will have limited impact on the backlog for pool vans, as some of the vehicles with a good condition report will be retained to cover the additional staff in the Water Planning Section and the vehicle requirement of these roles. • Three Incident Support Lorries, to replace end of life assets currently used in this role at station level and within fleet support. These three vehicles were purchased within the required financial year timelines and will have a direct one for one impact on the backlog for this category of vehicles. • Four Mobile Workshop Vans to replace end of life vehicles currently used in this role and to provide a safe and suitable working environment for the changing maintenance roles with an increase in off-site working. These four vehicles were purchased in the allotted financial year and will have a direct one for one impact in reducing the backlog for vehicles in this category.
4.3	**ICT** Investment of **£5.556 million** in our ICT infrastructure has enabled: • Investment in Storage Area Network and Virtualisation Environment to replace ageing infrastructure and to improve performance and resilience. Completed in advance of existing equipment becoming end of useful life. • Replacement of core ICT assets, mainly laptops (750), and peripherals such as docking stations (300), monitors (570) and cameras, headsets etc (1200) to support the shift to home working and to ensure the five-year replacement strategy for desktop equipment is adhered, preventing any resurgence of backlog seen in previous years. • Additional Getac tablet devices (100) to expand access to and use of the Operational Intelligence system in all vehicles. • Replacement of station based operational communications equipment, ie ageing station end kit replaced in 60 stations. Whilst there is still a backlog in this area by end of 2021/22 50% of stations will have been upgraded at a cost of approximately £1.5million. Further upgrades will continue in later years to clear this backlog.

	• Replacement of 1255 pagers and 144 fireground radios to support operational communication addressing mainly breakage and wear and tear of this equipment. • Upgrade of WiFi infrastructure in 13 corporate buildings including replacement of 400 Wireless Access Points (WAPs) on time and within budget. • Replacement of end of life core network assets, 433 switches and 186 routers to address the end of life state of much of our network equipment. Investment has continued into 2021/22. • Services to move off premise solutions to Amazon Web Services from previous supplier completed on budget and to timescale. • Replacement of ageing audio visual equipment such as screens and projectors with smartboards in 50 stations. This is an ongoing replacement programme as and when budget is available. • Development of the Safe & Well application for Prevention & Protection within budget and to timescale. • Continuation of the Command & Control Futures Project.
4.4	**Operational Equipment** Investment of **£5.285 million** in Operational Equipment has enabled the purchase and commissioning of: • One hundred and four Lukas Battery Powered Rescue Equipment sets and additional batteries. These sets were for allocation to the new rescue pumps entering service and also for the replacement of aging assets, thus increasing firefighter safety and de-risking SFRS from High Pressure injection injury cases. • Eighty-five sets of each ladder type (13.5 metre,9 metre, roof and short extension) for new rescue pumps, as well as to replace aging assets that are at the end of their useful lives across all 3 SDA areas. • Fifty-Five Light Portable Pumps for new rescue pumps, as well as to replace aging assets that are at the end of their useful lives across all 3 SDA areas. • One hundred Gas Tight Suits to replace assets at end of life and support operational frontline delivery for Hazmat incidents. • Twelve Swift Water and Flood Response Technician (SRT) Boat packages (Boats, outboards, trailers). These are replacements of water rescue boat packages that are at end of life, increasing Firefighter safety and operational response. • Water rescue Equipment to support the Operational deployment of SRT resources and standardisation of assets • On hundred and sixty Safe Working at Height (SWAH) kits. These are replacements and standardisation of SWAH Equipment that has come to end of life, part of ongoing replacement programme. • Eight Air Bags. These are replacements of equipment at end of life. • OHCA Project (Fifty-six Zoll AED 3 defibrillators). These are replacements and standardisation of operational defibrillators in support of Out of Hospital Cardiac Arrest program. • Seven Draeger XAM 3500 monitors. These are replacements of assets that had reached end of life • £2.15 million on Structural PPE roll out and replacements, Final stage of the standardisation of structural fire tunics and over trousers across the service and replacement of items that have been damaged through wear and tear. • £500,000 on New Recruits PPE. This is allocation of all PPE required for new recruits entering service.
5	**Recommendation**
5.1	The Board is asked to scrutinise the information contained within this report.

6	Key Strategic Implications
6.1 6.1.1 6.1.2 6.1.3 6.1.4	**Risk** In setting its Capital Programme for the period 2020-2023 (March 2020), the Board recognised various risks which could impact on the Service's ability to appropriately invest in its asset base, which were managed during the year through the Capital Monitoring Group. Risks were recognised in relation to Covid-19 in the year. Some Property projects were at risk of competing, due to the same construction teams working across various sites in Scotland. If there was a Covid-19 outbreak within the teams, several projects across the service could have been impacted. In addition, risks were also identified in relation to the EU Exit. Several Fleet vehicle deliveries were at risk of being delivered after the financial year. However, the impact of these risks was managed by the Capital Monitoring Group throughout the year. As part of the year end audit process the accounting treatment for PPE (firekit) has been reviewed by our external auditors. The accounting treatment may need to change in future years to comply with technical accounting standards. This does not impact the capital outturn report for the financial year under review but will have a significant impact on future capital funding with potentially £3.7million of current firekit stock being capitalised immediately rather than when issued to firefighters. The Service is continuing to discuss the matter with our auditors and has highlighted the risk to Scottish Government.
6.2 6.2.1	**Financial** Financial implications are outlined within the report.
6.3 6.3.1 6.3.2	**Environmental & Sustainability** Environmental and sustainability plans are incorporated within each property project. Current fleet investment is making a material contribution to reducing carbon emissions through the introduction of Euro 6 engines, electric vehicles and provision of charging infrastructure.
6.4 6.4.1	**Workforce** The investment highlighted will have a positive impact on the working conditions of SFRS employees and enable greater productivity through modernised vehicles, equipment and digital technology.
6.5 6.5.1	**Health & Safety** 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.
6.6 6.6.1 6.6.2	**Training** The Training Department is a key strategic partner for the acquisition and deployment of new vehicles and equipment and as such has been fully involved with all relevant capital projects. The enhanced training facilities at Portlethen will reduce employee travelling times and better enable the maintenance of operational competence across the Service.
6.7 6.7.1	**Timing** This report covers the financial year 2020/21.

6.8 6.8.1	**Performance** Progress against the Capital Programme has been monitored on a monthly basis and reported to the Board at each of its meetings.
6.9 6.9.1	**Communications & Engagement** Work will be undertaken to communicate the benefits of this investment to our staff and communities.
6.10 6.10.1	**Legal** External legal support is in place to facilitate the sale of assets.
6.11 6.11.1	**Information Governance** Any applicable information governance implications are addressed during project implementation.
6.12 6.12.1	**Equalities** Equality Impact Assessments were developed and managed across the various capital projects as required.
6.13 6.13.1	**Service Delivery** The investment highlighted will support and enhance service delivery across Scotland.
7	**Core Brief**
7.1	The Director of Finance and Contractual Services advised the Board of the final Capital Budget position for the financial year ending 31 March 2021 and outlined the areas which have benefitted from the investment.
8	**Appendices/Further Reading**
8.1	Appendix A provides details of the minor upgrades undertaken to 178 (49%) of our fire stations across Scotland.

Prepared by:	Iain Morris, Acting Director of Asset Management/Tracey-Anne Morrow, Deputy Accounting Manager
Sponsored by:	John Thomson, Acting Director of Finance and Procurement
Presented by:	John Thomson, Acting Director of Finance and Procurement

Links to Strategy and Corporate Values
Our Money & Our Performance – SFRS Strategic Plan 2019-22

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Strategic Leadership Team (SLT)	*27 October 2021*	*For Noting*
SFRS Board	*28 October 2021*	*For Scrutiny*

SCOTTISH FIRE AND RESCUE SERVICE

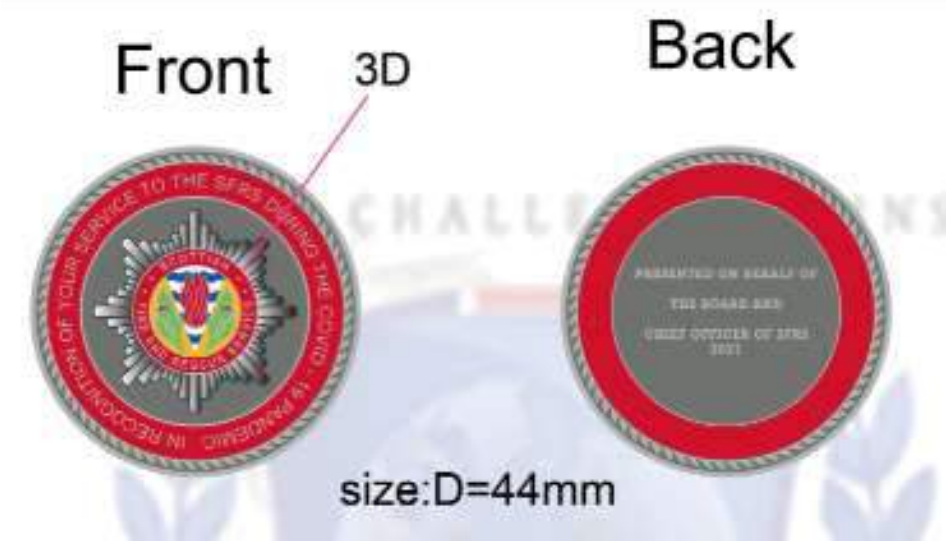
The Board of Scottish Fire and Rescue Service

Report No: B/SPPC/20-21

Agenda Item: 19

Report to:	**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**							
Meeting Date:	**28 OCTOBER 2021**							
Report Title:	**SFRS COVID COINS**							
Report Classification:	**For Information**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	To inform the Scottish Fire and Rescue Service (SFRS) Board of our intention to issue all SFRS employees with a COVID 19 response 'challenge' coin. The coin will be issued to all 7,878 employees who have worked for SFRS during the pandemic from 1 April 2020 to present. This includes those who have retired or left the organisation.
2	**Background**
2.1	SFRS values its employees and during the COVID 19 pandemic the COVID recognition scheme was introduced with nominations from peers and line managers. 647 staff members received recognition awards of £50 for their work during the pandemic.
2.2	SFRS want to further recognise the contribution of all employees during the COVID 19 Pandemic. All SFRS employees have made a huge contribution and shown dedication to deliver an excellent standard of service despite the stresses and risks impacting on them throughout the pandemic. The Service want to show its appreciation to all staff and their families.
3	**Main Report/Detail**
3.1	SFRS felt that presenting every staff member who has worked for SFRS during the pandemic with a COVID 19 response 'challenge' coin and message of thanks and recognition from the Chief and SFRS Board would be an appropriate way to show their appreciation.
3.2	Challenge coins originated in the USA and have been used in the Army and other emergency services to mark the achievements of team members or recognise effort during a significant event. Their use elsewhere has received positive feedback from recipients. The purpose is for the coin to acknowledge and events that team members have experienced together and recognise their performance during that event to help to build morale.
3.3	SFRS scoped out our requirements for a Covid 'challenge coin' by discussing with partner agencies at the Reform Collaboration Group. The Scottish Ambulance Service (SAS) issued a coin to their employees earlier in the Summer 2021. The Chief Officer supported the concept and in subsequent discussions with the Finance and Procurement directorate it was confirmed that there was sufficient budget available to fund the cost of providing a 'challenge coin'.

	Information was gathered to produce a specification suited to SFRS's purposes and a quick quote (mini competition) tender took place in September 2021. The contract was awarded to Koin Limited (World Challenge Coins). The 'challenge coins' will be delivered to all staff by post during November 2021.
3.4	**Coin Design (Design Concept below)** Side 1: SFRS Logo, 'In Recognition of your Service to the SFRS during the COVID-19 Pandemic' around the Logo Side 2: 'Presented on behalf of The Board and Chief Officer of SFRS 2021 
3.5	**Presentation Box** The 'challenge coin' will be presented in a SFRS logo presentation box similar to the NHS box below.
3.6	**SFRS Certificate** A certificate will accompany the 'challenge coin and will be designed in black with a red logo and text on back, the design concept is illustrated below. The text will state:
3.7	'This 2021 Coin of Recognition is to say thank you to you for your continued hard work and dedication during the Covid-19 pandemic.'.

	Front 95 X 95MM Back 95 X 95MM
4	**Recommendation**
4.1	To inform the Board of the SFRS of the intention to provide all SFRS employees who have worked for SFRS during the pandemic with a COVID 19 response 'challenge coin' and message of thanks and recognition from the Chief and SFRS Board.
5	**Key Strategic Implications**
5.1 5.1.1	**Financial** Cost of procuring 8,000 coins is £24,000. This provides a small contingency should it be needed. Postage costs are to be confirmed.
5.2 5.2.1	**Environmental & Sustainability** Not applicable.
5.3 5.3.1	**Workforce** Impact on morale as the work carried out by all staff during the pandemic is recognised.
5.4 5.4.1	**Health & Safety** Not applicable.
5.5 5.5.1	**Training** Not applicable.
5.6 5.6.1	**Timing** Issue to staff planned November 2021.
5.7 5.7.1	**Performance** Recognition for all staff of their performance and contribution during the pandemic.
5.8 5.8.1	**Communications & Engagement** Consistent message of appreciation delivered to all SFRS employees.
5.9 5.9.1	**Legal** Not applicable.

5.10 5.10.1	**Information Governance** *DPIA completed No.* No data impacted.
5.11 5.11.1	**Risk** Not applicable.
5.12 5.12.1	**Equalities** *EIA completed No.* All employees receiving same recognition.
5.13 5.13.1	**Service Delivery** Not applicable.
6	**Core Brief**
6.1	The Director of Strategic Planning, Performance and Communications informed the SFRS Board of our intention to issue a COVID 19 response 'challenge' coin and message of thanks and recognition from the Chief and SFRS Board to all employees who have worked for SFRS during the pandemic.
7	**Appendices/Further Reading**
7.1	Not applicable.

Prepared by:	Marion Lang, Corporate Business and Admin Manager
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Performance
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications

Links to Strategy and Corporate Values

This links to SFRS Strategic Plan 2019-22 Outcome 3: We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Strategic Leadership Team	*13 October 2021*	*For Information*
Strategic Leadership Team	*27 October 2021*	*For Approval*
SFRS Board	*28 October 2021*	*For Information*

SFRS DRAFT BOARD FORWARD PLAN

Agenda Item 21

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
16 December 2021	• Chair's Welcome • Apologies For Absence • Consideration of/Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report (incl MTA Approach until further notice) • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting	•	• Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q2 Progress Report • Final Report for Grenfell Fire • Capital Programme Update	•	• Budget Strategy 2022-23 • AFA Consultation Outcomes and Analysis (UFAS)
24 March 2022	• Chair's Welcome • Apologies For Absence • Consideration of/Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report (incl MTA	•	• Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q3 Progress Report • Annual Operating Plan 2022/23 Development	•	• Resource Budget 2022/23 • Capital Programme 2022-2025

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
	Approach until further notice) • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting				