8 December 2021

TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Dear Member

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

Date: Thursday 16 December 2021

Time: 1000 hours

Venue: Conference Facilities

The business for the meeting is detailed overleaf.

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

Yours sincerely

KIRSTY DARWENT
Chair

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

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 16 DECEMBER 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 28 OCTOBER 2021   *K Darwent*
(attached)

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

6   ACTION LOG   *A Cameron*

The Board is asked to note that there were no outstanding 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**   *F Thorburn*
      -    *Draft Minute of Meeting: 4 November 2021 (attached)*
10.2   **Audit & Risk Assurance Committee**   *B Baverstock*
      -    *Draft Minutes of Meeting: 14 October 2021 (attached)*
10.3   **People Committee:**
      -    *Update of Meeting: 2 December 2021 (verbal)*   *M Wylie*
10.4   **Service Delivery Committee**:
      -    *Update of Meeting: 24 November 2021 (verbal)*   *N Barr*
      -    *Grenfell Tower Fire Update Report Update (verbal)*   *S Stevens*

11   **AUTOMATIC FIRE ALARM CONSULTATION OUTCOMES AND ANALYSIS** *(attached)*   *S Stevens*

The Board is asked to approve the report.

12   **GAELIC LANGUAGE PLAN** *(attached)*   *L Barnes*

The Board is asked to approve the report.

13   **RESOURCE BUDGET MONITORING REPORT – OCTOBER 2021** *(attached)*   *J Thomson*

The Board is asked to scrutinise the report.

14   **CAPITAL MONITORING REPORT 2021/22 – OCTOBER 2021** (*attached)*   *J Thomson*

The Board is asked to scrutinise the report.

15   **COMBINED CORPORATE RISK AND PERFORMANCE REPORT - QUARTER 2** *(attached)*   *M McAteer*

The Board is asked to scrutinise the report.

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

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

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

The Board is asked to note the update.

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

18   DATE OF NEXT MEETING
Thursday 24 February 2022

PRIVATE SESSION

19   MINUTES OF PREVIOUS PRIVATE MEETING: *K Darwent*
THURSDAY 28 OCTOBER 2021 *(attached)*

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

20   PRIVATE ACTION LOG *(attached)*   *A Cameron*

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

21   LIABILITY CLAIM AGAINST SFRS *(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.

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PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 28 OCTOBER 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

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

IN ATTENDANCE:

Martin Blunden (MB)	Chief Officer
Ross Haggart (RH)	Deputy Chief Officer
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Iain Morris (IM)	Acting Director of Asset Management
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
John Thomson (JT)	Acting Director of Finance and Procurement
Alasdair Cameron (AC)	Group Commander Board Support
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS:

Robert Scott, HMFSI
Lyndsey Gaja, Head of POD

1   CHAIR'S WELCOME

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

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

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

2   APOLOGIES

2.1   Tim Wright, Board Member
       Liz Barnes, Director of People and Organisational Development
       Paul Stewart, Assistant Chief Officer, Director of Service Development

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

3.1 The Board agreed that the *Draft Annual Report and Accounts 202/21* would be taken in private due to confidential financial matters (Standing Order 9E).

4 DECLARATION OF INTERESTS

4.1 None.

5 MINUTES OF PREVIOUS MEETING: THURSDAY 26 AUGUST 2021

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

5.1.1

The minutes of the meetings held on 26 August 2021 were approved as a true record of the meeting.

5.2

6 ACTION LOG

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

Item 12.3 Annual Governance Review of Board and Committee Related Items (29/04/2021): Regarding delegated authority, JT provided further clarify that there was an existing requirement within the Financial Regulations for Board authorisation on capital budget virements over £1million.

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

7 DECISION LOG

7.1 The Board considered the Decision Log.

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

8 CHAIR'S REPORT

8.1 The Chair presented her report noting events which had occurred since the Board meeting held on 26 August 2021. The following key points were highlighting:
- Continuing discussions with Scottish Government regarding funding (meeting scheduled later today) as well as routine conversations to discuss the future direction and ambitions of the Service.
- Board Development Away Days (25-26 October) were both informative and beneficial for both the Board and Strategic Leadership Team.

8.2 **The Board noted the report.**

9 CHIEF OFFICER'S REPORT

9.1 The Chief Officer presented his report noting events which had occurred since the Board meeting held on 26 August 2021. The following key points were highlighting:
- Recent retirements of 4 long serving personnel: WC Iain Campbell, WC Brian Hughes, FF(C) Roddy McAlister and DACO Paul King.

9.2 In addition to the written report, the Chief Officer provided a verbal update on the following key areas and risks:
- Unprecedented disruption in the supply chain for construction materials, due to the pandemic and Brexit. This represents a significant risk to the delivery of the planned capital programme and the Service's ability to fully spend the capital budget. The main causes and impact of the unprecedented disruption were outlined.
- Investment in battery powered rescue equipment to reduce risks within the Service.
- Command and Control Futures remains a high risk, however good progress was being made.

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- Health and wellbeing of staff remains a prominent risk. Measures were being taken to review and reduce workloads in order to safely deliver Conference of Parties (COP26) and continue to support staff through the continuing impacts of Covid.
- Pressures on future capital budgets. Ten-year risk based capital budget to be developed, which prioritises future investment necessary to ensure that the Service continues to maintain firefighter safety, protect and serve the communities of Scotland, meet environmental requirements and maintain efficient and effective systems to run the Service. Outline of investment required due to RAAC panels. Further discussion to be held at a future Board Strategy Day.
- Report on the Service's preparation of COP26 would be provided at the next Strategy Day.

9.3   The Board were reminded that the Annual Operating Plan (AOP) had been reviewed in August 2021 to reduce workloads and pressure on staff. Due to the continuing presence of Covid, the AOP would be further reviewed and brought back to the Board.

9.4   KD informed the Board that a response had been received from Ash Regan, Minister of Community Safety following the Annual Performance Review on 5 October 2021. The Minister commented positively on the Service's response to Covid, preparations for COP26 and future ambition on environmental issues.

9.5   **The Board noted the report.**

10   COMMITTEE UPDATES
10.1   **Change Committee (CC)**
10.1.1 FT reported that the Committee held a public meeting on 5 August 2021 and noted that the draft minutes were previously circulated and discussed. The next meeting of the Committee was scheduled for 4 November 2021 and highlighted the business being presented:
- Major Projects: Retained/Volunteer Duty System Strategy, West Asset Resources Centre, People, Training, Finance and Asset Systems Programme
- Portfolio Office Progress update
- General discussion on the Committee's role relating to risk.
- Risk Spotlight (Strategic Risk 8 - Ability to anticipate and adapt to a changing environment through innovation and improved performance)
- Period update and further scrutiny of Command and Control Futures.

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

10.2   **Audit and Risk Assurance Committee (ARAC)**
10.2.1 BB noted that the Committee held a public meeting on 14 October 2021 and provided a verbal update, highlighting the following:
- Internal Audit's Final report on Remote Working: Broad ranging report which reflected good practice by the Service and noted the areas of improvements. The Committee commended the measures put in place by the Service at the height of the pandemic.
- Draft Risk Management Policy was scrutinised and recommended for Board approval (Agenda Item 13).
- Draft Anti-Fraud and Corruption Policy was scrutinised and recommended for Board approval (Agenda Item 14).
- Deloitte's Audit Dimensions and Best Value (Wider scope) report, which was the subject of the Committee's special meeting on 26 August 2021, was presented. It was noted that with one exception all recommendations were accepted and being implemented.

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- During the private session, the Draft Annual Report and Accounts were scrutinised and recommended for Board approval, subject to satisfactory conclusion of the outstanding issues. (Agenda Item 24).

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

10.3   **People Committee (PC)**
10.3.1   MW reported that the Committee held a public meeting on 9 September 2021 and referred the Board to the attached draft minutes. MW highlighted the following:
- Awareness of the continual impact of Covid on staff.
- Encouraged by the increased number of recruits.
- Assured by the co-ordination of recruitment whilst noting challenges within the current marketplace.
- Positive assistance with Lifelines Scotland to develop methods to support personnel.
- Positive developments and innovative delivery of training and the long-term benefits of a blended approach.
- An area of concern remains the increase of acts of violence against personnel, particularly over the upcoming bonfire period.
- Importance of the Covid Recognition Scheme to recognise the efforts of personnel.
- Recognition of the Leadership of Change Programme (virtual delivery) recommencing.

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

10.4   **Service Delivery Committee (SDC)**
10.4.1   NB reported that the Committee held a public meeting on 1 September 2021 and referred the Board to the attached draft minutes. NB highlighted the following:
- Service Delivery Update report contained additional details on the Operational Control contingency planning.
- New format of the Quarterly Performance Report was well received.
- HMFSI Action Plans were scrutinised and noted good progress being made.
- Update on the Unwanted Fire Alarm Signals (UFAS) review project.
- Update on the Clinical Governance Framework.
- Risk spotlight on water supply/hydrants noting the good progressing being made in regard to the Service Level Agreement, internal recruitment, improved data capture and the de-escalation of risk.
- Spotlight on Automatic External Defibrillators.
- HMFSI Chief Inspector would be invited to all future Committee meeting, as an attendee.
- Series of reports focusing on climate change aspect relating to service delivery would be presented at future meetings.

10.4.2   Grenfell Tower Fire Update
SS provided the Board with an update on the work undertaken by the Service in conjunction with relevant partners, following the Grenfell Tower fire tragedy in June 2017. The following key points were highlighted:
- Update Report 8 presented to the Committee, noting 17 actions remained outstanding. Of which, 14 actions were on track for completion, 2 actions had been extended due to further testing/training being required and one action had been closed.
- Successful delivery of large scale practical exercise in October 2021 to test new methodology. The HMFSI attended this exercise as part of their thematic inspection on Firefighting in High Rise Buildings. Further exercises scheduled for November 2021.

- Phase 2 Grenfell enquiry was ongoing and focused on wider matters relating to London Fire Brigade. Scottish Government have convened a working group to review and analysis the learning of Phase 2 outcomes. This working group would meet bi-monthly and report directly into the Ministerial Working Group. Anticipated that recommendations and learning would be forthcoming.

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

(F Thorburn left the meeting at 1040 hrs)

11   BOARD FORWARD PLAN SCHEDULE 2022/21

11.1   MMcA presented a report to the Board seeking approval of the proposed scheduling of Board and Committee related meetings covering the period 1 April 2022 to 31 March 2023, which supported a balance of face to face and virtual meetings. MMcA noted that the Strategic Leadership Team would continue to scrutinise the Strategy Day Programme at their formal monthly meetings.

11.2   **The Board approved the proposed 2022/23 Forward Plan Schedule**

12   SFRS LONG TERM STRATEGIC VISION: UPDATED DOCUMENT AND FINAL ENGAGEMENT DETAIL

12.1   MMcA presented a report to the Board seeking approval for the publication of the updated version of the Long-Term Vision (LTV) document. He highlighted the following:
- Public consultation concluded in July 2021.
- LTV document subsequently reviewed following the public consultation.
- Majority of respondents (80%) agreed that the vision was the right direction of travel for the Service.
- Strong focus on working with communities and key partners.
- Previous feedback from the Board resulted in the document being re-edited. Appendix B details the key revisions.
- Mission statement to remained "Working together for a safer Scotland"
- Purpose statement to remain and a plain English version was included in the LTV document.
- Four strategic long-term intensions, principals and priorities are set out in the LTV document and the language has been simplified to ensure greater understanding.

12.2   The Board were reminded that the LTV document had been previously scrutinised and subsequently amended following earlier feedback.

12.3   The Board acknowledged the level of engagement with staff and noted their aspirations for this to be replicated in stakeholder engagement going forward.

12.4   As far as can be determined, MMcA confirmed that only one equality group responded to consultation.

12.5   The Board noted the comment on too many policies and procedures within the consultation feedback. SS reminded the Board of the current project to digitise and streamline operational documentation. MMcA further noted that a governance framework was being developed and this would also help simplify and streamline policies across the Service.

12.6   The Board commented on the feedback and insight gathered during the consultation and queried how aspects of the consultation, not specific to the LTV document, could be utilised and benefit the Service going forward. MMcA assured the Board that every comment/feedback had been captured and that he has commenced discussions with Director of Service Development, Head of Portfolio Office and Head of Governance, Strategy & Performance to identify how the Service starts to bring forward the output of

the vision, taking into consideration the ongoing national framework consultation, and how this develops into the Strategic Plan and change dimension. The themes identified (Appendix C) will form part of these discussions and be considered in future plans. Future strategy day session to be scheduled to discuss further (December 2021).

12.7   MMcA outlined the intention to publish "plan on a page" version, along with other materials as part of the ongoing communications with staff and stakeholders.

12.8   The Board thanked all those involved for their hard work during the entire process and production of this document.

12.9   **The Board approved the publication of the revised Long Term Strategic Vision.**

13   RISK MANAGEMENT POLICY
13.1   JT presented a report to the Board seeking approval of the Risk Management Policy. The following key points were highlighted:
- Draft policy scrutinised and recommended by the Audit and Risk Assurance Committee at their last meeting (14 October 2021).
- Directorate Risks have been developed and aligned with the Strategic Risk register which was developed and agreed by the Board and Strategic Leadership Team.
- Policy reflects the risk maturity profile, in terms of the Service's intention to become Risk Managed and the recommendations from previous Internal Audit reports.
- Policy was based on current practice and covers policy statement, processes, roles and responsibility and current documentation to support the process
- Policy has been developed with an understanding that the risk appetite approach was defined, albeit that the risk appetite was still to be determined. Future strategy Day session scheduled (January 2022).
- Policy will cover project risks and their escalation through Directorate risks, albeit the process was still being developed.

13.2   The Board commented on the potential benefits of mapping Board risks to the assurance routes. JT noted that work had commenced to review assurance mapping within the Service and this would include risk. RW confirmed that the assurance framework formed part of the Annual Governance Review and this would be brought back to the Board in March/April 2022.

13.3   In regard to eLearning module, JT noted that this was currently being developed. However, this was supplemental to the "on the job" training and engagement being delivered by the Audit & Risk team to ensure that there is a greater understanding of risk and mitigations across the Service.

13.4   At the recent Audit and Risk Assurance Committee, BB confirmed that the Committee recommended this policy for approval and noted the good work being done in this area. He noted and welcomed the future strategy day session on risk mapping and the development to improve the focus on project risks.

13.5   In regard to the risk management maturity, JT advised that the anticipated timescale for the Service to move from Risk Defined to Risk Managed would be approx. 2 years. This would ensure that all actions were addressed and fully embedded within the Service.

13.6   **The Board approved the Risk Management Policy.**

14   ANTI FRAUD AND CORRUPTION POLICY
14.1   JT presented a report to the Board seeking approval of the Anti-Fraud and Corruption Policy. The following key points were highlighted:
- Draft policy scrutinised and recommended by the Audit and Risk Assurance Committee at their last meeting (14 October 2021).

- Policy defines the fraud framework for the Service to minimise the risk of fraud and was based on best practice identified through internal audits.
- Policy includes a policy statement, roles and responsibilities, fraud framework, reporting and enforcement of policy.

14.2   In regard to the Fraud Triangle, the Board raised the potential to incorporate reference to the SFRS Values, due to the values driven nature of the Service, and reducing any potential rationalising of fraud. It was noted that this would need to be based on evidence of positive influence and could perhaps be considered for the next iteration of the policy.

14.3

The Board approved the Anti-Fraud and Corruption Policy.

15   CAPITAL MONITORING REPORT 2021/22 – SEPTEMBER 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 30 September 2021 and sought approval for budget virements totalling £3.410m. The following key points were highlighted:

- Additional funding received from Scottish Enterprise for the Low Carbon Appliance Project (£0.500million) and Scottish Government's Green Public Sector Estate De-Carbonisation Scheme (4 grants totalling £2.135million). Thanks were extended to the Assets and Environmental Teams for securing this additional funding.
- Revised capital budget (£36.622million).
- Earlier acknowledgement of risk to capital spend. However, a risk remains regarding the condition and suitability of the asset portfolio and the inadequacies of the budget to address these issues.
- Current overall spend was £27.185million (74%).
- Current challenges were outlined within the Chief Officer's Update (agenda item 9).
- Proposed budget virements were to reprioritise spend on individual projects (West Asset Resource Centre, McDonald Road Refurbishment and Power Rescue Equipment, etc).
- Confirmation of future budget virements were anticipated.

15.2   To provide further clarification, IM advised the Board that the proposed budget virements remained in line with the 3-year Capital Plan previously approved by the Board and the virements reflected the rescheduling of the capital monies within projects.

15.3   In recognition of earlier discussion regarding risk to the capital spend, the Board queried whether the Service would be able to fully spend the budget. IM advised the Board that discussions were taking place with partner agencies, to ensure that the Service had the flexibility to spread funding grants spending over 2 financial years or between projects to maintain deliverability.

15.4   To gain a greater understanding, the Board requested that consideration be given to provide an update on the balance between energy efficiency and zero carton energy systems.

15.5   The Board acknowledged and congratulated the team on securing the project grant funding.

15.6   **The Board scrutinised the level of actual and committed expenditure for the period ending 30 September 2021 and approved the budget virements totalling £3.410million.**

(Meeting broke at 1125 hrs and reconvened 1140 hrs)

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16   RESOURCE BUDGET MONITORING REPORT – SEPTEMBER 2021

16.1   JT presented a report advising the Board of the resource budget position for the period ending 30 September 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 £1.173m and a forecasted year-end underspend of £0.320m. This forecast position was on the basis that additional funding would be received to support the Services investment in COP26. Trace & Protect and Emergency Service Mobile Communications Programme (ESMCP). Spend to date for these projects were (£0.761million). The following key points were highlighted:

- Budget virement for professional fees in respect of the protection of vulnerable group (PVG) costs and medical supplies. Reallocation of £0.047million between Employee Other and Supplies & Services.
- Main financial risks and overall summary were detailed in Appendix A.
- High risk areas remain overtime, recruitment, holiday pay/TOiL accrual and the ongoing impact of Covid.
- Forecast of main variations:
- Employee costs (£0.500million overspend) due to wholetime pay offer and increased overtime (driven by reduction of trainees, absence levels, etc), however this is offset by the underspend in Retained/Volunteer Duty System (RVDS) fees.
- Property costs (£0.760million underspend) due to reassessment of rates for masts and sale of Thornton site.
- Service & Supplies costs (£0.395million overspend) due to transition to WAN.
- Transport costs (£0.016million underspend) due to reduce travel levels.
- Income (£0.048million over recovered) due to grant income for electric cars charging points.

16.2   In regard to RVDS costs, JT advised the Board that this was reflective of the suspension of drill nights rather than a reduction in the overall activity levels.

16.3   In regard to Supplies and Services, JT informed the Board that the additional telephony costs for the transmission to an alternative supplier were anticipated. However, the timeline was underestimated and a subsequent debrief had been held to understand any lessons and future improvements.

16.4   The Board commented on the potential for future reports to be more succinct. However, the Board were reminded of their previous ask for more granular information to be presented to allow greater levels of scrutiny in this area. It was noted that this was still work in progress and further discussions would be arranged outwith the meeting.

16.5   **The Board scrutinised the resource budget position for the period ending 30 September 2021.**

17   RESOURCE BUDGET OUTTURN REPORT 2020/21

17.1   JT presented a report to the Board advising the final Resource Budget position for the financial year 2020/21, which shows an underspend of £2.339 million. The impact of the COVID-19 was felt across the Service and the financial implications of this are reflected in the final position.

17.2   Following budget revisions by Scottish Government, JT noted that adjustments to funding were made for Firelink, installation of interlinked smoke detectors, Fireworks and Make the Call campaigns and funds were returned by the Service to Scottish Government to support pressures in the wider public sector due to Covid-19.

17.3   **The Board scrutinised the Resource Budget Outturn Report 2020/21.**

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PRIVATE SESSION

23   MINUTES OF PREVIOUS PRIVATE MEETING: THURSDAY 26 AUGUST 2021
23.1   The private minutes were agreed as an accurate record of the meeting.

23.2   **The minutes of the private meetings held on 26 August 2021 were approved as a true record of the meeting.**

24   DRAFT ANNUAL REPORT AND ACCOUNTS
24.1   JT presented the Draft Annual Report and Accounts for the year ended 31 March 2021 to the Board for approval. JT extended his thanks to staff and External Auditors involved in preparation of these documents during this particularly challenging year.

24.2   JT informed the Board that Deloitte (External Auditors) were still finalising the audit of the Annual Report and Accounts and appraised the Board of the 2 outstanding issues.

24.3   BB confirmed that the accounts had been presented at the Audit and Risk Assurance Committee (ARAC) meeting on 14 October 2021 and were recommended for approval, subject to outcomes of the outstanding issues.

24.4   **The Board approved the Annual Report and Accounts 2020/21, subject to the resolution of the issues outlined, and authorised the Chief Officer, as the Accountable Officer, to sign and submit this on behalf of the Service.**

There being no further matters to discuss in private, the meeting closed at 1315 hours

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: 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):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
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):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 28 October 2021				
ITEM 11	**BOARD FORWARD PLAN SCHEDULE 2022-23**	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.	**The Board approved the proposed 2022/23 Forward Plan Schedule.**	**April 2022**
Impact Assessment for Board Decision (Review Date - 10/2022):				

ITEM 12	SFRS LONG-TERM STRATEGIC VISION: UPDATED DOCUMENT AND FINAL ENGAGEMENT DETAIL	The Director of Strategic Planning, Performance and Communications presented to 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.	**The Board approved the publication of the revised Long Term Strategic Vision.**	**April 2022**
Impact Assessment for Board Decision (Review Date - 10/2022):				
ITEM 13	RISK MANAGEMENT POLICY	The Acting Director of Finance and Procurement presented the Board with the draft Risk Management Policy for approval.	**The Board approved the Risk Management Policy.**	**April 2022**
Impact Assessment for Board Decision (Review Date - 10/2022):				
ITEM 14	ANTI FRAUD AND CORRUPTION POLICY	The Acting Director of Finance and Procurement presented the Board with the draft Anti-Fraud and Corruption Policy for approval.	**The Board approved the Anti-Fraud and Corruption Policy.**	**April 2022**
Impact Assessment for Board Decision (Review Date - 10/2022):				
ITEM 24	DRAFT ANNUAL REPORT AND ACCOUNTS 2020/21 (PRIVATE)	The Acting Director of Finance and Contractual Services presented the Draft Annual Report and Accounts for the year ended 31 March 2021, showing a Resource budget underspend of £2.339 million and a Capital budget underspend of £0.001 million.	**The Board approved the Annual Report and Accounts 2020/21, subject to the resolution of the issues outlined, and authorised the Chief Officer, as the Accountable Officer, to sign and submit this on behalf of the Service.**	**April 2022**
Impact Assessment for Board Decision (Review Date - 10/2022):				

OFFICIAL

THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 16 DECEMBER 2021

CHAIR'S UPDATE – NOVEMBER/DECEMBER 2021

Tuesday 2 November 2021
Chair's Reform Collaboration Group meeting with Martyn Evans, Scottish Police Authority and Tom Steele, Scottish Ambulance Service

Wednesday 3 November 2021
Board member 1:1 meeting
Regular meeting with Robert Scott, HMFSI and CO Blunden
Regular Chair/Chief Officer meeting

Thursday 4 November 2021
Change Committee meeting

Wednesday 10 November 2021
Regular meeting with Don McGillivray, Interim Director of Safer Communities and CO Blunden
Regular 1:1 meeting with Don McGillivray, Interim Director of Safer Communities

Monday 15 November 2021
Networking meeting with HMFSI and CO Blunden

Wednesday 24 November 2021
Regular Chair/Board Support Team meeting

Thursday 25 November 2021
SFRS Board Strategy Day

Tuesday 30 November 2021
Chair's Reform Collaboration Group meeting with Martyn Evans, Scottish Police Authority and Tom Steele, Scottish Ambulance Service

Wednesday 1 December 2021
Partnership Advisory Group meeting
Meeting with Richard Kerley, Professor Queen Margaret University re Governance Research
Regular 1:1 meeting with Don McGillivray, Interim Director of Safer Communities
Regular meeting with Ash Regan, Minister of Community Safety and CO Blunden

Thursday 2 December 2021
Remuneration, Appointments and Nomination Sub Committee meeting
People Committee meeting

Monday 8 December 2021
SFRS Board Pre-Agenda meeting

Wednesday 15 December 2021
Regular Chair/Board Support Team meeting

Thursday 16 December 2021
SFRS Board meeting
SFRS Board Strategy Day

Friday 17 December 2021
Trainee Graduation Ceremony, Newbridge

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

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 16 DECEMBER 2021**

Agenda
Item 9

CHIEF OFFICER'S UPDATE – November/December 2021

Monday 1 November 2021
COP26 Gold Event

Tuesday 2 November 2021
COP26 Gold Event

Wednesday 3 November 2021
SLT Gold meeting
Mid Year Review meeting
Regular Chief and Chair meeting
Regular meeting with Chief Inspector HMI
Regular Director 1:1

Thursday 4 November 2021
Visit to Heritage Store, Livingstone
Highland Review meeting
Preparatory Work for forthcoming Mental Health Symposium/Recruits/HMFSI event

Friday 5 November 2021
COP26 Gold Event

Monday 8 November 2021
Regular Director 1:1
Charity Video Recording for Prostrate Cancer
Meeting with Brigadier Ben Wrench, British Army

Tuesday 9 November 2021
Central Staffing Briefing re COP26

Wednesday 10 November 2021
Meeting re Gaelic Language Plan
Informal SLT meeting
Regular 1:1 with Brian Baverstock
Regular meeting with Sponsor Unit

Thursday 11 November 2021
Regular Director 1:1 x 2 meetings

Friday 12 November 2021
Annual Leave

Monday 15 November 2021
Preparatory Work for Long Term Vision Broadcast
Regular Director 1:1 meeting
HMFSI Evening Event

Tuesday 16 November 2021
Visit of NFCC Chair to NHQ/NTC
Regular Director 1:1 meeting

2828

2828

Wednesday 17 November – Monday 22 November incl 2021 – Sick Leave

Tuesday 23 November 2021
Regular Chief & Chair meeting
Regular Director 1:1 meeting
Meeting with Moore Insight
The Emergency Services Mental Health Symposium Panel Briefing

Wednesday 24 November 2021
Radio Interview with Global Media re Mental Health
Meeting with Director of Finance re Budget Outturn

Thursday 25 November 2021
The Emergency Services Mental Health Symposium, London

Friday 26 November 2021
Meeting with CEO of SAS

Monday 29 November 2021
Regular Director 1:1 meeting
Technical Reading
Staff welfare visit, Ayr

Tuesday 30 November 2021
Formal SLT meeting
Broadcast pre-meeting with Comms

Wednesday 1 December 2021
Accountable Officer Development Event
Regular Chief & Chair meeting with Minister Ash Regan

Thursday 2 December 2021
Regular Chief & Chair meeting
RANSC
CO Broadcast

Friday 3 December 2021
Trainee Graduation at NTC

Monday 6 December 2021
Chair NFCC UK H&S meeting
SFRS Board Pre-Agenda meeting
Regular Director 1:1 meeting

Tuesday 7 December 2021
DACO Ops Assessment Day

Wednesday 8 December 2021
Regular Meeting with Sponsor Unit
SLT Informal meeting
Regular 1:1 with Brian Baverstock

Thursday 9 December 2021
High Rise Building exercises
Regular Meeting with Chief Inspector HMI
SFRS Christmas message recording

Friday 10 December 2021
Regular Director 1:1 meeting

Monday 13 December 2021
CO attendance at funeral of CFO Kieran Amos, Warwickshire FRS

Tuesday 14 December 2021
Annual Leave

Wednesday 15 December 2021
Site visit to McDonald Road, Edinburgh
Regular Director 1:1 meeting
Strategic CONTEST Board meeting Q4

Thursday 16 December 2021
SFRS Board meeting
SFRS Board Information Session - pm

Friday 17 December 2021
Trainee Graduation Ceremony – Newbridge

Monday 20 December 2021
SLT Formal meeting

Tuesday 21 December 2021
Regular Director 1:1 x 2 meetings
Filming for IFE Tech Talk

Wednesday 22 December 2021
Regular Director 1:1 meeting
Presentation to staff member for long service retirement
Meeting with Franklin Covey

Thursday 23 December 2021
Working from home

Friday 24 December – Friday 31 December 2021
Annual Leave

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 4 NOVEMBER 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

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

IN ATTENDANCE:

Ross Haggart (RH)	Deputy Chief Officer
Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
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
David Lockhart (DL)	Head of Service Development
David Farries (DF)	Head of Operations (Item 8.1)
Scott Semple (SSe)	Head of People and Organisational Development (POD) (Item 8.1)
Paul McGovern (PMcG)	People Training Finance and Assets (PTFA) Programme Manager (Item 9.2)
Alasdair Cameron (AC)	Group Commander Board Support
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Leanne Stewart	Portfolio Office
Siobhan Hynes	Portfolio Office

1   WELCOME

1.1   The Chair opened the meeting and welcomed those participating via MS Teams, in particular David Lockhart, Head of Service Development following his recent appointment.

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 SFRS website.

2   APOLOGIES
         None

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

3.1   The Committee agreed that the Command and Control Futures (CCF) Project (Agenda Item 16) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E).

3.2   The Committee agreed that a verbal update on McDonald Road Refurbishment project would be heard in the private session due to confidential commercial/financial information (Standing Order 9E).

4   DECLARATION OF INTERESTS

4.1   None

5   MINUTES OF PREVIOUS PUBLIC MEETING: 5 AUGUST 2021

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

5.1.1   **Subject to minor typographical errors, the minutes of the meeting held on 5 August 2021 were approved as a true record of the meeting.**

5.2   **Matters Arising**

5.2.1   None

6   ACTION LOG

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

6.2   The Committee appreciated the comprehensive response provided for Action 8.5.6 (Retained/Volunteer Duty System (RVDS) Change Request and Updated Dossier (05/11/20))

6.3   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 statements/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   CHANGE PORTFOLIO/MAJOR PROJECTS

8.1   **Change Portfolio/Major Projects Dashboard**

8.1.1   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. The following key issues were highlighted:
- Service Delivery Model Programme (3 projects) – Red for Skills and Resources
- People, Payroll and Finance Project – Amber for Time, Skills and Resources.
- Rostering Project – Amber for Skills and Resources.
- RVDS Improvement Programme – Amber for Time.
- Command and Control Futures (CCF)– Amber for Time, Cost, Quality, Skills and Resources.
- Emergency Service Network (ESN) – Red for Cost and Amber for Quality.
- McDonald Road Redevelopment – Amber for Quality and Skills and Resources.

8.1.2   The Committee discussed the appropriateness of assigning RAG status to projects in the early stages of development and, in particular, prior to project briefs/risk registers being produced. It was generally agreed that RAG status should remain blank until a project brief/dossier had been developed.

8.1.3   The Committee commented on the statement within the Capacity to Delivery section (covering report para 3.4.1) and noted that this could be misinterpreted.   It was agreed that the Portfolio Office would review and update as appropriate.

ACTION: PO

8.1.4   PSt informed the Committee that the Capacity to Deliver statement within the covering report related to both the underestimating of the consultation process/timeline as well as the capacity/resources within the Portfolio Office.

8.1.5   The Committee noted the shortfall on Skills and Resources across most of the projects and queried the cumulative effect on the Service's capacity to deliver. AM informed the Committee that capacity management was fundamental and discussions had already begun with Workforce Planning to identify potential areas for improvement and collaboration.

8.1.6   In regard to the ESN, PSt reminded the Committee that the Service were continuing to engage with both the UK and Scottish governments re cost recovery and confirmed that all costs incurred by the Service were being captured.

8.1.7   <u>Retained/Volunteer Duty Strategy – Change Request, Updated Dossier and SMART Objectives and Measures</u>
DF presented the Change Request and updated Dossier to the Committee and highlighted the following key points:
- Change of nomenclature from RVDS Strategy to RVDS Improvement Programme.
- Updated Dossier which outlined the 6 key themes and 5 key workstreams.
- Oversight and scrutiny by the newly created RVDS Improvement Programme Board.
- Continuing to work with the Portfolio Office to improve the capturing of benefits realisation.

8.1.8   The Committee welcomed the clear Outcome Aim Statements including baseline measures, etc which had been developed for each workstream.

8.1.9   The Committee acknowledged the positive partnership working with the Portfolio Office.

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

8.1.11   <u>Protection of Vulnerable Groups Scheme – Closing Report</u>
SSe presented the Protection of Vulnerable Groups (PVG) Scheme Closing Report to the Committee and highlighted the following key points:
- Various challenges encountered during the project.
- Cross Directorate collaboration and additional assistance provided by Corporate Admin.
- Close partnership working with Disclosure Scotland.
- Lesson identified throughout the project which would be taken forward.
- Small number of outstanding cases would be transferred and captured through business as usual.
- Outline of process for addressing any convictions being identified.

8.1.12   The Committee noted and welcomed the inclusion of PVG checks as part of the recruitment process for uniformed personnel.

8.1.13   SSe assured the Committee that the inaccuracy within the recording process had been addressed and there was now confidence in the current process.

8.1.14   In regard to the outstanding cases, SSe confirmed that no specific trends had been identified and there was no detrimental impact on service delivery due to the small number of cases involved.

8.1.15   **The Committee scrutinised and noted the closing report.**

8.1.16   West Asset Resource Centre (ARC) – Change Request
IM presented the Change Request noting the revised extended timeline to allow for cost certainty for the project. He noted that the design element had been agreed and confirmation of cost certainty had been requested from the primary contractor. It was anticipated that this information would be available by 29 November, when a decision would be required regarding the affordability of the project.

8.1.17   In regard to materials costs, IM informed the Committee that these remained unstable due to the current level of demand. IM advised that consideration was being given to the potential different construction methods available to reduce costs without compromising overall quality of the project.

8.1.18   IM confirmed that there were no direct internal costs associated with the prolonged process due to this being undertaken through business as usual.

8.1.19   In terms of efficiencies, IM reminded the Committee that this project was the final element of the Service's Strategic Intent (2014) to relocate the ARC and outlined the proposals for the current site at Cowcaddens.

8.1.20   **The Committee scrutinised and noted the change requests.**

8.1.21   People, Payroll and Finance – Project Brief
PMcG presented the People, Payroll and Finance project brief to the Committee and highlighted the following:
- Specific example outlining the current leaver's process which included requesting information already held by the Service, duplication of information being requested at separate stages, manual admin process and potential loss of valuable information due to the limited number of exit interviews being conducted.

8.1.22   The Committee commented on the Amber RAG status for Time and Skills and Resources. PMcG noted that there had been optimism bias within the initial timelines for the separate projects and the development of key documentation ie business case. The Service have engaged the services of Moore Insight to assist in the creation of this documentation. PMcG commented on the resourcing issues which was reflective of the current availability of skills, retention and recruitment of personnel.

8.1.23   PMcG assured the Committee that there was regular engagement and collaboration with the Portfolio Office to share experience, provide assistance and develop the change management approach. AM informed the Committee that he would be participating on all major project/programme boards to gain a greater oversight and provide assistance where required.

8.1.24   PMcG informed the Committee of the rationale for the People, Payroll and Finance project being retained as one project. PMcG noted that the people related data forms the core and would feed other systems ie rostering, etc. PMcG further noted that due to the significant proportion of monies being attributable to people costs, it was essential to ensure the synergy between these aspects.

8.1.25   IM noted that the decision to separate the Assets from the wider project was taken following market testing and to ensure the best options were available to the Service.

8.1.26   PMcG reminded the Committee that various business cases had been developed at different stages since the project was initiated. Following a decision by the Programme Board, a business case (in line with the HM Treasury guidance) and statement of requirements would now be developed. As previously indicated, Moore Insight had been engaged to assist in the creation of these documents and accelerate the process.

8.1.27   The Committee acknowledged the previous business cases and the comprehensive business case process currently being undertaken. However, it was noted that this report could be misinterpreted and lead to suggestions that no prior business case process or appropriate governance had been undertaken.

8.1.28   The Committee commended the change management approach, particularly the engagement with customers/front line users and the emphasis on end to end processes.

8.1.29   In regard to document scanning, PMcG noted that the Project Board recognised the potential for legacy (paper based) systems to be retained until an electronic records management project had been identified.

The Committee scrutinised and noted the project brief.

8.1.30

8.2   **People, Training, Finance and Assets (PTFA) System Programme Update**
8.2.1   PMcG presented an update to the Committee on the PTFA programme, highlighting the following key points:
- Ongoing analysis on over 300 identified processes.
- Focus on Business Case and Statement of Requirement.
- Development of data strategy within the scope of project.
- Engagement continuing both internally with POD, Finance and Training colleagues and external organisations.
- Recruitment of Project Manager for the Rostering project was underway.

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

(Meeting broke at 1109 hrs and reconvened at 1115 hrs)

9   GENERAL REPORTS
9.1   **Portfolio Progress Update**
9.1.1   AM presented the Portfolio Progress update report to the Committee which outlined the key activities undertaken by the Portfolio Office in developing new and existing capacity specific to Portfolio, Project and Programme management. The following key points were highlighted:
- Action 2 Strategic Awareness Sessions: Continuous level of engagement with management/functional teams. Positive support and level of engagement which demonstrates the appetite for change/improvements in terms of how changes are delivered within the Service.
- Action 5 Business Change Lifecycle Design Phase 1: Portfolio Office workshop held to outline the proposed business change lifecycle. Next steps were to engage with key functions to seek input and feedback to refine the design. Phase 1 would focus on definition of portfolio, processes and capacity.
- Action 6 Portfolio Office Function Recruitment: Change Centre of Excellence Manager to take up their post in January 2022. This will enhance the capabilities and experience within the existing team and drive forward the key initiatives within the roadmap.
- Action 7 Portfolio Office Financial Reporting and Action 8 Business Case Process Assessment and Renew: Work ongoing to increase the visibility of the total costs of initiatives and identifying improvements within the business case process.

9.1.2   The Committee commented on the positive progress being made within the Portfolio Office including the recruitment of additional resources and the openness towards change within the wider Service.

9.1.3   **The Committee noted the report.**

10   RISK
10.1   **Portfolio Office Risk Log**
10.1.1   GB presented the Committee with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office.

10.1.2   The Committee commented on the high number of "red" risks and queried how the management of risk was aligned to take account of risk appetite. RH advised the Committee that a review of the current format and contents of the risk log would be undertaken with assistance from the Audit and Risk Manager. RH noted that the management and development of risk/risk appetite within the portfolio could be improved. In regard to risk appetite, the Committee were reminded that this was still being developed and noted that an update would be brought back to the next meeting (February 2022).

10.1.3   During the review of the risk log, the Committee requested that consideration be given to the concept of concurrent and cumulative risk and the potential to narrate the dimensions of these risks in order to provide a greater understanding of scenarios and effects on risk rating. RH noted that, as the Change Portfolio develops, a wider perspective on risk etc would also be developed.

10.1.4   **The Committee noted the report.**

10.2   **Committee Aligned Directorate Risks**
10.2.1   The Committee noted the Aligned Directorate Risks.

10.2.2   **The Committee noted the report.**

10.3   **General Discussion: Committee's Role and Influence on Risk**
10.3.1   Brief discussion took place to reiterate the purpose of spotlighting individual risks by Committees, including:
- Spotlighting was introduced to ensure consistency on the overall management of risk.
- Opportunity to focus on individual risks to gain a greater understanding of the management, mitigations and challenges.
- Take assurance on how risks were being managed across the Service.
- Offers support to Executive and opportunity to share Non-Executive perspective/ experience.

10.4   **Risk Spotlight: Strategic Risk 8 (Ability to anticipate and adapt to a change**
10.4.1   **environment through innovation and improvement performance)**
PS provided a verbal update to the Committee and noted the following key points:
- Resource and capacity: Proactive action to recruit resources, including Centre of Excellence Manager, Communication and Consultation posts, etc into the Service to manage the activity. Ongoing challenges with recruitment/market. Increased focus to understanding any capacity requirements to deliver change prior to instigation of major projects/programmes for change.
- Improved performance: Linked to consultation processes and organisational strategy on change activity.
- Development and improvement within the business case process.

10.4.2   RH reminded the Committee of the current challenges regarding costs (particularly construction) and the recruitment and retention of personnel in the existing climate. RH noted that the Service had limited ability to influence the situation but were managing and

prioritising the capacity available as appropriate.

10.4.3   The Committee noted the situation and the links to the business change lifecycle which enables the Service to prioritise the resources available appropriately.

10.4.4   With regard to innovation, the Committee asked whether the change agenda was sufficiently innovative to address this strategic risk. PSt noted that the Service were still in the early stages of innovation maturity and further work was required to identify, create and progress. The Committee commented on the Service's overall focus on innovation and whether there were opportunities for improvement.   AM informed the Committee that the concept of business architecture was being considered within the Service.

10.4.5   The Committee sought clarification on the current risk rating, RAG status and percentages within the Status column. RH advised that the RAG status and percentage relate to the progress on the actions identified to address the risk and once addressed the risk rating would be reviewed. It was noted that this had been previously raised and an action taken at the Service Delivery Committee.

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

11   COMMITTEE ROLLING FORWARD PLAN
11.1   **Committee Forward Plan**
11.1.1   The following items were noted:
- Risk Appetite (February 2022)

11.2   **Items for consideration at Future IGF, Board and Strategy Day Meetings**
11.2.1   No items were identified.

12   REVIEW OF ACTIONS
12.1   AC confirmed that one formal action was recorded during the meeting.

13   DATE OF NEXT MEETING
13.1   The next meeting is scheduled to take place on Thursday 3 February 2022 at 1000hrs.

13.2.   There being no further matters to discuss, the public meeting closed at 1200 hrs.

PRIVATE SESSION

14   MINUTES OF PREVIOUS PRIVATE MEETING: 8 AUGUST 2021
14.1   Subject to minor typographical errors, the minutes of the meeting held on 5 August 2021 were approved as a true record of the meeting.

14.2
15   PRIVATE ACTION LOG
15.1   The Committee considered the action log, noted the updates and agreed the closure of completed actions.

16   COMMAND AND CONTROL FUTURES (CCF) PROJECT
16.1   **Command and Control Futures Project Update**
16.1.1   JD presented the Periodic Update Report (including Highlight Report), Digital Assurance Office (DAO) Health Check Review Report, Change Request and updated Dossier to the Committee. A short presentation was given to the Committee to summarise the current position.

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

16.2   **Digital Assurance Office Health Check Review**
16.2.1 Covered under 16.1

16.3   **Command and Control Future: Change Request and Updated Dossier**
16.3.1 Covered under 16.1

17   **McDonald Road Refurbishment Project Update**
17.1   IM provided a brief verbal update to the Committee on the McDonald Road Refurbishment project.

DRAFT - OFFICIAL

SCOTTISH FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE

THURSDAY 14 OCTOBER 2021 @ 1330 HRS

BY CONFERENCE FACILITIES

PRESENT:

Brian Baverstock, Chair (BB)	L Bloomer, Deputy Chair (LBl)
Paul Stollard (PS)	Tim Wright (TW)
Mhairi Wylie (MW)	

IN ATTENDANCE:

Ross Haggart (RH)	Deputy Chief Officer
John Thomson (JTh)	Acting Director of Finance and Procurement
David Johnston (DJ)	Risk and Audit Manager
Gary Devlin (GD)	Internal Audit (Azets)
Matthew Swann (MS)	Internal Audit (Azets)
Gillian Callaghan (GC)	Internal Audit (Azets)
Pat Kenny (PK)	External Audit (Deloitte)
Caroline Jamieson (CJ)	External Audit (Deloitte)
Scott Semple (SS)	Head of POD
Robert Scott (RS)	HMFSI
Kirsty Darwent (KD)	Chair of SFRS Board
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS:

Karen Horrocks, Assistant Verification and Risk Officer
Lorna Smith, Scottish Government

1   CHAIR'S WELCOME

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

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

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

2   APOLOGIES

2.1   Martin Blunden, Chief Officer
        Mark McAteer, Director of Strategic Planning, Performance and Communications

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

3.1   The Committee discussed and agreed that Item 18 (External Audit – Annual report to Members and Auditor General for Scotland) and Item 19 (SFRS Draft Annual Report and Accounts 2019/20), would be heard in private session due to confidential financial information not already in the public domain and matters considered of a confidential nature in line with Standing Orders (Item 9E and 9G respectively).

3.2   No further items were identified.

4   DECLARATION OF INTERESTS

4.1   None.

5   MINUTES OF PREVIOUS PUBLIC MEETING:

5.1   **Thursday 8 July 2021**

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

5.2   **Thursday 26 August 2021 (Special)**

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

5.3   **Matters Arising**

5.3.1   There were no matters arising.

5.4   **The minutes of the meeting held on 8 July 2021 and 26 August 2021 were approved as a true record of the meetings.**

6   ACTION LOG

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

        Item 14.2 Quarterly Update of Gifts, Hospitality and Interests Register (08/07/2021):
        The Committee were still keen to understand the effectiveness of the new Fraud Policy, however, they noted that the process for gathering feedback had been initiated. DJ outlined his proposal for gathering further feedback and engagement with Directorates. It was agreed that this action would be closed.

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

7   INTERNAL AUDIT

7.1   **SFRS Internal Audit Progress Report 2021/22**

7.1.1   GD presented a report to the Committee which summarised the progress on the delivery of the 2021/22 Internal Audit Plan and the following key points were highlighted:
        • Completion of Remote Working Audit
        • Completion of fieldwork for Fire Safety Enforcement Audit
        • Planning underway for the Learning and Development Audit
        • Status of Key Performance Indicators (green)

7.1.2   In regard to KPI 4 (customer feedback), the Committee were reminded that this was gathered through an iterative process. DJ noted that the relationship with Azets was positive and there was a good level of engagement throughout the Service. Should any areas of improvement be identified, these would be discussed and actioned. GD confirmed there was positive and strong engagement with a focus on continuous improvement for both Azets and the Service.

7.1.3   Final Report – SFRS Remote Working

7.1.4   MS advised the Committee of the outcome of the audit which found the SFRS's arrangements for remote working reflected good practice and identified 5 areas of improvement.

7.1.5   SS acknowledged the positive report and noted that the Service were still in the learning process and developing the concept. SS informed the Committee that a series of staff agile working workshops had been held and some of the feedback aligned with the audit findings. SS noted that the Agile Working Group had been convened to develop and implement the Agile Working Framework.

7.1.6   JT to confirm with ICT colleagues to provide clarification on the status of the multi factor authentication project.

ACTION: JT

7.1.7   The Committee commented on the increased risk to data security/personal safety and the potential risk to staff feeling isolated or disconnected from the Service. SS noted that both personal safety and cyber security were important and at the forefront of guidance for staff which was similar to the Lone Working guidance. SS reminded the Committee that Agile Working was only one option available to staff and that this may not work for the individual or wider team. There would still be an expectation and need for individuals to maintain connections to reduce the risk of them becoming or feeling isolated.

7.1.8   In regard to the staff survey undertaken by Azets, the Committee commented on the small sample size and MS advised that this was due to issues with accessing the data to contact individuals direct.

7.1.9   In regard to training, SS noted that a range of training including mandatory elements was currently being developed. He noted the differing opinions/attitudes of and the challenges faced by managers, however, the Service were asking managers to be open and willing to trial and test agile working options.

7.1.10 RH reminded the Committee that due to the ongoing restrictions, the Service were still unable to fully understand the true implementation of agile working.

7.1.11 The Committee commented that this was an extremely positive report and highlights the significant progress the Service had made in responding to the challenges of enforced remote working.

7.1.12 **The Committee scrutinised the progress report and the final report.**

7.2   Progress Update – Internal Audit Recommendations

7.2.1   MS presented a report to the Committee outlining the status of the recommendations raised by Internal Audit noting the inclusion of a comments section from Azets on previous outstanding recommendations. The following key areas were highlighted:
  • New arrangements agreed regarding reviewing older actions to check the relevance of the action.
  • Both the Fraud and Risk Policies were being presented at today's meeting and it was anticipated that this would remove several outstanding actions in the coming months.

7.2.2   The Committee noted and welcomed the new arrangements for reviewing older recommendations with a view to streamlining the report.

7.2.3   In regard to Recommendation 4 (Water Planning), DJ advised the Committee that further assurance was required to evidence how the work was progressing. RH noted that the overarching risk on water planning had been deescalated due to the positive action taken

with Scottish Water. The Committee would welcome an update at the next meeting (January 2022).

ACTION: DJ

7.2.4 The Committee commented on the numerous revised timescales and noted the potential reasons ie over ambitious, impact of Covid, reliance on 3rd parties, etc. The Committee have asked for some focus to be given around recommendations where there are multiple date changes and to report back at the next meeting.

ACTION: Azets

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

8   INDEPENDENT AUDIT/INSPECTION ACTION PLAN UPDATE

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

- Audit and Inspection overview dashboard which provides high level details of all action plans.
- Audit Scotland Report (May 2018) Action Plan; Further 2 actions completed, revised timescale for last remaining action (Retained Duty System Terms and Conditions). Overall 98% completion.

8.2

Typographical error within the title of Appendix B, was identified and amended.

8.3

The Committee scrutinised the report.

9   AUDIT DIMENSIONS AND BEST VALUE FOR THE YEAR ENDED 31 MARCH 2021

9.1 The Committee were reminded that the draft version of the report had been presented and discussed at their special meeting on 26 August 2021. An updated report was now presented to the Committee for completeness and scrutiny of any substantive changes (since 26 August 2021).

9.2 PK confirmed that the report has been amended in line with the discussion on 26 August and upon receipt of correspondence from the Committee Chair. He outlined the following main changes:

- Introduction section: Revised to provide clarity that the audit was risk based and proportionate as per the wider scope guidelines set by Audit Scotland. Therefore, the audit was likely to identify areas of improvements and should not be read as a comment on the overall performance of the Service.
- Training Strategy recommendation: Key issue was regularly reporting targets set to allow effectiveness and implementation of the training strategy to be assessed.
- Outstanding Internal Audit recommendations: Revised narrative to clarify the position.

9.3 In regard to the management response, JT confirmed that the Committee's comments had been reflected in the action plan and that timescales had been revised to be more realistic. Following discussions at the pre-agenda meeting (4 October), JT advised the Committee that further adjustments would be made to provide greater clarity and noted that some timescales had still to be updated. JT to provide details of these revisions to the next meeting.

ACTION: JT

9.4 **The Committee scrutinised the report and confirmed that they were content with the revisions made.**

10   DRAFT ANTI-FRAUD AND CORRUPTION POLICY

10.1   DJ presented a report to the Committee which contained the draft Anti-Fraud and Corruption Policy for scrutiny and highlighted the following key issues:

- Policy defines the Fraud Framework and aligns with other relevant policies to minimise the risk of fraud and corruption and enhancing the Service's overall systems of control.
- To raise awareness and understanding, initial fraud training had been delivered to some staff and a fraud LCMS training package has been developed and a roll out programme was being considered. This would also include direct engagement with Directorates to raise awareness.
- Future reporting would be through the Good Governance Board and ARAC.

10.2   DJ clarified that during the initial investigation phase to identify potential fraud, consideration would be given to the sensitivities of the allegations before briefing the Chief Officer, etc. He confirmed that should fraud be identified then the Chief Officer, etc would be informed.

10.3   RW briefed the Committee on the role and remit of the Good Governance Board and agreed to circulate the Terms of Reference for information.

ACTION: RW

10.4   The Committee commented on the term "*gross negligence*" and queried whether this could be restrictive. DJ advised the Committee that advice had been sought from Legal Services regarding this term and would confirm the wording used and notify the Chair outwith the meeting.

ACTION: DJ

10.5   DJ reminded the Committee that the purpose of the Anti-Fraud Policy was to raise awareness, outline processes, highlight potential danger signs/identifiers and its links to other policies.

10.6   JT assured the Committee that any suspected fraudulent activities would be reported to the Chair of the Board and ARAC as soon as possible, and would then form part of the regular update report submitted to the Committee.

10.7   **The Committee scrutinised and, subject to minor amendments, recommended the Anti-Fraud and Corruption Policy to the Board for approval.**

11   DRAFT RISK MANAGEMENT POLICY

11.1   DJ presented a report to the Committee which contained the draft Risk Management Policy for scrutiny and highlighted the following key issues:

- Policy promotes awareness of risk, provides assurance of adequate controls in place, and alignment to the Service's management of risk processes.
- Maturing of the risk framework to further strengthen system of controls and alignment to risk maturity.
- Policy updated to reflect the current practices such as provision of assurance, ability for scrutiny at all levels, increased awareness and engagement.
- Need for period of stability to embed the framework (as outlined in the Internal Audit 's report on Risk Management).
- Future Strategy Day session on Risk Appetite (January 2022).
- Portfolio Office were developing new documentation and this would be aligned to the new risk management practices and framework.
- Revised reporting template had been well received, provides greater transparency and scrutiny at all management levels. This has generated an increase in requests for further information and work was ongoing to develop an additional level to look at functional and project risks within the reporting tool.

11.2   The Committee noted the risk appetite session at a future strategy day and indicated that during this session a discussion on how the risk description and scoring reflected on the risk appetite at different points.

11.3   The Committee commented on the need for the Portfolio Office's reporting of risks to be aligned with the risk management framework. DJ assured the Committee that he was engaging with the Head of Portfolio Office, who was aware and keen to ensure alignment. The Committee acknowledged that the reporting of project risks was well established and requested that a specific update on the alignment process be included in the risk reporting at the next meeting (January 2022).

ACTION: DJ

11.4   To provide transparency, RS advised the Committee that risk and change management would be a particular focus of HMFSI going forward. BB thanked RS for this early indication and would welcome the opportunity to discuss this further outwith the meeting.

11.5   **The Committee scrutinised and recommended the Risk Management Policy to the Board for approval**.

12   QUARTERLY UPDATE OF GIFTS, HOSPITALITY AND INTERESTS REGISTER
12.1   DJ presented the report to the Committee providing an update on the Gifts, Hospitality and Interests Register for Quarter 2 2021/22.

12.2   The Committee noted their concerns regarding the number of individuals not self-identifying and the potential lack of awareness and effectiveness of the new policy. Discussions to be held outwith the meeting to consider areas to be reported on at the next meeting (January 2022) in order to provide broader assurance around additional actions being taken where interests are reported.

ACTION: BB/DJ

12.3   **The Committee noted the report.**

(The meeting broke at 1516 hrs and reconvened at 1526 hrs)

13   INTERNAL CONTROLS UPDATE
13.1   **a) Overview of Strategic Risk Register and Aligned Directorate Risks**
13.1.1 DJ presented the revised Strategic Risk Register (SRR) along with the aligned Directorate Risks to the Committee and outlined the information contained within the appendices.

13.1.2 DJ provided further clarity on the information being presented within Appendix D (Directorate Closed Control Summary) and Appendix E (Directorate Closed Risk Summary).

13.1.3 Regarding changes to risk ratings, DJ confirmed there were no changes during this reporting period and stated that any changes would continue to be captured and reported within future reports.

13.1.4 The Committee commented on the opportunity to influence the reporting format/process and felt that this has been missed. DJ noted that the new format was being presented today and the Committee still had the opportunity to provide some feedback. BB and DJ to discuss the format of the report further outwith the meeting.

ACTION: BB/DJ

13.1.5 The Committee noted potential loss of the overarching commentary, details of changes to risk ratings, effectiveness of controls, etc from the new format of reporting. DJ advised the Committee that although the format of the report had been revised, the same information was being presented and, if appropriate, additional information could also be provided. JT

informed the Committee that the new format risk report was well received by the Strategic Leadership Team and provided additional levels of granularity.

13.1.6 **The Committee scrutinised and supported the continued development the report.**

13.2 **b) Anti-fraud/Whistleblowing Update**
13.2.1 JT noted that there were no issues to report.

14 QUARTERLY UPDATE REPORT ON HMFSI BUSINESS
14.1 RS presented the quarterly report to the Committee to provide an update on HMFSI's inspection and reporting activity during 2021/22 and the following key areas were noted:

- Local Area Inspection (LAI) for Argyll and Bute now complete and the LAI for Angus has commenced.
- Formal discussions underway regarding new proposals for annual Service Delivery Area inspections rather than individual Local Authority area inspections. Further details would be provided at the next Board Strategy Day (November 2021).
- Thematic Inspection on the Service's plans and preparedness for the UN Climate Change Conference had now been completed.
- Fieldwork for the Thematic Inspection re Firefighting in High Rise Buildings was still ongoing and the final report would be laid before Parliament in May 2022.
- Fieldwork for the Thematic Inspection re Health and Safety - An Operational Focus has been concluded and the final report would be available in Quarter 4 2021/22.
- Thematic Inspection on the Review of Operational and Protective Equipment had been deferred and would be rescheduled as necessary. Reminder that Azets previously carried out an audit on this area.

14.2 RS confirmed that potential benchmarking proposals would be included in the Strategy Day session.

14.3 The Committee noted and welcomed the collaborative approach and engagement with the Inspector. RS thanked the Service for how he and the revised approach had been accepted.

14.4 **The Committee noted the report.**

15 REVIEW OF ACTIONS
15.1 HG confirmed that 9 formal actions were recorded during the meeting.

16 FORWARD PLANNING
16.1 **a) Committee Forward Plan Review**
The Committee considered and noted the Forward Plan.

16.2 **b) Items for Consideration at Future IGF, Board and Strategy Days Meetings**
No items were noted.

17 DATE OF NEXT MEETING
17.1 The next meeting is scheduled to take place on Thursday 20 January 2022 at 1000 hrs.

17.2 There being no further matters to discuss the public meeting closed at 1605 hrs.

PRIVATE SESSION

18	**EXTERNAL AUDIT – ANNUAL REPORT TO MEMBERS AND AUDITOR GENERAL**

18.1 **FOR SCOTLAND**

CJ presented the Annual Report to Members and Auditor General for Scotland report to the Committee and noted some key areas. Th Committee scrutinised the report, noted the areas still to be finalised, and thanked all those involved in the production of the report.

19   SCOTTISH FIRE AND RESCUE SERVICE DRAFT ANNUAL REPORT AND ACCOUNTS 2020/21

19.1   The Committee scrutinised the draft Annual Report and Accounts 2020/21 and, subject to the satisfactory conclusion of the outstanding issues, recommended the report for approval by the SFRS Board on 28 October 2021.

19.2   Thanks were extended to all those involved in the preparation of the annual report and accounts.

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

Report No: **B/SDEL04-21**

Agenda Item: **11**

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	**16 DECEMBER 2021**						
Report Title:	**REDUCING UNWANTED FIRE ALARM SIGNALS: CONSULTATION RESULTS AND RECOMMENDATIONS FOR RESPONDING TO AUTOMATIC FIRE ALARMS**						
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 report on the results of the 12-week public consultation and therefore recommendations for responding to automatic fire alarms (AFA's). The report refers to the consultation results and findings at **Appendix C** and in making the recommendations at Section 4.1, it outlines the due consideration that has been given to the responses received during the consultation.

2	Background
2.1	Between 2015/16 and 2019/20, the Scottish Fire and Rescue Service (SFRS) responded to an annual average of 28,479 unwanted fire alarm signals[1] (UFAS) that were caused by false alarms from automatic fire alarms (AFAs) in the workplace. This activity made up almost one third of SFRS's total operational demand and led to the Service making around 57,000 unnecessary blue light journeys every year, with levels rising over the past few years despite the concerted efforts of staff and partners to reverse this trend.
2.2	

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[1] An unwanted fire alarm signal (UFAS) is a false alarm generated from an automatic fire alarm (AFA) activation that resulted in SFRS resources being mobilised to investigate.

2.3	It is difficult to determine the underlying causes of rising levels of UFAS, but it is likely to be a range of factors including the number of AFA systems increasing in new builds, advances in system technology and the introduction of the SFRS's national approach to UFAS following reform, which sought to consolidate the policies of eight legacy Fire and Rescue Services.
2.4	Tackling this problem is made more complex by factors such as the scale of the number of premises incurring low numbers of UFAS, making individual targeting for improvement very challenging for LSO areas.
2.5	The impact of UFAS, particularly the lost productivity is considerable and now more so with firefighters heavily committed to maintaining their skills and developing new ones in highly technical areas, to meet the new demands and risks that Scotland's communities face, and working with key partners to keep homes safe from fire and deliver other crucial community safety education and advice. In addition, there is the significant impact on the environment through vehicle emissions, fuel costs and the resultant road risk of unnecessary blue light journeys as well as the potential diversion of resources from 'real' incidents. The impact of UFAS on Retained & Volunteer Duty System (RVDS) firefighters by being called away from their families and workplaces regularly, is an indirect effect of this avoidable demand, as is the disruption it causes to businesses, healthcare, educational establishments and other establishments that create the highest numbers of UFAS **(See Appendix A)**.
2.6	There is so much more the SFRS can do to keep the people of Scotland safe, if UFAS were reduced and resources reinvested into areas that would deliver greater value such as upskilling and training, and more prevention work. Furthermore, by reducing UFAS, SFRS could improve the work/life balance of RVDS firefighters, maximise their role in the community and reduce the impact on their primary employer. There are also benefits for businesses, services and wider commerce through less disruption to their activities.
2.7	It is against this backdrop, that the Scottish Government made UFAS reduction a strategic priority and led to the SFRS conducting a detailed review of the effectiveness of its arrangements for reducing UFAS. Known as the UFAS Stocktake Review[2] it identified recommendations for tackling the longer-term challenges of increasing numbers of UFAS and led to the SFRS deciding to prioritise an evaluation of strategies for responding to AFA's that have the potential for realising significant UFAS reductions.
2.8	Between October 2020 and April 2021, the SFRS conducted an options appraisal of various strategies for responding to AFAs, which included reviewing AFA response strategies employed by other UK Fire and Rescue Services, identifying and assessing a long list of options, and risk assessing a short list of viable options at a staff and stakeholder workshop[3]. The outcome of the options appraisal was presented to the SFRS Board, at its meeting on 24 June 2021[4] and provided the evidence base, for approving plans to consult on three options for responding to AFA's. These options are detailed in the table below.
2.9	<table><tr><td>Option A</td><td>• Call challenge all AFAs from non-domestic premises, unless exempt. • No response is mobilised, if questioning confirms there is no fire, or signs of fire. • Sleeping risk premises are exempt from call challenging and will receive the following immediate response: - Residential Care Homes receive a PDA of two fire appliances regardless time of day.</td><td>61% Reduction</td></tr></table>

[2] Unwanted Fire Alarm Signals: Stocktake Review Report March 2020
[3] UFAS Staff and Stakeholder Workshop Outcome Report February 2021
[4] SFRS Board Paper: UFAS Consultation - Proposals for Responding to Automatic Fire Alarms, 24 June 2021

		- *All other sleeping risks receive a PDA of one fire appliance between 0700-1800hrs and two fire appliances out-with these hours.	
	Option B	• Call challenge all AFAs from non-domestic premises. • No response is mobilised, if questioning confirms there is no fire, or signs of fire. • No exemptions to call challenging apply (i.e. all AFA calls received are call challenged, regardless of premises type and caller).	85% Reduction
	Option C	• Non-attendance to all AFAs from non-domestic premises, unless back-up 999 call confirming fire, or signs of fire is received. • Sleeping risk premises are exempt from non-attendance and will receive the following immediate response: - Residential Care Homes receive a PDA of two fire appliances regardless time of day. - *All other sleeping risks receive a PDA of one fire appliances between 0700-1800hrs and two fire appliances out-with these hours.	71% Reduction
		*This time and risk based weight of response aims to strike a balance between mitigating the impact of responding to AFAs at sleeping risks during the day when life risk is likely to be less, trained premises staff should be available to deal with an AFA actuation, but road risk is greater and needs to be minimised, and responding to the same premises at night when life risk is greater because occupants are more likely to be asleep and less alert, there will likely be reduced premises staffing levels to deal with an AFA actuation, and road risk will be less.	

2.10   The options adopt a risk based approach, involving non-attendance to AFA's unless it's for a confirmed fire, or to premises with automatic exemptions, and they are considered within the context of the following key points:

• 97% of AFA's that SFRS attended in the workplace were false alarms[5] and led to a UFAS;
• There is no legal responsibility placed upon SFRS, to respond to calls originating from an AFA system to confirm if it's a fire or not;
• By installing an AFA system, that responsibility is assumed by the dutyholder, including notifying the SFRS if they discover an actual fire in their premises;
• The majority of false alarms from AFA systems are caused by the actions of people, therefore it is generally known not to be a fire, or to be confirmed as a fire by a person;
• The likelihood of a call generated by an AFA system being a genuine fire incident is minimal, with 2% that lead to an actual fire and the majority of these requiring no firefighting action[6] (i.e. they were out on arrival of fire crews);
• If an AFA system is sounding and the premises is occupied, the fire safety management arrangements should already be ensuring that no-one is at risk and that the fire service is called without delay if a fire is discovered, or to confirm a false alarm;
• If an AFA system is sounding and the premises is unoccupied when there is no life risk, the dutyholder should be considering fire safety measures for property protection, such as arrangements for monitoring their AFA system through Alarm Receiving Centres (ARC's) and then calling a local keyholder, upon any AFA activation to investigate the cause;
• An AFA system by its very nature is designed to give early detection and warning for allowing occupiers to safely investigate whether there is a fire, or not;

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[5] AFA Data covering period 2015/16 to 2019/20. The remaining three percent is attributed to: actual fires – 2% and special services – 1%
[6] Information Source, Appendix 4 of the UFAS Staff and Stakeholder Workshop Information Pack

	• Any automatic exemptions focus on premises with sleeping provision[7], therefore adopting a proportionate response to all AFA's based on life risk and underpinning the purpose of fire safety legislation in Scotland - to ensure life safety in relevant premises, and • The options being proposed, are consistent with approaches adopted by many other UK Fire and Rescue Services over the past decade and statistics drawn from Home Office data sources indicate that the implementation of these approaches have helped to reduce UFAS **(See Appendix B)**.
2.11	The consequences of not adopting this risk based approach and persevering with the status quo, is likely to result in continued high levels of UFAS demand, avoidable road risk and therefore considerable impact on the Service and communities, with opportunities missed, to utilise a large proportion of resources more effectively and for the greater benefit of the communities of Scotland.
3	**Main Report/Detail**
3.1 3.1.1	**Consultation** The public consultation on options for responding to AFA's ran for a period of 12-weeks from 19 July 2021. A detailed Communications Plan, setting out the approach that would be employed for targeting staff and external stakeholders to raise awareness of the options and maximise responses during the consultation period, was developed.
3.1.2	A formal consultation document and supporting evidence was published. These presented the detailed case for change and background to the three options under consideration, including the process that was conducted to rule out various options. A consultation question set was designed, to ensure maximum value could be gained from the responses in helping to make a final decision around a preferred option.
3.1.3	The 12-week public consultation concluded on 11 October 2021, with a total 567 responses received by the Service and around 200 engagement activities conducted during the consultation period to raise awareness and seek feedback. The full consultation report covering the approach and analysis of the results and feedback, is presented in **Appendix C**. All comments provided by respondents to the consultation, are contained within a separate report in **Appendix D.**
3.2 3.2.1	**Consideration of the Consultation Responses** SFRS subject matter experts have reviewed the consultation responses and through the agreed governance route, the outcome of their review was carefully considered by SFRS Senior Management. The following sections therefore provide a summary of the conclusions drawn from the review and considerations that form the basis of recommendations presented to the SLT.
3.2.2 3.2.3	<u>Preferred Option</u> In considering the preferred option, it's worth noting that the majority of respondents (60%) agreed, that to reduce the impact of UFAS, SFRS should stop automatically sending fire appliances to AFA's.
3.2.4	The consultation results, show Option A ranked as the preferred option with estimated 61% UFAS reductions. This was assessed as presenting the least risk and most rational change option, prior to going into the consultation, but still has the potential to realise significant UFAS reductions.
3.2.5	Alternative options for responding to AFA's were suggested by respondents and themed for the purposes of being assessed by SFRS subject experts. Key themes that emerged were maintaining a status quo, and a one appliance response to all AFAs. Other options

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[7] Consultation Document - Time for Change: Options for Responding to AFA's, Page 18, List of Sleeping Risk Exemptions

	included utilising business vehicles to respond to AFA's and considering options that had been operating within the legacy services (e.g. the former Fife Fire and Rescue Service).
3.2.6	In considering the alternatives put forward, it was the view that these had already been evaluated and discounted during the options appraisal process[8] and therefore did not merit further consideration as desirable, viable and feasible alternatives. The impact of maintaining the status quo was clearly articulated during the consultation and therefore never a credible option, but was used as a comparator for assessing alternative options against during the options appraisal process.
3.2.7	Also, in considering legacy AFA response models, and assessing them against project criteria, it was concluded that these would not provide any further benefits over the three options being proposed.
3.2.8	***With the above considerations in mind, it's recommended that Option A is adopted as the preferred model for responding to AFA's.***
3.3	Exemptions – Non-Sleeping Risk Premises
3.3.1	The purpose of fire safety legislation in Scotland is to ensure life safety in relevant premises and this key factor underpins the rationale for automatically exempting sleeping risk premises proposed under Options A & C. Whilst the majority of respondents (62%) agreed that an automatic exemption for sleeping risk premises was appropriate, the overall view of the 25% disagreeing was that the exemptions needed to go further than purely focussing on life safety, to include certain premises needing a fire service response to AFA's, for the purposes of ensuring property protection - especially during the hours when nobody will be on-site to confirm a fire. Examples of premises featuring within the responses were: • Schools • Heritage sites • Critical national infrastructure • Research establishments • Court Buildings and offices of the Procurator Fiscal
3.3.2	The potential for exempting such premises types was carefully considered. In understanding the risk to property from AFA's that lead to fires, during the hours when non-sleeping risk premises may be unoccupied[9], there was an average of 5260 AFA calls per year to the SFRS, with 0.9% (47) of these leading to fire service action being taken. In light of this minimal risk and fire safety provisions in Scotland being primarily focused on life safety, the view was that for consistency in decision-making, any exemptions should remain focused on this priority. In terms of property protection, SFRS will work with dutyholders to provide advice and guidance. This will include holding sector-specific fire safety seminars aimed at increasing fire safety effectiveness within premises.
3.3.3	It is important to note, dutyholders should be considering the inclusion of appropriate property protection measures within their fire risk assessment where no arrangements are in place to confirm a fire during unoccupied hours, and this shouldn't include relying on a fire service response to investigate AFA activations during unoccupied hours. The SFRS will always immediately respond to AFA activations, where there are strong indicators of fire (e.g. fire sprinkler activation, double knock system activation, multi-sensor system activation). Likewise, calls from passers-by reporting an AFA sounding/signs of fire will always be treated with an immediate response (SFRS will not call challenge a member of public). It is also important to note, that Dutyholders should be putting in place business continuity plans, to manage the impact should the risk from a fire materialise.

[8] How we Arrived at the Shortlist: UFAS Staff and Stakeholder Workshop Information Pack
[9] Unoccupied hours - between 1800 and 0700hrs. c

3.3.4	Exempting premises for property protection, also raised the issue of ensuring consistency and fairness in application. For example, automatically exempting primary and secondary schools, could potentially conflict with other educational establishments such as colleges and universities, if they were not given an automatic exemption too. There are other similar examples that could be cited, with the result that applying exemptions to certain premises types for the purposes of property protection, would be counterproductive, to achieving UFAS reductions.
3.3.5	It was agreed that SFRS needs to balance the benefits of reducing UFAS against the risks of not automatically responding to all AFA's. From a property protection perspective, SFRS historical incident data indicates very low risk of an AFA being an actual fire and an even lower risk of that fire causing extensive damage. Furthermore, national statistics on overall fire damage in England[10] reveals reductions in the last decade, during which time many other UK fire and rescue services have already adopted a strategy of non-attendance to AFA's. Whilst there will be other factors to consider in this reduction, such statistics are credible indicators that non-attendance to AFA's, unless a confirmed fire, has not had an overall impact on property damage.
3.3.6	Whilst the consensus was that exemptions shouldn't apply for the purposes of property protection, it was the view that there will be a need to keep this matter under regular review following implementation of a preferred option. Arrangements for ongoing monitoring and review would therefore be important in measuring the downside risks such as an increase in fires, fire severity, increased risk to employees etc, and could involve thematic auditing of relevant premises, to check compliance levels and supporting dutyholders in relation to fire safety advice, including property protection and AFA false alarm management.
3.4	Exemptions – NHS Specific
3.4.1	SFRS received an NHS collated response from NHS National Service Scotland (NSS), as well responses from two individual health boards and it's worth noting that constructive dialogue was had with the NHS during the consultation and following it ending. Whilst the NHS reiterated their support to jointly work with SFRS to explore ways that achieve mutually agreed solutions to the issue of UFAS, they considered that all the proposed options were unsuitable and posed increased risk to life and property. In responding to the consultation, NHS put forward alternatives for consideration. In summary, these alternatives would involve changing the exemptions as follows: • Automatic exemptions already applied to hospitals, increased to a pre-determined attendance (PDA) of two appliances regardless time of day, as is the case with residential care homes. • Automatic exemptions applied to all other healthcare premises during unoccupied times.
3.4.2	These additional exemptions along with the evidence supplied by NHS within their written responses, have been carefully considered. SFRS fire casualty data[11] for 2015/16 to 2019/20, shows a total of 39 fire casualties in residential care homes compared to a total of six in hospitals during this five-year period. While the life risk in residential care homes was therefore over six times greater based on this data, the view was SFRS should support NHS's request for categorising hospitals the same as residential care homes, but should not extend automatic exemptions to other healthcare premises. In making this decision, the following factors were considered: • For hospitals, the varying vulnerabilities of in-patients, who at any time of day, may be spread out across a wide area within a hospital environment and therefore no less vulnerable than those within a residential care home environment;

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[10] Home Office National Statistics - Detailed analysis of fires attended by fire and rescue services, England, April 2019 to March 2020
[11] Fire casualty (fatal and non-fatal) data covering the five-year period from 2015/16 to 2019/20

	- The benefits of a hospital PDA of two appliances during the day to overcome the logistical issues of investigating an AFA within a hospital and bringing it to a speedier conclusion versus one appliance; - The impact of this change will be subject to periodic review, along with all other automatic exemptions, and - For all other healthcare premises, the views are that this exemption request is for the purposes of property protection and therefore the considerations expressed within Section 3.4 of this report apply.
3.4.3	It should be noted, that in categorising hospitals the same as residential care homes for exemption purposes there are downsides. It is projected that the additional one appliance during the day, will change the estimated UFAS reductions from 61% down to 57%, if Option A is implemented. The estimated impact on benefits is therefore shown in the table below.

Benefits	Option A – 61%	Option A – 57%	Difference (4%)
Less blue light journeys per year	34,770	33,380	1390
Less vehicle accidents per year	22	21	1
Fewer personal accidents per year	4	4	0
Hours of less disruption per year	8,683	8,336	347
*Hours of extra time for firefighters to use more productively	39,087	37,524	1,563
Less carbon emissions per year	351	337	14

* Of which 17.25% is RVDS and have a cashable savings, if time is not reinvested in other areas of operational activity, as detailed in section 5.2.2 of the report.

3.4.4	The increased number of blue light journey's and potential increased road risk, could be mitigated by appliances responding to exempt premises at normal road speed, instead of blue lights. Furthermore, as outlined at Section 3.4.2 of the report, the potential benefits of a hospital PDA of two appliances versus one appliance during the day, is the ability to bring an AFA investigation to a speedier conclusion, and therefore mitigate some of the impact of losing 1563hrs of extra time for more productive activities.
3.4.5	***With the above considerations in mind, it's recommended that the automatic exemption applied to hospitals, is increased to a PDA of two appliances regardless time of day and shall be subject to periodic review.***
3.5 3.5.1	<u>Implementation Date</u> Implementation of the preferred option, is planned to start in April 2022; however, through the consultation feedback and other factors, there are valid reasons for now considering a delay to this implementation date.
3.5.2	Some stakeholders expressed concerns about the limited timescale, to prepare for any change whilst also focusing on recovering from the pandemic. There were requests to delay the implementation, from some organisations who manage large property estates and feel they need more time to review their fire risk assessments, train staff and inform ARC's etc.
3.5.3	Most Operations Control (OC) staff feel that the planned implementation date is unrealistic, when factoring in training everyone to a consistent level and ensuring they feel confident in applying any new procedures (e.g. call challenging) before going live. Some

	OC staff also highlighted that implementation would be happening against a backdrop of a new OC mobilising system. Now planned to go live during the end of the first half of 2022 and a key dependency for the implementation of the preferred option, adequate time should be given for this system to settle and OC staff to become fully confident in its use, before implementation of the preferred option.
3.5.4	It was apparent from the responses, that some dutyholders have low levels of knowledge and understanding regarding their responsibilities for managing fire alarm activations and limiting false alarms from them. Addressing this before any implementation happens, is likely to need an extensive communications piece, including direct engagement with dutyholders to provide advice and guidance on considerations for fire protection and fire evacuation, and general support and reassurance in relation to preparing them for change. Dutyholder knowledge will be enhanced through the delivery of sector-specific fire safety seminars and a strong communications strategy in the lead up to implementation.
3.5.5	From some of the responses, there is also a need to create understanding of the actual and minimal risks, if any, in order to overcome the risk perception of not immediately attending all AFA calls and call challenging.
3.5.6	ARC's have the ability to minimise requests for SFRS to attend UFAS calls, so having an effective working relationship with them is critical going forward. Challenges around engaging with all ARC's during the consultation period were encountered and there is a risk that this may also happen during the implementation phase, if sufficient time and effort isn't afforded to collaborating with ARC's on the monitoring and passing of AFA's to the SFRS. Certification bodies for ARC's exist, so there may be opportunities to work with them on fostering good working relationships.
3.5.7	Through the organised engagement sessions and online responses, RVDS raised concerns about the issue of reducing UFAS and hence RVDS earnings and the potential impact on recruitment and retention. The following analysis[12] of UFAS figures, provides some context: • The RVDS attended 17.25% of the Services UFAS demand; • A Retained station attended an average of 37 UFAS per year (less than one per week); • A Volunteer station attended an average of 4 UFAS per year, and • The five busiest RVDS stations attended an average of 235 UFAS per year (less than 5 per week).
3.5.8	Whilst various RVDS earning opportunities already exist, the National Retained & Volunteer Leadership Forum (NRVLF) has committed to undertake work that will consider and better understand where any spare capacity created through reducing UFAS can provide different earning opportunities for RVDS Staff. This work will need some time to develop and come to conclusions, and therefore needs to be factored into any plans for implementation.
3.5.9	In summary, delaying the implementation date, will help to address the concerns that some key stakeholders have around lack of time to implement the changes required, as well address OC staff concerns about time for training and building confidence. A well planned and coordinated communications strategy that reflects the needs and circumstances of the various staff and stakeholders affected by any change is also a key factor in delaying the implementation date. Additionally, giving affected stakeholders more time to prepare for change and supporting them with this through an effective communications strategy, has the potential to reduce UFAS in advance of implementing a preferred option.

[12] Analysis based on incident data between 2015/16 and 2019/20

3.5.10	*With the above considerations in mind, it's recommended that implementation of the preferred option, is delayed for a period of 12-months until April 2023.*
3.6 3.6.1	**Implementation Plans** The consultation results and findings, have provided invaluable information going forward into the implementation phase. Should the recommendations be approved, implementation will commence through a carefully planned and managed approach, which will include working with the staff and stakeholders directly affected by any changes. The following six work streams, will form the basis of a more detailed implementation plan, which will be coordinated by an implementation working group with oversight from the UFAS Review Project Board. • Review and revise the existing UFAS policy and supporting framework, in light of implementing a new AFA response model; • Develop and implement monitoring and review arrangements, that are capable of measuring the impact of the new AFA response model and recording the outcomes of call challenge; • Develop and implement a communications strategy for managing station, staff and stakeholder transition to the new model for responding to AFA's; • Develop and undertake a programme of training and awareness, that will prepare affected staff for change; • Configure the Systel mobilising system to accommodate the new AFA response model and associated monitoring and recording arrangements; • Collaborate with ARC's that pass fire alarm signals to the SFRS, on developing agreements that will support the effective application of a new AFA response model.
3.7 3.7.1	**Interim Arrangements for Responding to AFA's** Given the proposal for delaying implementation of a preferred option until April 2023, it's proposed that the COVID-19 interim response to AFA's, remains in place until go live. This interim response has been operating for 20 months and following a review of its effectiveness at the start of 2021, it's reducing blue light journeys by an average of 21%. This provides reassurance to the Service, that there will continue to be a suitable response in place, until go live of a preferred option.
3.7.2	*With the above considerations in mind, it's recommended that the COVID-19 interim response to AFA's, remains in place until go live of a preferred option.*
4	**Recommendation**
4.1	It is recommended that the SFRS Board approve the following: • That Option A is adopted as the preferred model for responding to AFA's; • That the automatic exemption applied to hospitals, is increased to a PDA of two appliances regardless time of day and shall be subject to periodic review; • That implementation of the preferred option is delayed until April 2023, and • That the COVID-19 interim response to AFA's, remains in place until go live of the preferred option.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** This piece of work supports the management of Strategic Risk Seven and is recognised and managed through the Service Delivery Directorate and P&P Function Risk Registers. The UFAS Review Project Board will continue to manage the risks associated with implementation of the preferred option.
5.1.2	In adopting Option A as the preferred option for responding to AFA's, the SFRS will be implementing the option that was assessed as presenting the least risk of all options. The key risks and measures for mitigating them were highlighted in the consultation document

	and attached in **Appendix E**. This report has also gone into more detail around some of the key risks and mitigations.
5.2 5.2.1	**Financial** The fuel costs and RVDS turn-out costs associated with responding to AFA's, are the two areas where there is potential for cashable savings. In estimating cashable savings, certain assumptions needed to be made by SFRS Finance Team, to ensure the potential cashable savings presented in the table below were reasonable and realistic assessments.
5.2.2	Based on an estimated 57% reduction in UFAS and subsequent blue light journey's, SFRS have the potential to save upto an estimated £703,896 per year. The table below, shows a breakdown of this estimated savings, which could provide the opportunity for re-alignment of budget to fund further preventative, training, partnership working and other value adding RVDS activities. This opportunity, may also help mitigate the risk of lost earnings through reduced UFAS turnouts as highlighted at Section 3.5.7 and 5.4.3 of this report.

	UFAS Reduction	**RVDS Turnout Claim Savings Per Year**	**RVDS & WT Fuel Savings Per Year**	**Total Saving Per Year**
Option A	57%	£561,395	£142,550	£703,945

5.3 5.3.1	**Environmental & Sustainability** Adopting the recommendations, presents an opportunity to reduce carbon emissions and therefore support the Services ambitious carbon reduction targets. Based on an estimated 57% reduction in UFAS and subsequent blue light journey's, SFRS has the potential to reduce their carbon emissions[13] by upto an estimated 337 tonnes per year.
5.4 5.4.1	**Workforce** There are many benefits, particularly around reduced disturbance to prevention work, training and risk familiarisation activities. Based on an estimated 57% reduction in UFAS and subsequent blue light journey's, SFRS has the potential to create upto 37,524 extra hours for firefighters to use more productively.
5.4.2	There is also the potential for improved wellbeing of RVDS firefighters through being called away from their families and workplaces less often, and wholetime firefighters through a reduction in being called away during break periods when on duty.
5.4.3	The potential for UFAS reductions, to have an impact on RVDS earnings and recruitment and retention was raised through online responses and at the RVDS engagement sessions. At the engagement sessions, the RVDS Project Team offered a level of reassurance, that many opportunities for taking on other duties, to make up for any lost earnings already exist. These are outlined within the Equality Impact Assessment (EIA) at **Appendix E**. Further work will be undertaken by the National Retained & Volunteer Leadership Forum (NRVLF), to consider and better understand where any spare capacity created through reducing UFAS can provide different earning opportunities for RVDS Staff. This will therefore be factored into the implementation plans outlined at Section 3.6 of the report.
5.4.4	By delaying implementation of a preferred option by 12-months, SFRS aim to address OC staff concerns about timescales for training and building confidence in any new procedures for call challenging.

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[13] Estimates of carbon emissions were calculated by SFRS Sustainability Manager, using UK Government Current Conversion Figures for UK Greenhouse Gas and converted for normal bio diesel.

5.5	**Health & Safety**
5.5.1	Adopting the recommendations, presents an opportunity to lessen road risk and improve community and firefighter safety. Based on an estimated 57% UFAS reductions and therefore reduced frequency of fire appliances responding on blue lights, there is the potential for upto an estimated 21 less vehicle accidents and upto an estimated four less personal accidents per year[14].
5.5.2	As the COVID-19 pandemic is far from over, an estimated 57% reduction in UFAS, has the potential to eliminate upto 133,520[15] possibilities of firefighters becoming exposed to the virus every year.
5.5.3	A delayed response to a fire as a result of SFRS not responding to an AFA, which later turns out to be a confirmed fire, has the potential to impact on firefighter safety, if faced with a more developed fire on arrival. This small but not insignificant risk was identified within the consultation document along with measures to mitigate the risk, and highlighted by some respondents via the online survey and written submissions. In assessing this risk, it needs to be balanced against a number of factors: • Only 2% of calls to AFAs in non-domestic premises turn out to be actual fires and the majority of these do not require any firefighting action (the fire was already out when the crews arrive); • During occupied hours, when the majority of UFAS occur, the fire safety management arrangements should already be ensuring that the fire service is called without delay, if a fire is discovered, therefore reducing the potential for a developed fire on arrival; • In the event of AFA's that led to significant fires the Service received numerous calls confirming a fire within the same time period as the actuation of the alarm, and • During unoccupied hours, when the risk of a developed fire is greater, dutyholders should be considering measures for protecting their property and mitigating the likelihood of a developed fire occurring.
5.5.4	SFRS will therefore mitigate this risk by ongoing core skills training, to ensure firefighters can safely and effectively deal with the risk of a more developed fire and monitoring and reviewing incidents, to ensure any lessons learned and improvements in firefighter safety are made. Also, providing dutyholders with advice and guidance on considerations for fire protection during unoccupied hours and reinforcing the need for making an early call to the SFRS, if a fire is confirmed will form part of a strong communications strategy in the lead up to implementation.
5.6	**Training**
5.6.1	Consultation feedback, especially during the engagement sessions, has provided greater understanding of the impact of implementing a preferred option and subsequent training requirements. It's apparent from the feedback received during the OC Staff engagement sessions, that a more realistic timescale is required to train all OC staff to a consistent level and ensure they are confident in the application of any new call challenge procedure, covering aspects such as risk based questioning and providing guidance to the caller on how they can investigate AFA's safely etc.
5.6.2	By delaying implementation of a preferred option by 12-months, a training programme will be developed that is comprehensive, flexible and can work around OC's other priorities, including Systel dependencies, ongoing OC staff core skills training and any unplanned events.

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[14] H&S Figures provided, were estimates based on the 'All False Alarm' category used by SFRS Health and Safety Section.

[15] This figure is based on a minimum crew of four responding in a fire appliance.

| 5.7 5.7.1	**Timing** As per section 3.5.10, it is recommended that implementation of a preferred option is delayed until April 2023. This 12-month delay will help address a number of key areas highlighted through analysis of the feedback and afford sufficient time to deliver against the six implementation workstreams outlined in Section 3.7 of the report.
5.8 5.8.1	**Performance** Implementation of the preferred option, covering the aspects of call challenge and non-attendance at AFA's, brings a small but not insignificant risk to SFRS as it has to all fire and rescue services who have adopted similar strategies for reducing UFAS over the past decade. It is important that in implementing the preferred option, a monitoring and review process is in place to measure the impact against the intended benefits, but also measure any downside risks such as the potential for an increase in fires and severity of fires, a decrease in fires and confidence in applying call challenge and non-attendance etc.
5.8.2	Developing and implementing this monitoring and review process has been factored into the implementation plans outlined at Section 3.7 of the report.
5.9 5.9.1	**Communications & Engagement** An extensive communications strategy will be needed, to address the needs and circumstances of those affected by the change. As a key stakeholder affected by the change, dutyholders will be fully supported by the SFRS, through a programme of sector specific national fire safety seminars. Also, at local level, LSO led engagement will aim to provide dutyholders with support and guidance on considerations for fire protection, limiting false alarms, training staff and other relevant measures.
5.9.2	A communications strategy and the accompanying messages will reflect the different stakeholders, including but not limited to: • Businesses and business representative forums (e.g. Chambers of Commerce); • Local Authorities, NHS and other public bodies; • ARC's; • General public; • SFRS operational staff; • Media; • Fire Industry trade bodies, and • ARC certification bodies.
5.10 5.10.1	**Legal** The Fire (Scotland) Act 2005 details our duties as a fire and rescue service. Whilst firefighting falls within these duties, there is no specific legislative requirements nor common law 'presumption of responsibility' placed upon SFRS to respond to calls originating from an AFA system to confirm if it's a fire or not. In terms of any common law responsibilities placed upon SFRS for attending incidents, due to SFRS's current practice of attending UFAS calls, there is a clear legitimate expectation placed on SFRS to do so. Any change from this process, would require a comprehensive consultation process. Legal Services has provided legal guidance throughout the options appraisal process and public consultation outlining the options for change.
5.10.2	SFRS has taken the required steps to mitigate any potential challenges to the decision taken to change our current practices relating to responding to UFAS. Whilst following procedure can mitigate risks to a legal challenge it cannot fully exclude any potential challenge. Potential challenges include, but are not limited to: • Ombudsmen may examine the decision-making process, if challenges are made in terms of how the SFRS made a major service change (Scottish Public Service Ombudsman); • Statutory right of appeal where provided by Statute in general; • Interim Interdict- (Stopping SFRS from implementing a decision);

	• Specific Implement (Forcing SFRS to carry out a specific act); • Judicial Review, and • Scottish Government Independent Review
5.10.3	Judicial Review is the most likely mechanism for challenge. The Judicial Review challenges the process of the decision making rather than the decision itself. There are several grounds for judicial review. The time frame is three months from when the decision has been made, unless the court believes there is good reason to extend the period in which proceedings may be brought.
5.11 5.11.1	**Information Governance** *DPIA completed ~~Yes~~/No. If not applicable state reasons.* A Data Protection Impact Assessment is not required as no personal information has been used within the creation of this report.
5.12 5.12.1 5.12.2	**Equalities** *EIA completed Yes/~~No~~. If not applicable state reasons.* To meet the requirements of the Public-Sector Equality Duty, the Service must be able to demonstrate that the consultation and final decision has had due regard to the General Equality Duty. This should include considerations to eliminate discrimination, advance equality and foster good relations around the protected characteristics as detailed within the Equality Act 2010. An Equality Impact Assessment (EIA) has been completed to assist with decision making around the preferred option and its equality considerations. The EIA is attached in **Appendix F** of the report. Engagement and consultation have been key to this process and the evidence from this has determined how the EIA has progressed.
5.12.3	As noted in this paper, stakeholder engagement and consultation has detailed the following as having potential impacts, both positive and negative: • Exemptions NHS • Exemptions – other organisations • OC Staff • Crew Welfare • RVDS Employees
5.12.4	These areas are incorporated into the EIA attached at **Appendix F** alongside the measures that are being put in place to mitigate any potential negative impacts and promote positive impacts.
5.12.5	An Island Communities Impact Assessment is required under the Islands (Scotland) Act 2018 (the Act). Section 7 duty of the Act where a Relevant Authority must have regard to island communities. Stakeholder engagement and consultation has detailed the following as having potential impacts, both positive and negative for Island communities: • Depopulation is a threat to many of Scotland's island communities. Over the last 10 years, almost twice as many islands have lost populations as have gained. Socio-economic concerns may impact on island communities in relation to depopulation; • There could be an increased risk for island and rural areas if response times were longer; • Fewer UFAS call outs could have a detrimental financial impact on Island employees; • A fire may not be noticed by members of public especially during the night, so delay in attendance of SFRS could cause issues, if the AFA was to lead to a fire, and • Benefits would differ depending on geographical location.
5.12.6	The Island Communities Impact Assessment is incorporated into the EIA attached at **Appendix F** alongside the measures that are being put in place to mitigate any potential negative impacts and promote positive impacts.

5.13	**Service Delivery**
5.13.1	Responding to AFA's and subsequent UFAS, places a significant burden on Service Delivery. Option A has the potential for significant UFAS reductions, and therefore deliver outcomes that will benefit Service Delivery. The benefit outcomes were summarised in the table at Section 3.4.3 of the report and will be monitored for impact through a suite of measures that will be developed under plans for implementation.
5.13.2	The preferred option will involve changes to the way that OC staff handle and record calls from AFA's. A programme of training for OC staff will be carried out to support their understanding and confidence for effective call challenging and recording of non-attendance calls. The delayed implementation date, will ensure this training can take place around OC's other priorities.

6	**Core Brief**
6.1	The results and findings of the consultation on options for responding to AFA actuations was given due consideration and the following recommendations were approved by the SFRS Board: • Option A is adopted as the preferred model for responding to AFA's. • That the automatic exemption applied to hospitals, is increased to a PDA of two appliances regardless time of day and shall be subject to periodic review; • The implementation of a preferred option, is delayed until April 2023, and • COVID-19 interim response to AFA's, remains in place until go live of a preferred option.

7	**Appendices/Further Reading**
7.1	Appendix A: Top Ten Premises for UFAS in Scotland
7.2	Appendix B: UFAS UK Fire and Rescue Services
7.3	Appendix C: Consultation Results and Findings Report
7.4	Appendix D: Consultation Full List of Comments Report
7.5	Appendix E: Option A – Key Risks and Mitigations
7.6	Appendix F: Full Equality Impact Assessment

Prepared by:	Roy Dunsire, Group Commander
Sponsored by:	Stuart Stevens, Assistant Chief Officer, Director of Service Delivery
Presented by:	Stuart Stevens, Assistant Chief Officer, Director of Service Delivery

Links to Strategy and Corporate Values

SFRS Strategic Plan 2019-22: Objective 1.4: *"We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our service".*

Governance Route for Report	Meeting Date	Report Classification/ Comments
UFAS Review Project Board	*20 October 2021*	*For Scrutiny*
Service Delivery Directorate MT	*27 October 2021*	*For Scrutiny*
Senior Management Board	*17 November 2021*	*For Information*
Strategic Leadership Team	*30 November 2021*	*For Recommendation*
SFRS Board	*16 December 2021*	*For Decision*

TOP TEN PREMISES FOR UFAS IN SCOTLAND

Top 10 Property types Causing UFAS Incidents 2015-16 - 2019-20
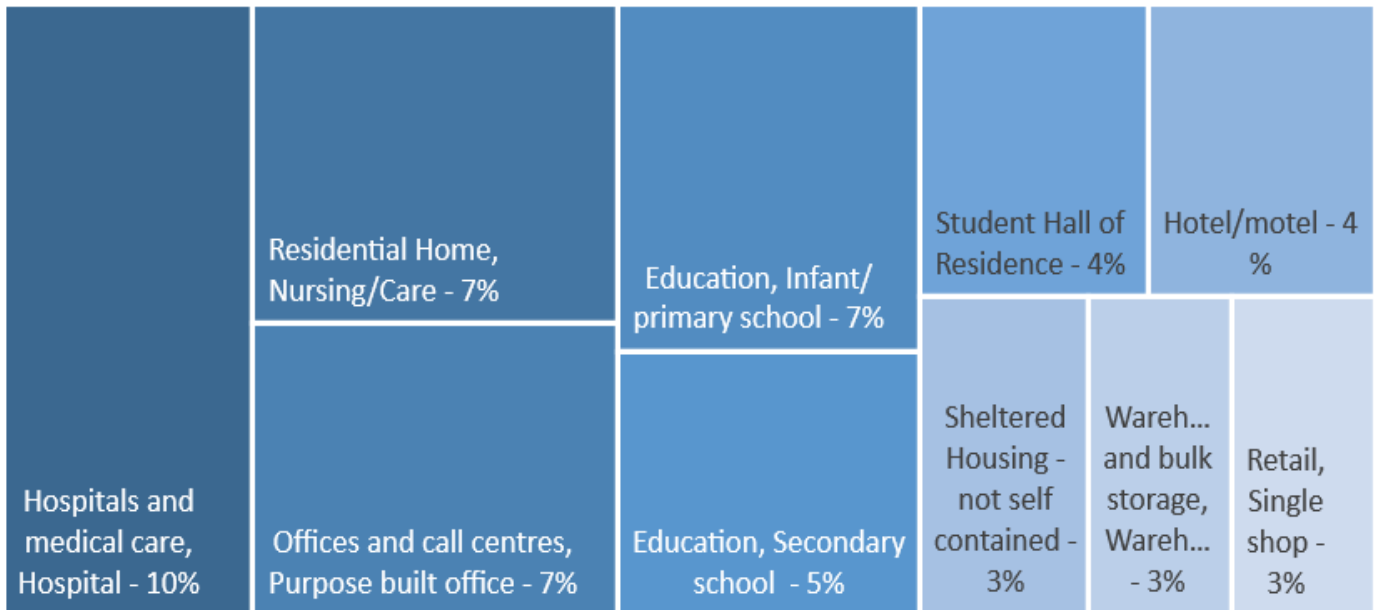
UFAS - UK FIRE AND RESCUE SERVICES

The following charts have been created using UFAS data, drawn from Home Office Statistics and information available at time of preparing this report. They represent UFAS trends in a sample of UK Fire and Rescue Services, that have adopted AFA response strategies, similar to the options being proposed by SFRS.
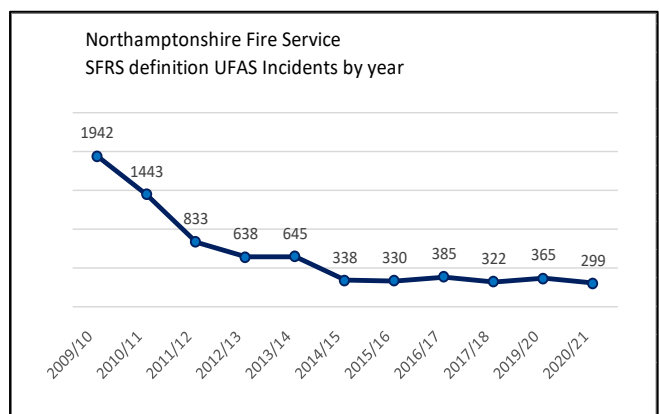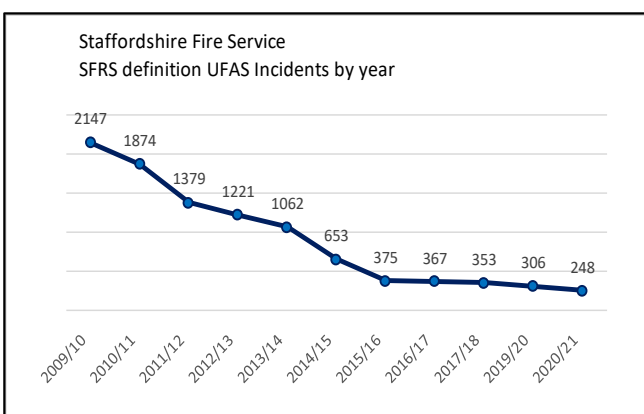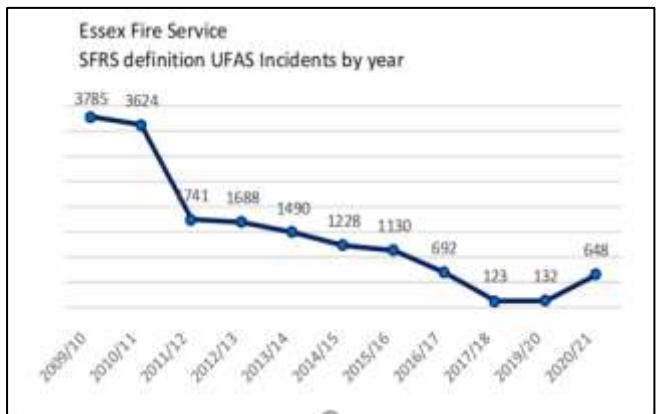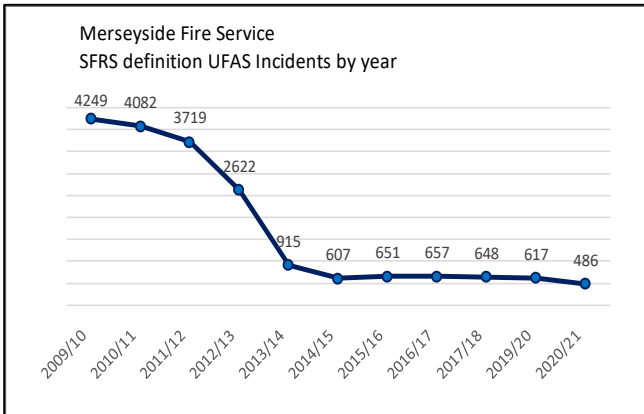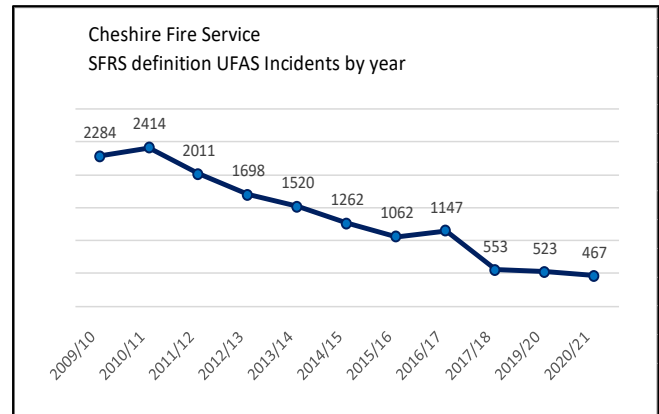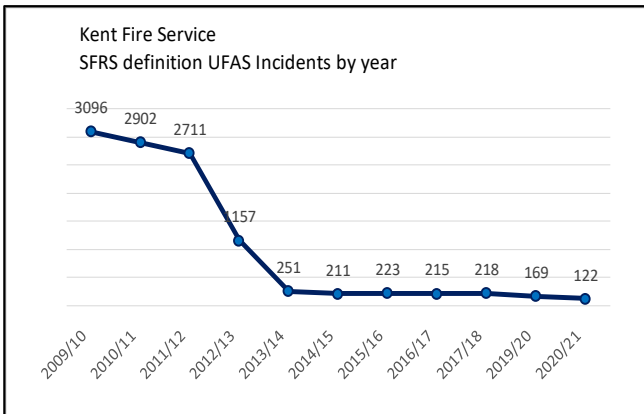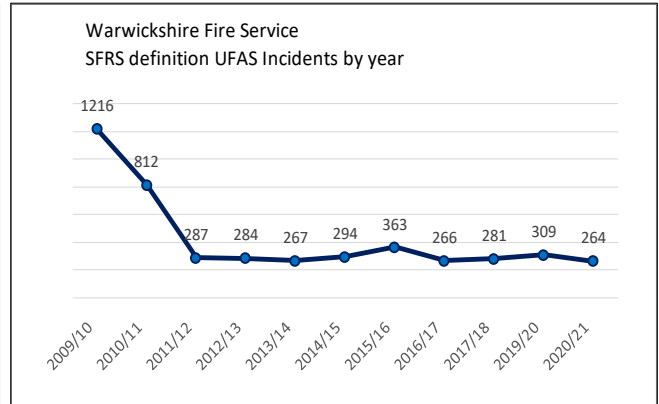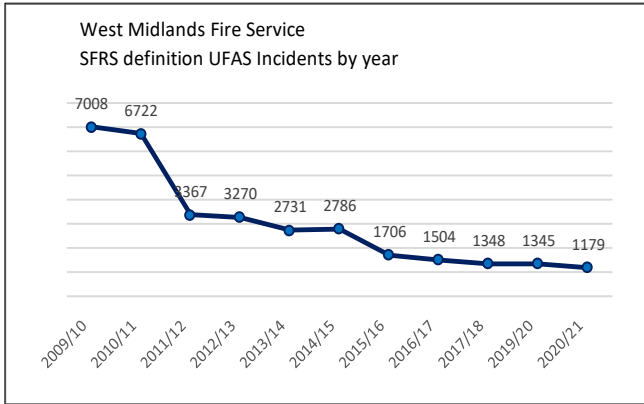
Consultation
Results and Findings

Time for Change

Reducing Unwanted Fire Alarm Signals

Consultation on Options for
Responding to Automatic
Fire Alarms

DRAFT

CONTENTS

INTRODUCTION

1.1 Every year the Scottish Fire and Rescue Service (SFRS) responds to an average of 28,479 unwanted fire alarm signals (UFAS) that are caused by automatic fire alarms (AFAs) in the workplace.

This means SFRS are making around 57,000 unnecessary blue light journeys every year, which impacts heavily on its resources and causes avoidable disruption, not just to the SFRS, but also upon businesses and its partners.

1.2 The complexities and challenges of achieving UFAS reductions were critically examined by a UFAS Review Working Group during 2019/20.

This detailed examination concluded during the first quarter of 2020/21, with recommendations for change focussed on evaluating potential policy changes.

1.3 In evaluating potential policy changes, efforts concentrated on assessing options for responding to AFAs.

This was conducted through an extensive options appraisal exercise, which covered developing a long list of options, assessing and evaluating them, then identifying a shortlist of viable options for more detailed analysis.
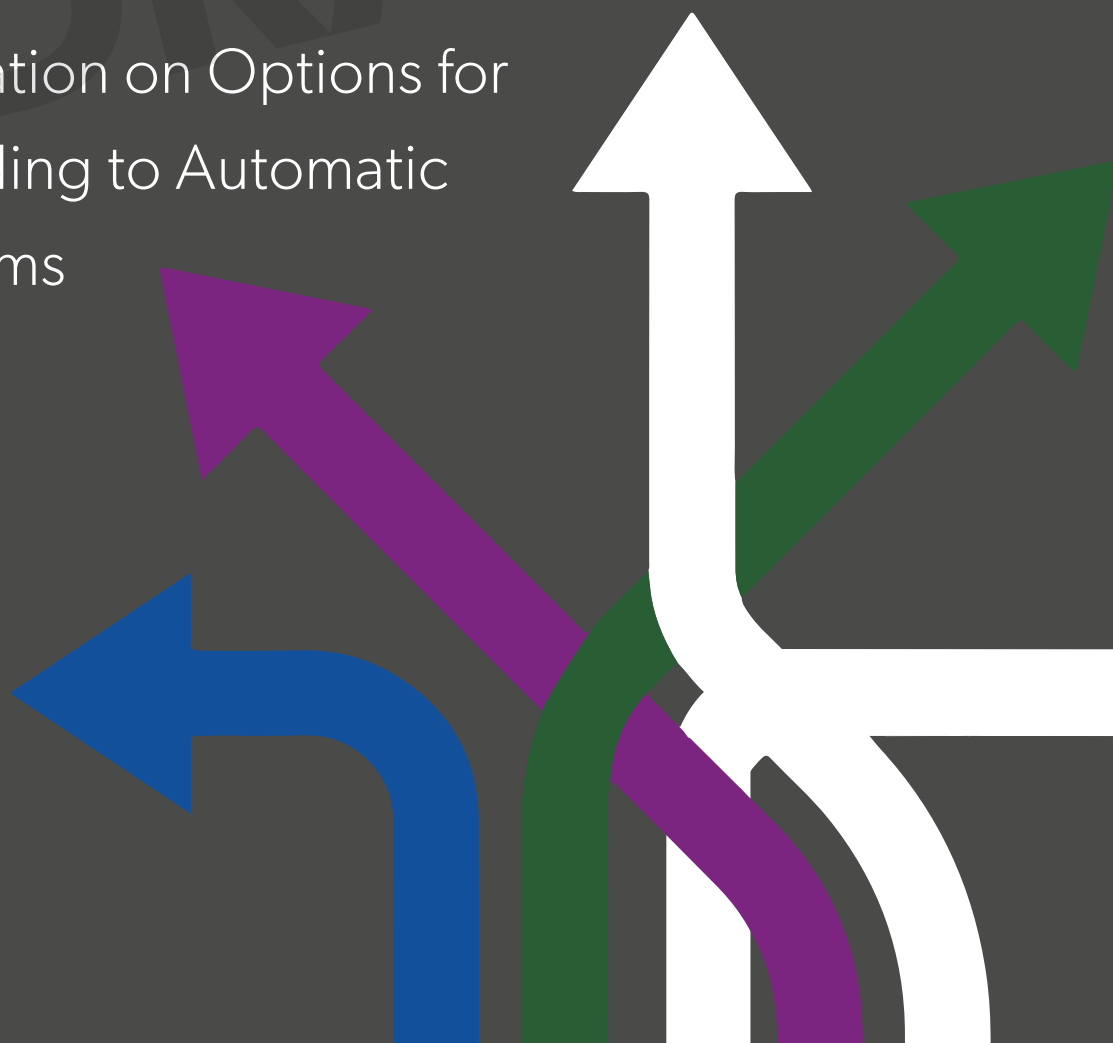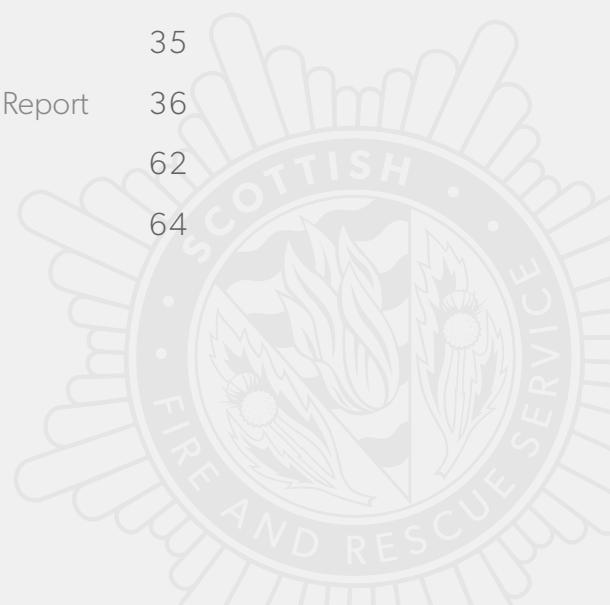
Involving staff and stakeholders during this exercise, through a workshop event, was crucial and ultimately influenced a shortlist of options for consideration by the SFRS Board.

A copy of the Staff and Stakeholder Options Appraisal Workshop Report, is attached in Appendix A.

1.4 At its meeting on 24 June 2021, the SFRS Board approved a mandate for publicly consulting on three options for responding to AFAs, that have the potential for significantly reducing UFAS and delivering many associated benefits.

The consultation mandate is attached in Appendix B and the options are summarised on page 2.

1.5 Following consultation good practice guidelines, the consultation ran for a period of 12 weeks, beginning on 19 July 2021 and closing on 11 October 2021, and targeted both external and internal stakeholders to raise awareness of the options and maximise responses.

A

- Call challenge all AFAs from non-domestic premises, unless exempt
- No response is mobilised, if questioning confirms there is no fire, or signs of fire
- Sleeping risk premises are exempt from call challenging and will receive the following immediate response:

  - Residential Care Homes receive a PDA of two fire appliances regardless of time of day
  - All other sleeping risks receive a PDA of one fire appliance between 0700-1800hrs and two fire appliances out-with these hours

61%
REDUCTION

B

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

85%
REDUCTION

C

- Non-attendance to all AFAs from non-domestic premises, unless back-up 999 call confirming fire, or signs of fire is received
- Sleeping risk premises are exempt from non-attendance and will receive the following immediate response:

  - Residential Care Homes receive a PDA of two fire appliances regardless of time of day
  - All other sleeping risks receive a PDA of one fire appliance between 0700-1800hrs and two fire appliances out-with these hours

71%
REDUCTION

2. Methodology

2.1 The consultation aimed to seek views from key stakeholders through direct written contact; that it should be promoted to increase public awareness, and that surveys and direct engagement would be used where direct feedback would be of benefit.

2.2 Due to the ongoing COVID-19 pandemic the consultation process was designed to be undertaken on a predominantly virtual basis.

More than 900 stakeholders were identified through a stakeholder mapping process and were emailed directly with links to the consultation materials and an online survey.

A dedicated email address was established to allow people to contact the Consultation Team directly to request more information or meetings.

2.3 The consultation process was supported by a communications plan to increase awareness of the process through social, broadcast and print media signposting to the website where people could complete the online survey.

2.4 Local engagement with key stakeholders was also undertaken by Local Senior Officers (LSO's) and their teams and meetings were also held with internal and external stakeholders by the Consultation Team.

2.5 Feedback was monitored throughout the consultation process to identify emerging issues and offer additional meetings/information to stakeholders who raised concerns or required more information.

3. Accessibility

3.1 The consultation document was made available in electronic, hard copy and Gaelic versions to ensure that they were available in the diverse communities of Scotland. Alternative formats were also available on request.

3.2 Opinions on the draft documents could be registered via the internet, through an online version of the consultation document, or by email; both letters and paper copies of the consultation document could be submitted by post and telephone numbers were also published.

3.3 The online survey could be accessed both through the consultation page of the Service's external website and through the links attached to the stakeholder emails and social media posts.

The online survey was also accessible to staff through the SFRS iHub, where a dedicated page was set up for the consultation.

3.4 The consultation page on the external Web page provides links to all key documents (e.g. the consultation document, Equality Impact Assessments and supporting evidence) and the consultation document gave details of how people could respond to the proposals and request alternative formats (e.g. braille and different languages).

3.5 Subtitled, 'bite-sized' video content was produced for use on social media summarising the content of the consultation document.

3.6 Postcards raising awareness of the consultation were produced and distributed to the Dutyholder/ Premises Management by operational crews after attending an UFAS event during the consultation period.

4. Stakeholders

4.1 To raise awareness of the consultation and to attract comments from stakeholders, the consultation was actively promoted through direct written contact, via relevant bodies and organisations and through more general advertisement.

A stakeholder mapping exercise conducted during the options appraisal process, was used to help identify the appropriate stakeholder groups to consult with and the consultation mandate, approved by the SFRS Board, outlined these stakeholders as follows:

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

5. Promotion of the Consultation

5.1 A communications plan supported the promotion of the consultation process throughout the 12 weeks.

The full plan is attached in Appendix C

5.2 Key elements of the plan included:

- Initial mailshot and reminders to stakeholders at the beginning, halfway point and final two weeks of the consultation period;
- Press releases, including a video release to national and regional media at launch and end of consultation;
- Regular social media posts featuring videos and prompting people to participate in the process. Frequency was escalated towards the end of the process;
- Postcards were distributed across the three Service Delivery Areas for crews to hand out at UFAS incidents;
- Regular updates on the process were included in the weekly staff brief on iHub and engagement sessions were organised for staff impacted by any potential change. It was deemed that RVDS and OC Staff were most impacted, and
- Direct engagement with stakeholders was undertaken by LSOs and their teams and by the Consultation Team with key stakeholders including NHS representatives, Police Scotland and Alarm Receiving Centres (ARC's).

6. Overview of Responses

6.1 Formal responses to the consultation were completed online or submitted as letters/emails.

A summary of the number of responses is given in the adjacent table. This table also shows the total number of engagement events that were held nationally by the Consultation Team and locally by Local Senior Officers (LSOs), where it was felt that direct feedback from key stakeholders affected by the proposals was necessary.

6.2 To help analyse the feedback, respondents were categorised as per the table below. Their demographic information is then outlined from Section 6.3 of the report.

Formal Responses

Surveys - Online	549
Letters / Emails	19
Total Responses	**568**

Engagement Events

Nationally	21
Locally	190
Total	**211**

6.3 Respondent Category:

Person responding as	Number	%
Member of the public	218	40%
Member of SFRS Wholetime and Support Staff	170	31%
RVDS staff	52	9%
Local authority	34	6%
Public sector body	26	5%
Retained employer	14	3%
Not Answered	13	2%
Voluntary organisation	11	2%
Community group	6	1%
Emergency service organisation	5	1%

6.4 Survey Responses by Gender:

Sex	Number	%
Male	336	61%
Female	136	25%
Prefer not to say	40	7%
Left blank	37	7%

6.5 Survey Responses by Ethnic Origin:

Ethnicity	Number	%
White - Scottish	375	68%
White - Other British	55	10%
Prefer not to say	52	9%
Left blank	51	9%
White - Other white ethnic group (Please write below)	5	1%
White - Irish	3	1%
White - Showman/Showwoman	2	0%
Any mixed or multiple ethnic groups (Please write below)	1	0%
Asian, Asian Scottish or British Asian - Chinese, Scottish Chinese or British Chinese	1	0%
Asian, Asian Scottish or British Asian - Indian, Scottish Indian or British Indian	1	0%
Asian, Asian Scottish or British Asian - Other (Please write below)	1	0%
Asian, Asian Scottish or British Asian - Pakistani, Scottish Pakistani or British	1	0%
Other Ethnic Group - Other, please write below (for example, SIKH, JEWISH)	1	0%

6.6 Survey Responses by Disability:

Disability	Number	%
No condition	395	72%
Prefer not to say	57	10%
Left blank	47	9%
Long-term illness, disease or condition (a condition, not listed above, that you may have for life, which may be managed with treatment or medication)	16	3%
Mental health condition (a condition that affects your emotional, physical and mental wellbeing)	12	2%
Learning difficulty (a specific learning condition that affects the way you learn and process information)	7	1%
Deafness or partial hearing loss	6	1%
Blindness or partial sight loss	3	1%
Learning disability (a condition that you have had since childhood that affects the way you learn, understand information and communicate)	2	0%
Other condition	2	0%
Developmental disorder (a condition that you have had since childhood which affects motor, cognitive, social and emotional skills, and speech and language)	1	0%
Physical disability (a condition that substantially limits one or more basic physical activities such as walking, climbing stairs, lifting or carrying)	1	0%

6.7 Survey Responses by Age:

Age	Number	%
16-25	19	3%
26-40	139	25%
41-55	251	46%
56-70	71	13%
71 and over	9	2%
Left blank	34	6%
Prefer not to say	26	5%

7. Online Survey Responses

7.1 The key objectives of the online survey were to seek views on UFAS, rank the proposed options and seek feedback on the effectiveness of the consultation approach.

To achieve this, eight questions, using a blend of closed and open questioning were formulated:

- Four questions were set to draw out the level of agreement around the issues of UFAS, the consultation proposals and consultation approach. To achieve this, a standard Likert scale approach was used, with the response options ranging on a 5-point scale from strongly agree to strongly disagree;
- One closed question was set, to rank each option from most preferred (1) to least preferred (3), and
- Three open questions were set to give respondents the opportunity to put across other options for consideration, suggest ways for improving the consultation experience and leave any other relevant comments.

7.2 **Q1 - The number of UFAS we attend in Scotland is a problem that needs to be addressed now?**
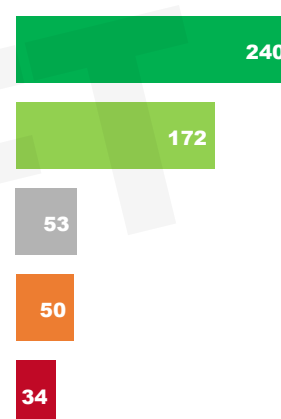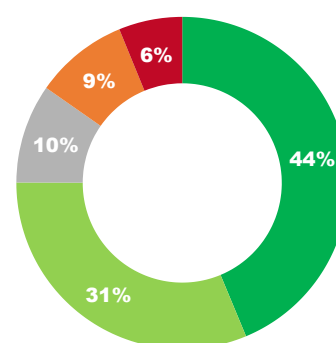
● Strongly agree ● Agree ● Neutral ● Disagree ● Strongly disagree

This statement received high levels of agreement with 75% of respondents strongly agreeing/ agreeing. To put that into context, the strongly agree/agree responses were 5 times higher than strongly disagree/disagree responses.

This can be further broken down by stakeholder group as follows:

- 74% of staff strongly agree/agree:
- 83% of external stakeholders strongly agree/agree
- 73% of the public strongly agree/agree, and
- 15% disagreeing/strongly disagreeing were largely from the public and staff

7.3 **Q2 – To reduce the impact of UFAS, we should stop sending fire appliances to AFAs unless it's for a confirmed fire, or to premises on the exemption list?**

29%
31%
6%
18%
17%

157
171
31
97
93
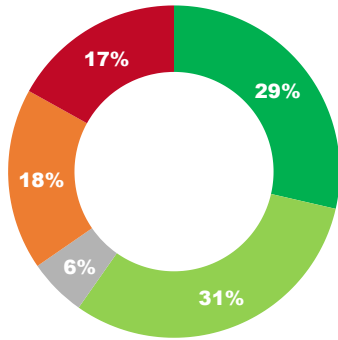
● Strongly agree ● Agree ● Neutral ● Disagree ● Strongly disagree

Overall, most respondents (60%), strongly agreed/agreed with this statement. The breakdown by stakeholder group, is as follows:

- 51% of staff strongly agree/agree
- 63% of external stakeholders strongly agree/agree
- 67% of the public strongly agree/agree, and
- 35% strongly disagreeing/disagreeing were from staff, followed by stakeholders then the public

7.4 **Q3 – The exemptions proposed for OPTION A and OPTION C provide a proportionate response to AFAs based on risk?**

19%
43%
14%
13%
10%

106
238
76
74
55
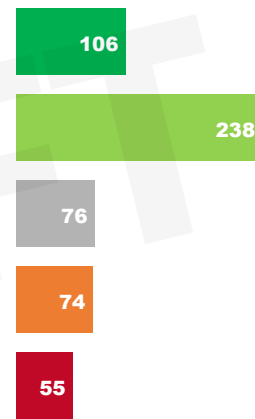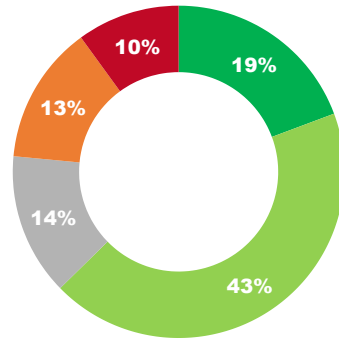
● Strongly agree ● Agree ● Neutral ● Disagree ● Strongly disagree

Overall, most respondents (62%), strongly agreed/agreed with this statement.

The strongly agree/agree responses were three times higher than strongly disagree/disagree responses. This can be further broken down by stakeholder group as follows:

- 60% of staff strongly agree/agree
- 67% of external stakeholders strongly agree/agree
- 62% of the public strongly agree/agree, and
- 23% strongly disagreeing/disagreeing were from staff and the public

7.5 Q4 – Did you feel the consultation document provided you with enough information to enable you to give an informed response?
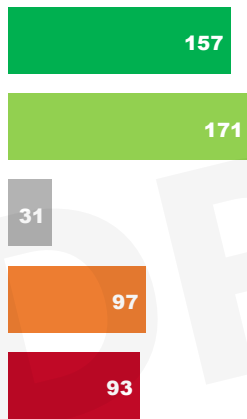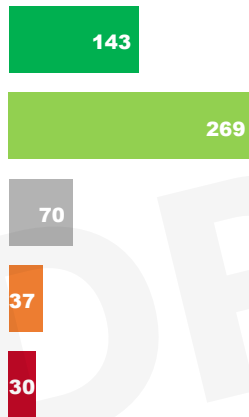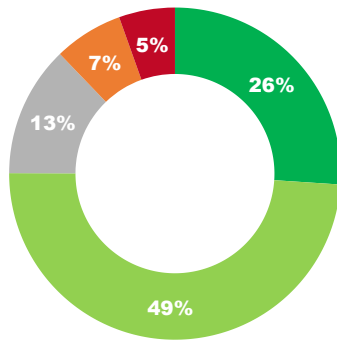

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

This statement received elevated levels of agreement with 75% of respondents strongly agreeing/agreeing.

To put that into context, the strongly agree/agree responses were 6 times higher than strongly disagree/disagree responses. The breakdown by stakeholder group is below:

- 76% of staff strongly agree/agree
- 70% of external stakeholders strongly agree/agree
- 76% of the public strongly agree/agree, and
- 15% disagreeing/strongly disagreeing was slightly higher amongst the external stakeholders.
- 15% disagreeing/strongly disagreeing was slightly higher amongst the external stakeholders.

7.6 Q5 – Please rank each option from most preferred (1) to least preferred (3)

OPTION A

Call challenge all AFAs. No response is mobilised if questioning confirms no fire or no signs of fire. Sleeping risk premises are exempt and will receive a PDA based on premises type and time of day.

Rated 1 = Preferred option to
          3 = Least preferred option
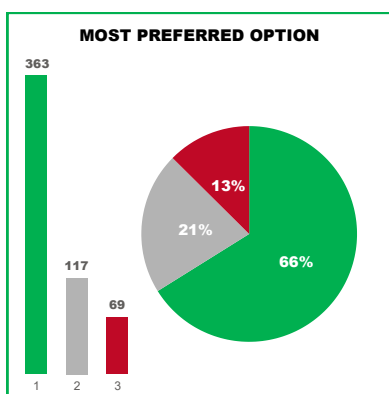
OPTION B

Call challenge all AFAs.
No response is mobilised. If questioning confirms no fire or no signs of fire.
No exemptions to call challenging apply.

Rated 1 = Preferred option to
          3 = Least preferred option
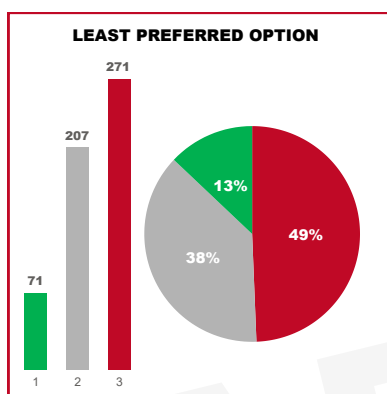
OPTION C

Non-attendance to all AFA's, unless back-up 999 call confirming fire or signs of fire is received. Sleeping risk premises are exempt and will receive a PDA based on premises type and time of day.

Rated 1 = Prefered option to
          3 = Least prefered option
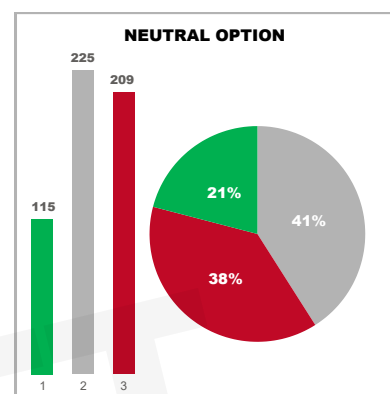
Respondents were asked to rank each option from most preferred - rated as one, to least preferred - rated as three. The results of respondents ranking each option are illustrated in the suite of three graphs.

Based on these results and further analysis of the responses, the following observations are noted:

- Option A is ranked first - the most preferred option and initially assessed as the least risk of all options
- Option C is ranked second – the neutral option
- Option B is ranked third - the least preferred option
- There is no variation to the ranking when analysed by respondent category, and
- Option C was favoured over Option B, despite it being assessed as the greatest risk of all options. The application of no sleeping risk exemptions to call challenging, is the motivation for Option C being favoured over Option B.

7.7 Q6 – Would you like to suggest any other options to put forward for consideration?

This question enabled written comments to be submitted via the online survey and then analysed and categorised by the Consultation Team.

A total of 207 respondents provided comments to this question, which represents 38% of the total number of people who responded to the online survey. This means almost two thirds of respondents left this question blank.

The Consultation Team categorised comments into themes and by the sentiment of the comment. As per the graph below, a total of 10 themes were identified and sentiments were categorised as positive, negative, and neutral by the team.

Nonetheless, these comments are still valued and within the broader context of tackling UFAS, they will be fed into the SFRS's wider AFA False Alarm and UFAS Management Policy Review.

As per the graph below, the greatest proportion of written comments (45) were attributed to the theme of 'no further options suggested'.

Key points from each of the other themes that received the most written comments, are therefore outlined below. The quotations that accompany each theme, are indicative of the type of comments received.

Q6 Comment perceived as:-

Negative 15%
Positive 3%
Neutral 82%

Comment perceived as ● Negative ● Neutral ●

Theme	Negative	Neutral	Positive	Total
No further options suggested		45		45
Maintain status quo	20	16		36
One appliance	2	29		31
Legislative/regulatory		22		23
Exemptions	4	18		22
Call challenge	2	19		21
Communication	3	12	4	19
Business vehicle		7		8
Crewing levels	1			1
Response times		1		1

Based on the purpose of the consultation being to consult on options for responding to AFAs, it was found that around one third of the 207 comments put forward, could not be considered as other potential options, for example levying charges on premises with persistent UFAS problems and better regulation in the manufacturing of Automatic Fire Detection.

7.7.1 Maintain Status Quo (36)

Comments centred around respondents being in favour of maintaining the pre-COVID status quo for several reasons, with just over half (55%) of the comments being negative and the remainder neutral. Overall, the most negative comments came from Staff covering Wholetime, Support Staff and RVDS.

A few respondents commented that the consultation did not offer the option of a status quo to be considered and that none of the options were acceptable.

There was a perception that any change in the current response to AFAs could lead to lives and property being endangered and that a premises fire evacuation strategy relies on a fire service response to AFAs.

A large University expressed concern that there should be no short-term change as a significant lead time would be required to prepare the organisation for implementation of any new AFA response model.

There were a few comments that suggested maintaining the status quo, but adjusting the speed of response to reduce road risk (i.e. responding to AFAs at normal road speed instead of blue lights).

"Continue with already identified weight of response for premises. Allow the in-attendance incident commander decide if it's a false alarm or not" (Neutral)

"Presenting 3 options which are not appropriate is a false way to run a consultation, there should also be an option to maintain the status quo, I disagree with all options and think it will result in lives being lost and property damage.

I am extremely disappointed at the approach taken by the SFRS to run a consultation in this way" (Negative)

"This is madness. The AFA system is used to detect a fire and the slower we react to these then the worse the consequence could be" (Negative)

"Our position is that we do not wish any immediate short-term change without further appropriate consultation.

A longer period should be provided for consultations with significant thought given to the impact on employers.

We cannot see the evaluation of risk for the employer and the public. Delays and inadequate investigation mean responsibility transferred to employees" (Negative)

"Minimal appliances respond under blue lights dependent on the level of risk, all others respond under non-blue light conditions, reducing road speed. If required at confirmation of a fire those appliances will at least be already en-route" (Neutral)

7.7.2 One Appliance (31)

This theme covered comments suggesting variances of a one appliance response to AFAs, instead of the three consultation options.

All but two of the comments had neutral sentiments, with 60% of the comments being made by staff and 38% of the remaining comments made by members of the public.

Some of the respondents highlighted that risk to life and property was the main reason for suggesting a minimum of one appliance to AFAs.

Generalising the options put forward, a blanket one appliance response to all AFAs; a one appliance response to AFAs at premises during unoccupied hours; a one appliance response at normal road speed and hybrids of these were some of the options suggested by respondents.

The option of one appliance responding during unoccupied hours had most support.

"If no back up conforming known fire, then one appliance attends but no blue light" (Neutral)

"A minimum of 1 pump should attend calls, especially overnight as commercial premises may not have anyone on site to report a fire" (Neutral)

"Send 1 pump to all AFA's to investigate. This happened to much consternation, within legacy L&B however it was proven to work! As an ex SFRS employee I found it strange that we regressed to almost full PDA to AFA's" (Neutral)

"At least one appliance should be sent to an AFA because caller won't know if there is a fire or not and can't have that responsibility to say no there isn't a fire when there might be a hidden fire within the walls or ceilings, that the caller or appointed fire person can't see, or know of" (Neutral)

"All AFA's should be attended by the fire service - initially 1 appliance for investigation/confirmation -if not a confirmed fire - as there are many individuals who do not have any idea how to interpret the alarm panel or are unsure what to do.

The SFRS is a public service, if a fire alarm goes off then the SFRS should be attending, and members of the public would expect that. If further appliances are then required once the initial investigation/DRA has been done, then they can be requested" (Neutral)

7.7.3 Legislative/Regulatory (23)

All written comments under this theme, focussed on respondents suggesting changes to legislation and/or regulations to tackle the issue of UFAS, rather than actual options for responding to AFAs.

Tackling persistent UFAS offenders through levying of call-out charges and revising regulations and standards to limit false alarms from AFAs was

amongst the most common responses under this theme. All comments were neutral and made by those categorising themselves as members of the public.

"Introduce financial charges for repeat UFAS calls to the same premises" (Neutral)

"Better regulation in the manufactured supply of the smoke alarms. Sensitivity addressed and longevity" (Neutral)

"Implement a charging process for false alarm call outs. This needs to be proportionate - so not too high so it doesn't encourage people to disable alarms, but high enough that it is more cost effective for businesses to maintain their systems properly" (Neutral)

"The situation of AFA's is not helped by the Fire Detection and Fire Alarm Systems Standard (BS 5839-1:2017) which allows for an "Acceptable rate of False Alarms" - See Clause 32 in the standard.

A revision of the Standard should be proposed to remove this requirement to bring the standard into current F&RS thinking.

The SFRS could liaise with the FPA, the FIA (Fire Industry Association) and other industry parties (i.e., Insurers) to modify the Standard" (Neutral)

7.7.4 Exemptions (22)

Written comments centred on suggestions for amending the automatic exemptions applied to the consultation options (sleeping risk premises) and most comments came from external stakeholders, covering local authorities, public bodies, and other emergency services.

Based on the suggestions offered, the overall view is that respondents believed the exemptions applied to Options A & C needed to go further

than purely focussing on life risk factors, to include premises where there is a need for a fire service response to AFAs that will ensure a level of property protection.

Premises of historical importance, potential for community loss and those categorised as national/local infrastructure featured prominently. Exempting such properties during unoccupied hours was highlighted by a few respondents as a key factor in preventing property loss.

"Buildings which will have a significant impact on a community or are at increased risk of crime related fire should be exempt from call challenge. A good example of this would be school or colleges which are unoccupied at night and are at risk from vandalism including wilful fire raising.

The loss of a large secondary school would remove large numbers of young people from education temporarily and prevent attendance at parental workplaces for periods of time bringing potential economic and social strain to communities" (Neutral)

"AFA resulting from actuation of devices within voids or other areas where it might not be safe or appropriate for persons on site to make attempts to investigate, or where it might not be possible for them to ascertain the presence or not of fire conditions.

The exemptions listed are rightly aimed at those premises where there is a sleeping risk and or a vulnerability, however, has the response to national or local critical infrastructure been considered" (Neutral)

"Local Exemptions to be considered for certain types of premises i.e., Top Tier COMAH (Control of Major Accident Hazard) sites etc could possibly be exempt from call challenging (such as sleeping risk premises within option 1). Without over expanding this list, key considerations should apply to such premises" (Neutral)

Why is only sleeping risk considered an exemption? What about infrastructure that would have a huge impact on local population and community e.g. Fire alarm is operating at night at telecoms exchange. There is no fire service attendance and no responsible person attendance.

Small electrical fire develops until severe enough to be noticed by nearby residents. By time of arrival and intervention of fire service the incident requires huge resources and impacts services hugely and has a massive economic effect!!! Agree?? (Neutral)

7.7.5 Call Challenge (21)

Comments from some staff and stakeholders incorporated alternative approaches, or adjustments to the call challenge proposals, as well as comments from a few members of the public and staff expressing concerns that call challenge would cause unnecessary delays and potentially put lives and property at risk.

However, there was also some degree of support for not applying call challenging to AFA calls received and responding only to a confirmed fire from members of the public.

It was apparent from the comments that some respondents lacked understanding of what was meant by call challenging and how it would work in practice with the exemptions and other situations. The consultation document devoted a section to call challenging and more detailed information was published on the Services dedicated consultation web page.

"This puts lives at risk. The time it takes to get information from a premises could be the difference between a life saved. This is just a money saving scheme and we as the public do not agree" (Neutral)

"In addition to Option A (Which is assume is the default position) no answer to the call challenge should prompt a response. E.G A building is being evacuated and nobody answers the phone, which also may be problematic if a fire alarm is going off down your ear" (Neutral)

"It is dreadful that where there is a potential fire valuable time on challenging will be used" (Neutral)

"I work in a School Residence for teenagers and feel that an overnight automatic response is still necessary. During waking hours, it could be a challenge call but overnight would need a response straight away" (Neutral)

"None of the 3 options cover the likely scenario that no key holder is present- From this I assume no solution is available to reduce these types of AFAs" (Neutral)

7.7.6 Communication (19)

This theme covered comments from some staff, members of the public and stakeholders suggesting more engagement with the Dutyholder/Premises Responsible Person, to improve understanding of their responsibilities for managing AFA activities, and to educate and advise them on how to reduce false alarms from these systems.

There were also a few comments from members of the public expressing dissatisfaction with the consultation approach (e.g., more options, overuse of abbreviations etc) as well suggestions for improving the consultation approach and support for the options being proposed.

"I would like to see crews engage more with problem UFAS premises, after consulting FSEOs to ensure best advice given. This will reduce the FSEO workloads. If the right advice is given and crews are fully aware of the FSEO`s response and how this tie into current FSE legislation.

UFAS champions to continue their excellent work and engagement, giving each watch a range of premises that have been consistently repeat offenders in the past and encouraging ongoing updates and liaison with them to ensure we still have inside knowledge of what is going on in the premises and ready to react to any potential risk" (Neutral)

"Health and Social Care services need to take ownership if supported individuals have a history of activating call points. SFRS would benefit from visiting any premises which have a regular UFAS record to work alongside both the staff and individuals they support, to gain an understanding as to why there might be a high number of false alarms from the property.

With that understanding possibly SFRS could recommend alternatives to reduce unnecessary UFAS activations" (Neutral)

"The SFRS should've provided more options that reduce risks to Firefighters, buildings and occupants instead of increasing them" (Neutral)

"Stop using abbreviations on public surveys. You should put additional payments for retained. If you take away AFA's then you may find it difficult to recruit retained staff if there are no calls for them to attend" (Neutral)

"SFRS people are the most appropriate professionals to finally decide the best course of action to resolve this issue and whatever, the final decision, this Community Council supports them" (Positive)

7.8 Q7 – What else could we have provided or done to ensure it was easy for you to respond to the consultation?

This question also enabled written comments to be submitted via the online survey where they were then analysed and categorised by the Consultation Team.

A total of 157 respondents provided comments, which represents 29% of the total number of people who responded to the online survey. This means just under three quarters of respondents left this question blank.

Comments were categorised into 10 themes and by the sentiment of the comment - positive, negative, and neutral.
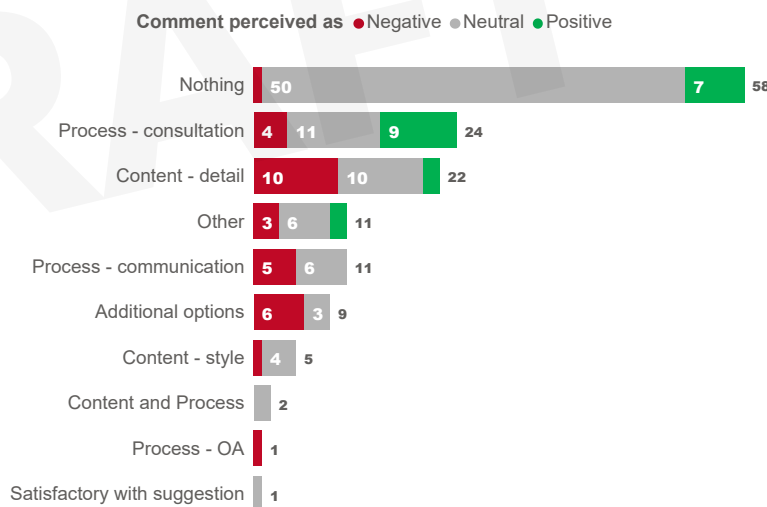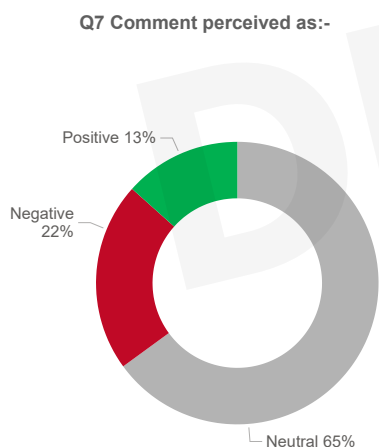
7.8.1 Process – Consultation (24)

This theme attracted more positive comments at 35%, than negative comments at 19%. The positives related to respondents remarking on the ease of getting involved in the consultation and general satisfaction with the consultation approach.

A lack of information and awareness of the consultation, and greater staff involvement are examples of the negative comments submitted.

The neutral comments tended to focus on the actual purpose of the question, which was to identify if there was anything else the Service could have done to make the consultation easier to get involved.

Q7 Comment perceived as:-

Positive 13%
Negative 22%
Neutral 65%

Comment perceived as ● Negative ● Neutral ● Positive

Nothing	50 / 7 / 58
Process - consultation	4 / 11 / 9 / 24
Content - detail	10 / 10 / 22
Other	3 / 6 / 11
Process - communication	5 / 6 / 11
Additional options	6 / 3 / 9
Content - style	4 / 5
Content and Process	2
Process - OA	1
Satisfactory with suggestion	1

Like the previous question, the greatest proportion of written comments (58) were attributed to the theme of respondents stating 'nothing' to add.

Key points and quotations from each of the other top themes are therefore outlined as follows:

There were various suggestions, use of texting to choose the preferred option and better engagement with firefighters were suggestions that came up more than once.

Staff and members of the public tended to have the most positive comments, with the negative comments being made by external stakeholders.

"Nothing. Felt it has been easy to access and respond. Well-advertised on social media"
(Positive)

"The Council is grateful to our Local Senior Manager for Ayrshire, Station Commander and other colleagues from the Scottish Fire and Rescue Service for the openness and willingness to engage on this important subject.

The issue of Unwanted Fire Alarm Signals has been a matter that local elected members and members of our local scrutiny Committee have been concerned with for some time and the Service has presented a considered, comprehensive, and informed consultation exercise. The case for change is very persuasive and we welcome the direction that is proposed" (Positive)

"Made more of an effort to contact stations and personnel that deal with AFA's daily. The list of external stakeholders contacted appears almost like a 'gimmick'" (Negative)

"I believe that the consultation and information provided would make this hard for members of the public and stakeholders to properly assess the impact of these decisions" (Negative)

"Could have been done by text question program for people that do not have access to a pc or tablet" (Negative)

"Ask for a view from the operational crews as it's them who attend" (Negative)

7.8.2 Content – Detail (22)

Around 40% of these comments were negative and most of these related to the respondent's perception of a bias in the way the information was presented towards getting a particular result.

The greatest proportion of negatives came from the public, followed by staff, then external stakeholders.

Like the previous theme, the neutral comments (50%) focussed on the actual purpose of the question - providing actual suggestions. A few suggested the need for more detailed information and analysis of the background to UFAS and the options being presented.

A glossary of terms and a link from the consultation document to other relevant information, were amongst some of the other suggestions put forward by respondents.

Both of these, were contained within the consultation document.

"I would like to add that the service agenda is to reduce mobilisations, and not consult on whether the current level of mobilisations was acceptable.

And as such the statistics and information is very one sided and propaganda like all gearing towards what the service wants.

And as joe public we have no way of accessing or seeing how these statistics could be used to show a positive aspect of mobilisations to AFAs" (Negative)

"Show all information in more than one way that can make those receiving the information be manipulated into thinking what the SFRS would like them to think" (Negative)

"Provide local (LSO) data to allow different communities to understand how this UFAS reduction could affect their particular area and engage members of our community to a greater extent - yes people care about how this affects Scotland, but I would suggest they are even more concerned about their local area/communities" (Negative)

"The current three options do not state what response would be given if there was no response to the call challenge i.e., nobody on site and nobody responding to calls?" (Negative)

"Put a direct link to this in the pdf document or at least one easy to find if there is one as I didn't find it" (Negative)

7.8.3 Process – Communication (11)

This theme centred around the aspect of communicating and raising awareness of the consultation process, with just over half the comments (58%) being neutral and the remainder (42%) negative.

Many of the negative comments, came from those responding as members of the public and external stakeholders, commenting on lack of awareness of the consultation and wanting better publicity earlier on during the consultation.

The neutral comments also suggested greater awareness of the consultation, for example some staff suggested that an email should have been sent to all individual email accounts and greater use of other media channels (e.g., newspapers, radio, and TV) were suggested by some external stakeholders.

"Inform of the existence of the consultation via Service email. Many colleagues are still unaware it exists" Negative)

"I don't feel this has been widely advertised to the public, explaining the future proposals and their impact on public safety" (Negative)

"There was a lack of public awareness on this consultation. There should have been a more widely publicised awareness of the consultation through press and media channels e.g., newspapers, radio, tv etc" (Negative)

"Should be more widely known especially in local government"(Negative)

"Send to individual inboxes as a consultation/ survey and not in Communication bulletins, which can easily be overlooked by many staff" (Negative)

"I don't feel this has been widely advertised to the public, explaining the future proposals and their impact on public safety. An effective national publicity campaign using all media platforms to inform the public of this public consultation should have been considered" (Negative)

7.8.4 Other (11)

This theme spanned a variety of different comments – positive, neutral, and negative and were from people responding as staff.

From the comments left, participants were not responding to offer up suggestions, but more using it as an opportunity to re-emphasise their views on the proposals and overall consultation approach.

"I think the consultation documents were helpful and the videos in particular were very informative and concise, especially for members of the public who may not be fully familiar with the procedures etc" (Positive)

"Get on with the job stop trying to cut services. Too much top brass" (Negative)

"Every pump mobilised is a risk. The number of accidents from RDS travelling to station and pumps having near miss or accidents on route to turnouts is no longer acceptable for SFRS as an employer" (Positive)

"I think the system should stay the same as it is now. Attendance time in rural communities in Argyll is critical. If the second pump is not turned out until after the 1st attends, then that could be half an hour lost.

We live in an area that time could be critical. Keyholders may not attend to confirm if there is a fire for a whole half an hour after the initial call so that would be time lost again" (Negative)

7.8.5 Additional Options (9)

All written comments under this theme, focussed on suggesting further options for responding to AFAs. Two thirds of these comments were negative and, they came from members of the public, with the need for more options to select from featuring prominently within the comments.

"The option to leave as it is. If a property has a few AFAs attend out with calls to assist in reducing but not stop mobilising. Recipe for disaster" (Negative)

"Provided more options that may be suitable. Not what you as a service see. No option to suggest only 1 appliance sent. Everything is call challenge" (Negative)

"The consultation has been straightforward although the range of options are limited." (Negative)

7.9 Question 8 – Do you have any further comments?

The final question that enabled written comments to be submitted via the online survey, generated a total of 143 comments.

This represented 26% of the total number of people who responded to the online survey and means almost three quarters of respondents left this question blank.

Comments were categorised into 9 themes and by the sentiment of the comment – positive, negative, and neutral.

Notwithstanding the 'agree' themed comments (23), key points and quotations from each of the other top themes are outlined on page 20.

Q8 Comment perceived as:-

Positive 16%
Negative 45%
Neutral 39%

Comment perceived as ●Negative ●Neutral ●Positive

Theme	Negative	Neutral	Positive	Total
Other options	14	19		33
Agree	3		20	23
Worse service	16	2		18
Call challenge	3	11		15
Communication/engagement		12	2	15
Consultation process	9	4		13
Safety concerns	10	2		12
RVDS Recruitment and Retention Issues	6	2		8
Reputational risk	5			6

7.9.1 Other Options (33)

Under this theme, all respondents used the question as an opportunity to reassert their views of the options proposed in the consultation, or to re-emphasise the suggestions they had put forward as other options at Question 6 (Section 7.7).

Just over half the comments were neutral and the remainder negative. Comments made, were from across the spectrum of respondent categories with maintaining a status quo, a one appliance response to all AFAs and suggestions/views around call challenging process featuring highly.

From some of the comments made, it is also apparent, that some specific dutyholder responsibilities for managing and investigating AFA actuations are misunderstood.

"Charge businesses for every false alarm" (Negative)

"The services current "covid-19 AFA response" is a blanket 1 appliance attendance unless back up call received. This will have at least halved the blue light journeys by appliances and increase public and firefighter safety.

Only options provided are push us into an option where all calls are challenged and potentially no appliances sent. I'd hate to see the litigation when someone gets hurt, or worse" (Negative)

"Please ensure student accommodation remains on the exemption risk" (Negative)

"I have a real concern in removing the immediate response altogether as I have little faith that systems are as joined up as they should be and the worst-case scenario happening, e.g., where a building has burnt down and people have died as a result of someone not answering a call in the middle of a traumatic incident occurs, therefore how will the fire service ensure that these 'call challenges' as called will be 100% accurate? as 1% being inaccurate could be very costly" (Negative)

"Many of our organisation's buildings are unmanned during the day and night, and are only occupied when our volunteers are responding to emergency taskings from the coastguard.

Our AFAs will be monitored by an Alarm Receiving Centre who will contact the site or key holder depending to investigate.

This is likely to be much longer than 20 minutes for many sites. I would expect the challenge questions to include consideration of whether multiple detectors have been activated to decide on the appropriate response rather than just relying on a keyholder to attend site". (Negative)

7.9.2 Worse Service (18)

Almost every comment under this theme was of a negative nature, with many respondents feeling that the consultation proposals were focussed on saving money, job cuts and reducing fire service provision.

There was also a view from some, that as a public service, they expect SFRS to respond to all AFA actuations. Just over half (55%) of the respondents that commented under this theme, were SFRS staff. The remaining comments - bar one responding as a local authority - were from members of the public.

"I hope the savings will not cause job losses" (Negative)

"I would like the service senior management to resist more cuts from government. The formation of one service was to preserve what we have senior managers have subsequently let their personnel down by agreeing to more cuts, this is putting pressure on firefighters and eroding moral and trust" (Negative)

"We exist to provide protection to the public, 2% of 28000 AFA's in a year which turn out to be actual fires is still a lot of fires.

You have an obligation to protect your workforce and the public by having the resilience and foresight to send the weight of response for the "worst" case scenario to a premises. It's much easier for the first in attendance incident commander to return supporting appliances than be faced with a "make up"" (Negative)

"I am concerned that this is an exercise to reduce turn outs to, further down the line, substantiate a reduction in staff, stations or appliances" (Negative)

"I do support the need to reduce AFAs. However, I worry that a reduction in callouts may lead to crewing and fleet changes.

For example, a two pump wholetime and 1 pump retained station may have one pump removed due to lack of callouts" (Negative)

7.9.3 Call Challenge (15)

Under this theme, most respondents used the question as an opportunity to reiterate their views around the process of call challenging and to question how it would be applied in practice, using some examples to provide context (e.g., during the hours when premises are unoccupied).

The comments were very similar to what was expressed under the call challenge theme reported at Section 7.7.5, with a lot of them voiced by people responding as external stakeholders (e.g., public bodies, local authorities, and community groups)

"For the Business I am representing, out of hours calls from 18:00-08:00 need to be attended regardless as the sites are not monitored; however, during working hours Mon-Friday before engines are dispatched there could be a trigger point by contacting site before the engine is dispatched" (Negative)

"Fife Council is open to changing the current approach to UFAS and supports the SFRS in resolving this issue. We have implemented a UFAS management procedure that includes call challenging and staff investigation in accordance with the latest CFOA guidance.

As part of improving our risk resilience we have invested in connecting our premises fire alarm systems to an alarm receiving centre to provide a quick response to potential fires out of hours. The impact of removing this response and the proposed options should be more fully considered with a detailed risked based approach" (Neutral)

"How will you call challenge an AFA from unoccupied premises should there be an alarm activation?" (Negative)

"Option A and B will leave large organisations with central monitoring hubs (such as HE sectors and NHS) as well as ARCs with a potential for uncertainty and consistency over the reaction control room staff will offer through call challenging processes.

Option C will be a defined and clear approach where all involved will be clear on their own responsibilities and expectations allowing for clear and concise processes to be applied and maintained" (Negative)

7.9.4 Communications and Engagement (15)

Comments received under this theme, were mainly neutral in nature and covered many aspects such as respondents highlighting the proactive work, they have undertaken to reduce UFAS within their premises, emphasising their desire to continue to work with SFRS on tackling UFAS, seeking follow-up meetings to discuss the proposals further and emphasising more education on dutyholders' responsibilities.

"I would greatly welcome an opportunity to discuss the options and plans with regard to supported housing in more detail with you and a group of supported housing providers before a final decision is made" (Neutral)

"AFAs have been around for a long time. Some businesses are not aware of the need to make a backup call.

Some multi-occupier premises do not have receptions, and the call is made directly to an ARC (Alarm Receiving Centres) from the alarm system. I feel that more education would have been useful" (Neutral)

"Whilst out-with the immediate scope of this consultation Aberdeen City Council have worked closely and productively with SFRS in recent years to reduce the number of UFAS within multi storey buildings. As such we fully understand that UFAS have on the service in terms of resource, prioritisation of prevention work and carbon footprint.

By concentrating of building fabric, contractor behaviours, system upgrades and a programme of work with residents there has been a significant (circa 60%) reduction in UFAS. We Intend to take some of this learning across other parts of our Estate" (Neutral)

7.9.5 Consultation Process (13)

From the comments provided, 9 respondents used this question as an opportunity to assert negative views about the consultation process. Criticisms centred around a perceived bias in the way UFAS information was presented, views that a decision has already been made and not enough options.

Over half of the comments were from people responding as SFRS Staff, with the remainder from members of the public.

"Your survey design is flawed - as you can clearly see from my response, I very strongly believe that your approach is wrong, and that you have not presented sufficient data to make it clear that the options you have tabled are in any way appropriate - and yet you force me to select my "preferred" options - I do not prefer any of these options, they are all deeply flawed and based on a tightly controlled subset of circumstances which are actively designed to get the answer you want, not the answer that the taxpayer deserves.

It is clear from the way that this "survey" has been designed that you're not going to consider responses and simply select your preferred response anyway" (Neutral)

"With some of the examples given I feel that they will never be implemented and that a decision may have already been taken. I hope it's not a case of consult and impose anyway" (Neutral)

"The range of options presented is NOT satisfactory. The documentation issued alongside the consultation shows that many more options were considered initially, but only internally. More of these should have been included in the public consultation" (Neutral)

"This consultation format, I would have preferred to have selected only my most favourable choice as I do not like the other 2 options - I am unable to continue unless I select all options.
My only option is C." (Neutral)

7.9.6 Safety Concerns (12)

These comments focussed on the perception that the consultation proposals will impact on firefighter safety and increase risk to life and property damage. All but two of the comments were negative in nature and just over half of the people leaving comments, were responding as members of the public, with the remainder responding as SFRS Staff.

"Option A is sensible and should be implemented. Option C is ridiculous and will put lives in danger" (Neutral)

"Many AFA's are business's and can be during the night with no one at the premises. They can also be rural where a fire would not be noticed by members of public especially during the night so delay in attendance of SFRS could cause issues if the AFA was to be a fire if no automatic attendance of a pump" (Neutral)

"Greater Manchester Fire and Rescue Service adopted a policy like Option C some years ago and after being reviewed some years later they found several buildings were lost and millions of pounds worth of damage had been done to buildings due to doing nothing until a confirmatory 999 call was received.

Basically, responding to late which is not what the public expect - Emergency services are expensive to run but in general the public would rather the fire service turn up and not be needed rather than the other way around and are content with the cost of providing this service" (Neutral)

"As fire drill training by most employers is for all staff to immediately vacate the premises and go to predetermined muster point for a roll call then they would not be hanging around to check whether or not there was a confirmed fire on the premises.

They would not be checking the building for signs of fire as that would put themselves in danger if there was a fire should they be overcome by smoke or get trapped by flames" (Neutral)

8. **Written Responses**

8.1   SFRS also received seventeen separate written submissions out-with the online survey responses from key partners and their feedback broadly reflected the survey responses, with similar themes being identified.

      *They are listed below, with conclusions drawn from each submission.

- Aberdeen City Council
- Association of British Insurers (ABI)
- Crown Office & Procurator Fiscal Services (COPFS)
- Fife Council Elected Member
- NHS Lanarkshire
- NHS Scotland
- NHS Tayside
- Police Scotland
- Scottish Borders Council
- Scottish Courts and Tribunal Services (SCTS)
- South Ayrshire Council
- University of Glasgow
- University of Dundee
- University of Dundee UNITE Union Official

    *Three organisations did not consent to publishing their responses and have therefore not been included.

8.1.1 Aberdeen City Council

Aberdeen City Council were supportive of the aims of the consultation also offering commitment to extend their learning from false alarm reduction projects in their domestic property portfolio to further reduce UFAS incidents.

8.1.2 ABI

The ABI were, overall, supportive of the need to review the Services UFAS response, highlighting that the proposed changes would offer consistency with what many fire and rescue services in other parts of the UK have been doing for some years, However, they suggested further exemptions should also be considered for school buildings and other premises which SFRS have identified as presenting higher risk.

While highlighting that all options have the potential for increased property damage due to a delayed or reduced initial response, they balanced that with the view that the increased availability of SFRS resources to attend actual fires has the potential to decrease overall property damage. ABI rated Option A, as their preferred option.

8.1.3 COPFS

COPFS understood the impact UFAS has on SFRS and were supportive of the proposal to call-challenge during normal working hours. However, they did voice concern about the risk to their buildings and contents should any SFRS response to a fire event be delayed and requested an exemption for their properties.

Some of the reasons for requesting that exemption suggested that they were limited in their knowledge and understanding of the responsibilities of dutyholders for managing alarm actuations.

8.1.4 Fife Council Elected Member

The response from the Fife Council Elected Member, was to highlight that none of the options were suitable and to put forward legacy Fife Fire and Rescue's AFA response model as the best option.

This option was replaced, with a national approach to addressing UFAS in 2014 and followed a review of all legacy AFA response models.

8.1.5 SCTS

The SCTS response was very similar to COPFS expressing concern about the sensitivity and secure nature of documents and records kept on their sites that may be vulnerable to any delay in response to an AFA that leads to a fire.

8.1.6 All NHS

Three responses were received from the NHS: NHS Scotland as a collated response from all NHS Scotland's Health Boards; NHS Tayside and NHS Lanarkshire. All three considered that none of the proposed options were suitable.

Within the NHS Scotland collated response, Western Isles NHS Health Board was highlighted as an exception to the other health boards, whereby they felt that they could support SFRS's proposals.

An exemption to all NHS healthcare premises was requested by all three NHS respondents and asked that hospitals be categorised the same as residential care homes for exemption purposes.

Similarly, all three expressed concern that any delay or reduction in initial response to an AFA will result in increased property damage and a loss of healthcare provision.

NHS Tayside also suggested that this same delay or reduction will have an impact on life safety as it would reduce the "available safe evacuation time" (ASET). (NB - as a Fire Engineering term, ASET does not consider any fire service activity when calculating the time available).

NHS Lanarkshire also shared some concerns that call-challenging would be an arduous process for switchboard operators in large, complex hospital buildings. Responses from NHS Tayside and Lanarkshire suggested some gaps in their awareness of the responsibilities of dutyholders.

8.1.7 Police Scotland

Police Scotland were supportive of the need to change. They supported Option A, but suggested the exemption list be expanded to include schools and custody suites. They also have some concern that they will be adversely affected by "service drift" but have confidence that the short life working group, of which they are a member, will address that potential.

8.1.8 Scottish Borders Council

Scottish Borders Council have concerns around the rurality of some of their property estate where response is already delayed. Additionally, having recently experienced a significant fire in one of their secondary schools, they have concern around a perceived increased risk to life and property associated with a reduced or delayed response to an AFA.

Some concerns they have voiced around impact on their insurance arrangements are not reflected in the response from the ABI.

With a large property estate, Scottish Borders Council have requested that implementation of any change be delayed allowing them to undertake the work required to mitigate any potential risks.

8.1.9 South Ayrshire Council

South Ayrshire Council articulated some similar concerns to both Scottish Borders and North Ayrshire Councils around the size of their property estate and the work required to review relevant policies & procedures and to train staff.

They also have some concern about premises that operate evening and weekend 'Lets' and establishing points of contact.

Elements of South Ayrshire Council's response suggests some gaps in their knowledge regarding responsibilities as duty holder.

8.1.10 University of Glasgow

University of Glasgow disagreed that student halls of residence should have a reduced attendance between 0700 and 1800hrs as students may be resting/sleeping at any time. As with a few other respondents, there was concern of the potential for increased fire development with any delayed response to an AFA.

8.1.11 All Dundee University

Dundee University also understand the reasons and rationale behind the consultation proposals but requested that premises where non or delayed response would have repercussions due to process or storage of high-hazard substances be exempt from the proposals. They also requested that premises where the potential exists to lose global medical research be exempt.

Dundee University explained that their operational risk assessments are predicated upon an immediate response from local SFRS resources which suggests a gap in their knowledge of their duty holder responsibilities.

The Dundee University UNITE Union Official also submitted a response. In their response they were concerned at the potential for increased risk to life and property because of any delayed response to an AFA.

They were also of the opinion that experienced, trained SFRS staff, wearing suitable PPE are the most appropriate people to investigate AFA actuations.

9. Feedback from Engagement Sessions

9.1 Direct engagement with stakeholders was undertaken at a local level by LSOs and their teams, and at a national level by the Consultation Team. They focussed on key staff and external stakeholders who were likely to be impacted by the proposals, as well as those who requested a meeting to discuss the proposals in more detail.

In total, almost 200 engagement events at national and local level were recorded by the Consultation Team. The conclusions drawn from these engagement events are summarised below.

9.2 National Level

National engagement events were undertaken by the Consultation Team as follows:

- ARC's
- NHS Scotland
- OC Watch Based Staff
- Police Scotland
- RVDS Staff

9.2.1 ARC's

There are currently 44 ARC's monitoring and passing AFA calls to the SFRS. Targeted emails, inviting them to attend an engagement event, to discuss the consultation proposals were sent at the start, mid-way, and the last two weeks of the consultation.

Attempts to coordinate an engagement event with ARC's, were also made through the Fire Industry Association (FIA), but despite this effort only two ARCs accepted the invite: ADT Fire & Security and Advanced Independent Monitoring (AIM).

Overall, engagement with the two ARC's was positive. Suggestions from both ARCs on what they could be doing, to minimise the number of false alarms being passed to SFRS and help the Service to gather accurate and critical pieces of information during call challenging was welcomed by the Consultation Team.

Both ARC representatives indicated that their monitoring staff should only being contacting SFRS as a last resort and were supportive and willing to work with SFRS on implementation plans.

ADT suggested running a pilot and looking at ways of reducing false alarms from AFA systems being passed to SFRS and AIM indicated they would be willing to work with SFRS on the categorisation of premises, to help with passing of critical premises information,

There was agreement with the ARCs, that SFRS would be in touch following the decision of the SFRS Board, to look at ways of working together in planning for implementation.

9.2.2 NHS Scotland

Engagement with NHS Scotland was facilitated at their NHS National Fire Safety Advisory Group (FSAG) meetings and through ongoing dialogue with them during the consultation.

Their written response, which is summarised at Section 8 of the report followed-on from these engagement sessions, but in summary NHS Scotland expressed that they would not be willing to endorse any of the options being proposed and asked why status quo was not an option in the consultation.

As was stated in their written response, NHS Scotland believe there are other risks in their property portfolios across Scotland that should be exempt; call challenge would increase the risk of building damage, and those appliances being turned back following mobilisation to NHS premises should be considered in the NHS data.

They also indicated that they may request that all hospitals be classed as residential care homes and therefore receive two appliances to all AFA's regardless time of day. This request was formally put forward, within their written response summarised in Section 8 of this report.

Notwithstanding the above engagement, ongoing constructive dialogue in the spirit of partnership working has continued with NHS Scotland.

9.2.3 OC Staff

OC Staff are at the interface of receiving AFA calls then making decisions on how to respond to these calls. As such, engaging and seeking their views, was important in helping to make an overall assessment of the impact of any potential change on OC staff.

A total of 15 OC briefing sessions were conducted to ensure all OC watch-based staff were given the opportunity to actively engage with the consultation proposals and contribute their views. The feedback from OC staff was consistent across the three regional OC rooms.

Most of the concerns raised by OC staff, centred around the willingness of ARCs to engage or comply with any changes that may occur. OC staff expressed many examples of ARCs not having accurate or updated premises information, which could have an impact on applying effective call challenging and decision making around OC mobilising or not to an AFA call they receive from an ARC.

There was a general view from OC staff that the timescale for implementation of any preferred option was unrealistic. Ensuring that everyone is trained to a consistent level and are confident in any new procedures for dealing with AFA calls were factors that OC staff felt needed considering when deciding timescales for implementation.

OC staff also expressed some concern around any changes to dealing with AFA calls happening against a backdrop of the new Systel mobilising system going live. They felt that getting used to the new Systel system as well as any new procedure for dealing with AFA calls would be quite challenging.

Another issue arising during the OC briefings, was the perception that the SFRS's ambitions to reduce UFAS may lead to cuts in firefighter and OC staff numbers. This perception is not exclusive to OC staff, with similar views being raised by a few respondents completing the online survey (See Section 7.9.2).

9.2.4 Police Scotland

Police Scotland's written response is summarised at Section 8 and followed-on from a meeting with their Senior Officers to discuss the proposals. This national meeting was organised with Police Scotland after local police commanders expressed concerns about the potential impact on police resources if asked to attend alarms where a dutyholder has failed to turn up and the SFRS is not in attendance. This issue was identified through local engagement and picked up by the consultation team.

Police Scotland expressed some concern around the impact on schools and custody suites – the latter being a sleeping risk. Also, concern was expressed around using COVID data to evaluate the impact as buildings have been empty.

There was some general discussion around the awareness of dutyholders and their responsibilities and SFRS representatives acknowledged this had been an issue identified through the consultation process and plans to address would be covered within implementation plans.

There was agreement with Police Scotland, that arrangements should be made to meet once the SFRS Board had made their decision, so that partnership working in support of the implementation and monitoring potential impact on calls to Police Scotland could be developed further.

9.2.5 RVDS Staff

RVDS staff were identified as key members of staff who may be affected by any change to the Services AFA response model.

In recognition of this, two national RVDS online engagement sessions were organised to give RVDS staff the opportunity to actively engage with the consultation proposals and seek their views. Members of the SFRS's RVDS National Support team were also in attendance, to answer any relevant questions during the sessions.

Although attendance was low, concerns were raised about reducing UFAS and the detrimental impact upon RVDS earnings, recruitment, and retention. Similar sentiments were raised by some RVDS staff responding to the online survey.

Following the RVDS engagement sessions, the Consultation Team developed specific FAQ's for RVDS staff, covering the perceived loss of earnings potential of RVDS staff. Furthermore, the National Retained & Volunteer Leadership Forum (NRVLF) has committed to undertake work that will consider and better understand where any spare capacity created through reducing UFAS can provide different opportunities for RVDS Staff.

9.3 Local Level

LSOs and their management teams, undertook targeted engagement within their local areas focussing activity on their UFAS top offenders, local authorities and other partners that have an interest/influence in the consultation proposals. Based on the online responses and written submissions received, there is evidence of LSO engagement helping to maximise responses from stakeholders.

The following are therefore the views of LSO's in summing up their engagement activities with stakeholders within their respective local areas.

9.3.1 Aberdeen City, Aberdeenshire & Moray (ACAM)

Those that ACAM engaged with, were very aware of their individual responsibilities to manage their alarm systems and activations, but less aware that primary responsibilities to investigate actuations fell to them.

All stakeholders agreed that there was a need to address the issue of UFAS and appreciated the presentation that allowed some additional context and detail around the proposed options to be provided. It was acknowledged that Aberdeen City Council and student accommodation providers are already very pro-active in working with SFRS to reduce UFAS and welcomed the opportunity to further work with SFRS on strategies for reducing UFAS even further.

9.3.2 City of Edinburgh (CoE)

CoE encountered a varied level of knowledge and understanding about dutyholders responsibilities for managing fire alarm activations. Those who did not fully understand their responsibilities, tended to challenge the legal duties of the SFRS.

Most saw the proposals as being positive for the SFRS but having a negative impact on their own businesses/activities. Of the negative reactions encountered, most of it focused on the financial impact to the organisation, resourcing implications, staff training, perceived risk to staff and challenges from employee representative bodies or staff themselves.

Some key stakeholders (e.g. Universities and Council), stated that the proposed date of implementation would not give them sufficient time to complete internal consultation and put resources in place.

9.3.3 City Glasgow (CoG)

Overall, CoG experienced little negativity towards the consultation proposals. Stakeholders highlighted that the consultation documents were extremely helpful, professionally put together and contained excellent information. Most dutyholders understood their roles and responsibilities regarding managing fire alarm activations.

Whilst it was clear, that stakeholders realised the impact of implementing any change on their organisations, overall, there was positivity and acknowledgement on the benefits that could be realised.

9.3.4 Dumfries & Galloway (D&G)

Knowledge and understanding on general fire safety responsibilities within the workplace was good; however, knowledge and understanding specific to their responsibilities for managing fire alarm activities was often limited.

There was a perception in some medium to smaller sized premises that an SFRS response to an AFA activation is integral to their premises fire evacuation strategies and that they take comfort in SFRS investigating, with some often thinking that this is the SFRS's role.

A question often asked during the engagement sessions was 'who will do this now?'. It was evident from the engagement, that some dutyholders will require education on their responsibilities for AFA management in preparation for any change. Views on the proposed options varied, but there was a better understanding of Option A within D&G as this was the process operated by the legacy service.

Some stakeholders feared that the other options would be a step too far, or the first step towards something that would resemble no attendance at all.

9.3.5 East Lothian, Midlothian & The Borders (ELMB)

It was felt that there was a general lack of understanding regarding responsibilities relating to the management of AFA activities. There were few questions during engagement sessions organised to discuss the consultation proposals and broad support from key stakeholders including elected members and council representatives within the three local authority areas.

9.3.6 East, North and South Ayrshire (ENSA)

Overall, ENSA felt that dutyholders understood their responsibilities in relation to management of AFA activities and took on board the implications of a reduced, or nil response to AFA's dependent upon the option chosen. How dutyholders will prepare for any change, is a significant challenge that was identified, with some stakeholders stating that they will have to review hundreds of policies and procedures in preparation for any change.

Some positive feedback was received about SFRS tackling issues to reduce UFAS and freeing up time for other value adding work. However, there was also some negative feedback regarding reduced attendance at Hospitals and non-attendance to AFAs at Schools - particularly during unoccupied hours and the possible impacts upon community services particularly within the island communities, if a confirmed fire.

9.3.7 East Renfrewshire, Renfrewshire & Inverclyde (ERRI)

Whilst the reaction to the consultation proposals was positive, it was the view that dutyholders were not fully conversant with responsibilities regarding the management of AFA actuations. Positively, partners and stakeholders are now far more sighted on the potential benefits and positive outcomes, which could be achieved with reduced UFAS and using released capacity more productively.

9.3.8 East and West Dunbartonshire and Argyle and Bute (EWDAB)

Like other LSO areas, within EWDAB dutyholders were aware of their responsibilities to manage their alarm systems and activations, but less aware that primary responsibilities to investigate actuations fell to them.

Stakeholders agreed, that UFAS was an issue needing addressed, but acknowledged that their individual organisations will have challenges preparing for any change that may occur.

9.3.9 Falkirk and West Lothian (FWL)

In the main, it was felt that stakeholders did not fully understand the overall impact from their combined actions had on the SFRS, or the wider challenges faced through the release of RVDS staff to attend UFAS and the subsequent impact on their primary employers.

There was an even split around stakeholders who understood the benefits of reducing UFAS and those who perceived SFRS was transferring responsibility for investigating AFA actuations over to them. A considerable number are awaiting a final decision by the Service, before fully acknowledging their acceptance or differences to any change.

During the process when discussing their responsibilities as dutyholders, there was a reasonable level of understanding.

9.3.10 Highlands

Levels of understanding regarding dutyholders responsibilities varied and feedback from some business groups and other organisations was extremely limited. Whilst every opportunity was taken to engage with stakeholders and frequent UFAS offenders, their willingness to engage with the SFRS on the consultation proposals was limited.

9.3.11 Lanarkshire

Most stakeholders and partner organisations were sympathetic to the SFRS's desire for reducing UFAS. Highlighting the volume of calls that were false alarms and the time spent dealing with these, helped understanding of the scale of the problem and therefore the need for change.

Discussions during the engagement sessions were centred around the differences between Options B & C and what would be the better of the two. The call challenging process had to be explained in detail, as well as dutyholder responsibilities for managing AFA activations.

9.3.12 Perth & Kinross, Angus and Dundee (PKAD)

Knowledge and understanding of dutyholders responsibilities was varied, with mixed views on the consultation proposals apparent during the engagement sessions.

Discussions with Universities and NHS partners were influenced by the impact on the respective organisations and perceived 'new responsibilities' were mentioned on more than one occasion even after dutyholders responsibilities and SFRS's legal duties were explained.

There was some significant support for the proposals from some elected members, but they were not influenced by dutyholder responsibilities.

A supportive and extensive transition period would potentially alleviate some of the concerns voiced by stakeholders, allowing time for them to fully understand and adopt dutyholder responsibilities, particularly where organisations are still in a COVID recovery phase.

9.3.13 Stirling, Clackmanshire and Fife (SCF)

In the main, it was felt that dutyholders were aware of their responsibilities; however, they did raise concerns around the practicalities and resources required to effectively manage and investigate AFA activations given the size of some property estates (e.g., Universities and Council).

Concerns were also expressed regarding potential response times to premises during unoccupied hours, if SFRS are no longer attending AFA's and keyholders must be relied upon to investigate activations – what would be the impact if an actual fire? Historical buildings and other types of high-risk buildings were highlighted as potential exemptions.

9.3.14 Western Isles, Orkney, and Shetland (WIOS)

In the main, understanding of duthyholders responsibilities and stakeholders' level of engagement with SFRS varied, with a lack of feedback from affected premises or dutyholders. Where engagement was facilitated, there was a good understanding of the process and rationale for change.

The consultation information pack was well presented and well received by stakeholders. Overall, feedback and appreciation of the impact of UFAS and benefits of reducing them was accepted and recognition that SFRS AFA response had to change in the future.

10. Responses from Staff Representative Bodies

10.1 Two written submissions were received from SFRS staff representative bodies, namely: The Fire Brigades Union (FBU), and The Fire Officers Association (FOA). The key points from these submissions are outlined below.

10.1.1 FBU

The FBU were not supportive of the proposals expressing some concern that the consultation was undertaken in the middle of a pandemic when normal work and social activities were reduced. They also felt that they were not consulted enough during the options appraisal process.

An FBU official attended the Staff and Stakeholder Workshop, to assess options on 24 February 2021, and during the past 12-months, progress updates were provided at scheduled FBU meetings with the Head of Prevention & Protection.

The FBU also articulated concerns that the changes proposed would see a reduction in opportunities for firefighters to familiarise themselves with premises and engage directly with responsible persons as well as a reduction in proactive activity that seeks to reduce both UFAS and actual fires.

The competence of premises staff to investigate and assess AFA activations was also a concern expressed as was the potential increased pressure and stress on operations control staff that call challenging may bring.

Reference to the competence of premises staff suggests the respondent does not have a full understanding of the responsibilities of Dutyholders.

10.1.2 FOA

FOA were incredibly supportive of the proposals suggested and identified them as consistent with arrangements already in place in other UK fire services where policy changes have been introduced without significantly increasing risk.

They selected Option A as their preference but recommended considering further policy changes as the impact of any changes to SFRS response model is evaluated and reviewed.

11. Conclusions

11.1 The consultation gave staff, external stakeholders, and members of the public an opportunity to state their views and opinions on SFRS's options for responding to AFA's.

The feedback (online survey, written submissions, and engagement) has been invaluable and through analysis of the results, the following conclusions are drawn.

11.2 There was an elevated level of agreement, that UFAS is a problem in Scotland, that needs to be addressed now.

11.3 Most respondents support not automatically sending fire appliances to AFAs, unless for a confirmed fire, or to premises on the exemption list.

11.4 Most respondents, agree that the sleeping risk exemptions proposed for Options A & B, provide a proportionate response based on risk.

11.5 There was an elevated level of agreement, that the information within the consultation document was enough to give an informed response.

11.6 Option A was the preferred option, followed by Option C and then Option B as the least preferred option.

11.7 The feedback from the online comments, written submissions, and engagement sessions, enriched the consultation analysis.

Areas of note from this feedback and which should be considered in refining the proposals for change are:

- Strong views from some respondents that further exemptions are needed;
- People's perception of risk relevant to stopping automatically responding to AFAs;
- Maintaining status quo and a one appliance response to all AFA's were the other options suggested most by respondents;
- Stakeholders concerns about the capacity to prepare for any change whilst recovering from the pandemic;
- Concerns around impact on 'critical infrastructure';
- Dutyholders apparent varied levels of knowledge and understanding of responsibilities for managing AFA activities and limiting false alarms;
- Evidence that there may be challenges around engaging with ARCs during the change programme, and
- Perceived impact on RVDS staff and OC staff concerns around preparing for implementation.

Appendices

Working together for a safer Scotland

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Reducing Unwanted Fire Alarm Signals – Evaluating Options for Responding to Automatic Fire Alarms

Staff and Stakeholder Workshop - 24th February 2021

BACKGROUND

The Scottish Fire and Rescue Service (SFRS) has embarked on a journey, to change the way it manages the level of demand created by responding to automatic fire alarms (AFA) actuations, that turn out to be unwanted fire alarm signals (UFAS). Despite the efforts of the SFRS and partners, reducing this type of false alarm continues to be a very challenging area and is having an unnecessary impact on our services, businesses and wider communities.

By changing the way in which SFRS manages UFAS demand, the Service has prioritised evaluating different models for responding to AFA actuations and is making decisions through an options appraisal process. The SFRS wants staff and stakeholders to be part of this decision-making process and therefore key stakeholders were invited to participate in an event, that would explore feasible options for responding to AFA actuations. The options are summarised as follows:

- Maintaining a Status Quo
- COVID-19 Interim Response – immediate blanket one pump response. Exemptions apply to high risk premises
- Call challenge all AFA's from non-domestic premises. Exemptions apply to sleeping risk premises
- Call challenge all AFA's from non-domestic premises. No exemptions to call challenging apply
- Non-attendance to all AFA's from non-domestic premises. Exemptions apply to sleeping risk premises

STAKEHOLDERS

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

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

STAKEHOLDER ENGAGEMENT EVENT – 24TH FEBRUARY

Staff and stakeholders participated in a Zoom online engagement event. The purpose was to explore the benefits and risks of the five options shortlisted for evaluation, therefore enabling key staff and stakeholders to become an integral part of the Service's decision-making process.

A total of 16 staff and 26 stakeholders participated on the day and were represented as follows:

Staff	Numbers	Stakeholders	Numbers
SFRS UFAS Champions	3	Duty Holders	15
Retained and Voluntary Duty System (RVDS)	4	Fire Industry / Insurance Industry	5
Operations Control	3	FBU	1
Wholetime Watch Based	3	National Associations	5
Prevention & Protection (P&P) Local Managers	3		

The online event was hosted by Animate Consulting, an independent organisation that specialises in facilitating groups to reach consensus on matters of importance where all participants have a stake in the outcome. Using a third party, ensured constructive dialogue and a degree of impartiality when participants were evaluating each option. Animate Consulting organised the participants into five diverse panels to assess and score the benefits and risks of each option, using set criteria.

SUMMARY OF FINDINGS AND SFRS RESPONSE

The findings of the five panels, following an assessment of the benefits and risks of each option, are summarised below with the full Animate Independent Report attached as **Appendix One.**

Assessment of Benefits

The panel scores were reviewed and converted into a table by the Service's Performance Data Team. This table helps to visualise and consider the overall benefit increases of each option.

	Option 1	Option 2	Option 3	Option 4	Option 5
Overall benefits score - Panel 1	None	Small	Small	Large	Moderate
Overall benefits score - Panel 2	None	Small	Moderate	Large	Moderate
Overall benefits score - Panel 3	None	Small	Moderate	Moderate	Moderate
Overall benefits score - Panel 4	None	Small	Small	Moderate	Large
Overall benefits score - Panel 5	None	Marginal	Moderate	Large	Large

- Option 4 offers the largest increase in benefits, with Option 1 at the other end of the scale, assessed as offering no benefits. This reaffirms that there is a need for change; status quo is not an option and should only be used as the comparator for assessing options against.
- Option 2, 3 & 5 all offer an increase in benefits, with the benefits rising in that sequence.

Assessment of Risks

Again, the panel scores were reviewed and converted into a table by our Performance Data Team. This table helps to visualise and consider the overall risk profile of each option.

	Option 1	Option 2	Option 3	Option 4	Option 5
Overall risk score - Panel 1	Very low	Very low	Very low	Low	Low
Overall risk score - Panel 2	Very low	Low	Medium	High	Medium
Overall risk score - Panel 3	Very low	Low	Low	Medium	Medium
Overall risk score - Panel 4	Very low	Low	Low	Medium	High
Overall risk score - Panel 5	Very low	Low	Medium	Medium	High

- Option 5 bears the highest overall risk when seeking to reduce UFAS. This result is not unexpected given that the non-attendance option is the furthest from the status quo and would probably require the greatest change.
- Option 1 (status quo) bears the lowest overall risk. Again, this result is not unexpected given the average weight of response of 2 pumps for every AFA actuation received by the Service. However, there are inherent risks to consider if maintaining a status quo (e.g. resultant road risk from blue light journeys).
- Option 2 (COVID-19 Interim Response to AFA's) bears an overall low risk. This risk level is realistic and can be validated through the outcomes of a recent review of this interim response.

- Option 4 bears the second highest overall risk. This result is also not unexpected given that this option call challenges all AFA's, with no exemptions applying.
- Option 3 overall risk profile represents the middle ground relative to the other 4 options. The blend of call challenging all AFA's and exemptions applying to sleeping risk premises in this option, infers this overall risk profile is a reasonable representation.

Key Discussion Points and SFRS Response

The key themes arising from the panel discussions have been reviewed by SFRS. The table below outlines the SFRS's response to each of these discussion points, including how they will influence the options and decision-making process going forward.

	Key discussion points	SFRS response
1	More detail required around the call challenge process being applied to Options 3 & 4.	The consultation document will include details about the call challenge process. This information will also be covered in detail during any engagement planned with Operations Control (OC), staff and other key stakeholders, as part of our plans for public consultation.
2	The relative differences afforded by location of services – balancing a desire for reduced demand on Central Belt reserves by remote/rural areas with the fact that fewer call outs may risk stations closing.	The desire to reduce the impact of UFAS demand should not be perceived as an opportunity for closing any fire stations in Scotland, especially those located in more remote/rural locations, that are predominantly served by RVDS staff. Often covering large geographical areas, and attending a diverse range of emergencies, RVDS stations are of critical importance to the safety and wellbeing of Scotland. Many of these stations also act as a focal point for the community, where they double up as social spaces and community resilience hubs.
3	The desire for ongoing involvement of organisations to measure the impact of the changes and to consider local arrangements	The SFRS is committed to involving staff and stakeholders throughout the decision-making process, and during the implementation and ongoing monitoring and review of any changes that take place. How we will do this, will be covered in our consultation document and during any engagement planned during the public consultation.
4	That Options 3, 4 & 5 would increase the pressure on call handling staff to manage 'moral dilemmas'.	We appreciate and recognise these concerns. Options 3, 4 & 5 will involve changes to the way that OC staff handle calls from AFA's. During the public consultation, we plan to hold discussions with our OC staff, to enable us to fully assess the impact of each option. This will enable us to reach a final decision on the best option, and how we implement this option going forward.
5	Fewer call outs would lead to 'improved availability of resources for attending real emergencies' and increased time available for training, prevention and	We recognise that the benefits of reduced UFAS calls when broken down, will be felt more by the stations that respond most frequently to these call-outs. However, we felt it was more appropriate to start from a position of what the benefits would be for the SFRS, rather than each individual station. These results would then be used as the basis for more detailed

	diversionary activities' but this would not be evenly spread across the SFRS.	assessment. There is still a lot of background work and analysis to be carried out as we progress through the next stages and towards developing a full business case. This will include building a more detailed picture of how the options will impact UFAS demand and what the benefits will look like at a more localised/station level.
6	There are sector/organisational specific variations – one size doesn't fit all (e.g. the NHS does not evacuate immediately in some instances).	We would like to get a better understanding of these variations and associated fire safety management practices to help shape the scope and purpose of our public consultation. We are therefore assessing the need for some pre-consultation engagement with the respective stakeholders.
7	Allocating scores when thinking about large complex sites was challenging. For example, the age and type of buildings could lead to very different risk scores for the same option. Or, whether the alarm is in a staffed or unstaffed area.	We appreciate and recognise assessing and scoring the options was a challenge, but it should be recognised that at this stage of the process, the information provided to support the workshop assessment and scoring was high level and, to an extent, relied on the perspectives of participants when allocating scores against benefits and risks criteria. We are very grateful to the five panels for giving their full consideration to assessing the options and for each of them coming to a consensus on the results of each option.
8	If speed of response is key, does a call challenge process automatically slow down a response?	As per discussion point one, the consultation document will include details about the call challenge process. This information will also be covered in detail during any engagement planned with Operations Control (OC), staff and other key stakeholders, as part of our plans for public consultation.
9	How to weigh up the impact of the options on the different motivational factors for RVDS firefighters if call outs were reduced,	We appreciate and recognise the different motivational factors identified during the panel discussions. During the public consultation, we plan to hold discussions with our RVDS staff, so we fully understand these factors and can make a more informed assessment of the impact of the options on these members of staff.

RANKING THE OPTIONS

The independent report produced by Animate Consulting *(Appendix One),* details the five sets of scores and rankings that were produced by the panels, along with key discussion points and other panel observations. This information has been extremely useful, allowing us to compare any variations arising in the rankings across the five panels and, as per the table above, the information will influence the options and decision-making process going forward.

The results from each panel has also provided us with an opportunity to harmonise these, so that as we move to the next stage, we have an overall benefits ranking of the options to consider and an overall risk ranking of the options to assess and compare against. These overall rankings are as follows, with the methodology showing how we arrived at these found in *Appendix Two.*

Option	Overall Benefits Ranking		Option	Overall Risk Ranking	
Option 4	1	= Greatest Benefit	Option 5	1	= Highest Risk
Option 5	2		Option 4	2	
Option 3	3		Option 3	3	
Option 2	4		Option 2	4	
Option 1	5	= Least Benefit	Option 1	5	= Lowest Risk

In summary, the methodology in **Appendix Two** is a fair approach for determining the overall rankings of the options. At this stage, the option ranked highest in terms of overall benefits (Option 4) does not infer that this is the best option and does not rule out the other options, or variations of these. Based on the overall rankings and supporting information, Options 4 & 5 offer the greatest benefits, but bear the highest risks. Option 3 offers a balance between benefits and risks.

WHAT HAPPENS NEXT

While the staff and stakeholder workshop was an important part of the options appraisal process, there are many other matters to be explored. Most of these will benefit from the insight of front line staff, duty holders and the wider stakeholder audience. Therefore, we plan to hold a 12-week public consultation on the options starting around July of this year.

Meantime, the Service will continue to develop the pre-consultation business case, taking opportunities to listen to views, raise awareness and ensure there continues to be sufficient scrutiny and oversight of this ongoing work. This may include further engagement with those who attended the workshop event. A review of the work to date will also be considered by the Service's Strategic Leadership Team (SLT) and the SFRS Board before proceeding to public consultation.

To be clear, we will not be entering into the public consultation with a preferred option for responding to AFA actuations. This decision will not be made until the options have been through the public consultation stage and a final business case is presented to the SFRS Board for decision around December this year. As key stakeholders, we aim to keep you involved and informed as we progress through the next stages of the decision-making process.

If you have any comments, please email them to: SFRS.P&PAdmin@firescotland.gov.uk

Ani*m*ate

Scottish Fire and Rescue Service

Reducing Unwanted Fire Alarm Signals -

Evaluating Options for Responding to Automatic Fire Alarms

Staff & Stakeholder Workshop

Online Event – 24th February 2021

Introduction

This brief report sets out the findings from the Staff and Stakeholder Benefits and Risks Assessment exercise in relation to 5 Options for responding to automatic fire alarm actuations

The participants were organised into 5 diverse Panels comprising representatives from the Scottish Fire and Rescue Service (SFRS), the Fire Brigades Union (FBU), the Fire Safety Industry, the NHS, Business and Higher/Further Education sector. The Panels were facilitated by independent facilitators (Animate) and supported by SFRS subject matter experts. The findings of the 5 Panels are presented below.

Summary of findings and key themes arising from Panel discussions

Benefits:

Panels 1 & 2 concluded Option 4 *'Call challenge all AFA's from non-domestic premises and respond only to those where the call challenging process cannot verify the cause of the AFA. No exemptions to call challenging apply'* was the most beneficial. This difference appeared to hinge on the clarification offered by the subject matter experts about the impact of Option 4 having no exemptions and therefore greater potential for UFAS reductions (85%) when compared to Option 5 (71%).

Two Panels **4** & **5** concluded that Option 5 *'Non-attendance to all AFA's from non-domestic premises, unless back-up 999 call is received. Exemptions apply to sleeping risk premises and the weight of response is dependent on time of day and premises type'* offered the greatest benefit towards a reduction in UFAS. This difference appeared to hinge on panel members doubting if the Call Challenge aspect of Option 4 would realise the full reductions of 85%, whereas with Option 5 – Non-attendance, there was more certainty of realising the estimated reductions of 71%.

Panel 3 scored Options 4 & 5 the same, offering up a similar reason as Panels 4 & 5.

Risks:

Four of the five Panels found Option 5 to offer the highest risk when seeking to reduce UFAS. Panel 2 again concluded that Option 4 offered the highest risk.

Key themes arising in the Panel discussions

- More detail around the Call Challenge process would have made it easier to assess the associated benefits and risks.
- The relative differences afforded by location of services – balancing a desire for reduced demand on central belt reserves by remote/rural areas with the fact that fewer call outs may risk stations closing
- The desire for ongoing involvement of organisations to measure the impact of the changes and to consider local arrangements
- That Options 3, 4 and 5 increased the pressure on call handling staff to manage 'moral dilemmas'
- Fewer call outs would lead to 'Improved availability of resources for attending real emergencies' and increased time available for training, prevention and diversionary activities' but this would not be evenly spread across the SFRS
- There are sector/organisational specific variations – one size doesn't fit all – e.g. the NHS does not evacuate immediately in some instances
- Allocating scores when thinking about large complex sites was challenging. For example, the age and type of buildings could lead to very different risk scores for the same option. Or whether the alarm is in a staffed or unstaffed area

- If speed of response is key. Does a Call Challenge process automatically slow down a response? If a Call Challenge process is more complicated then presumably response times will be slower. As response time is a key factor in reducing building damage and loss of life, then the scoring of any option that has Call Challenge within it could be expected to attract a higher risk score and have an impact on the benefits

- How to weigh up the impact of the options on the different motivational factors for the firefighters if call outs were reduced (e.g. if Retained and Volunteer Duty System (RVDS) firefighters the potential for lost earnings, but on the other hand potential for reduced disruption to their main employers). However, it was argued, that serving the community was the overriding motivational factor for RVDS firefighters.

Panel 1: Benefits Matrix

Benefits Scoring Matrix 1 = No change in benefit 2 = Marginal increase 3 = Small increase 4 = Moderate increase 5 = Large increase **Key Benefits**	Relative Weight	**Option 1** - Status Quo (Base Case)	**Option 2** - COVID-19 Interim Response – blanket one pump response	**Option 3** - Call Challenge with exemptions time & risk variable response	**Option 4** - Call Challenge, no exemptions, time & risk variable response	**Option 5** - Non-attendance with exemptions, time & risk variable response
Improved firefighter and community safety through the reduction of blue light journeys	20	1 (20)	3 (60)	3 (60)	5 (100)	4 (80)
Improved availability of resources for attending real emergencies	20	1 (20)	3 (60)	3 (60)	5 (100)	4 (80)
Increased time available for training, prevention and diversionary activities	20	1 (20)	3 (60)	3 (60)	5 (100)	4 (80)
Extra capacity to meet future challenges and risks, and do so much more for the communities of Scotland	20	1 (20)	3 (60)	3 (60)	5 (100)	4 (80)
Reduced response costs	10	1 (10)	2 (20)	3 (30)	5 (50)	4 (40)

Reduced fleet carbon emissions	10	1 (10)	3 (30)	3 (30)	3 (30)	3 (30)
Total Weight/Score	100	100	290	300	480	390
Ranking		5 least benefit	4	3	1 greatest benefit	2

Panel 1: Risks Matrix

Risk Scoring Matrix Key Risks	Impact if Risk Occurs	Option 1 - Status Quo (Base Case)	Option 2 - COVID-19 Interim Response – blanket one pump response	Option 3 - Call Challenge with exemptions time & risk variable response	Option 4 - Call Challenge, no exemptions, time & risk variable response	Option 5 - Non-attendance with exemptions, time & risk variable response
Increased risk of building damage	4	1 (4)	2 (8)	2 (8)	3 (12)	3 (12)
Increased risk to building occupants	4	1 (4)	2 (8)	1 (4)	2 (8)	1 (4)
Increased risk to firefighter safety	4	1 (4)	1 (4)	1 (4)	1 (4)	2 (8)
Fire and rescue reputational damage	4	1 (4)	1 (4)	1 (4)	1 (4)	3 (12)
Retained and Volunteer Duty System (RVDS) retention and recruitment issues	4	1 (4)	1 (4)	1 (4)	2 (8) urban 3 (12) remote/rural	2 (8) urban 3 (12) remote/rural
Total Risk Score		20	28	24	36 40	44 48
Ranking		5 lowest risk	3	4	2	1 highest risk

Impact Weighting	Probability Weighting
1 – Very Low	1 - Improbable/unlikely
2 - Low	2 - possible/unlikely
3 - Medium	3 - likely/probably

4 - High	4 - highly probable
5 – Very High	5 - certain to occur

Panel 1 Commentary on discussion

Benefits Matrix:

Responses were caveated given a lack of knowledge of what the specifics of a Call Challenge process would be.

The panel questioned the estimates of reductions in blue light journeys for options 4 and 5 – they thought they were the wrong way round (Option 5: 71%, Option 4: 85%), and initially assessed the options on that basis. However, when the reasons why the percentages were right were explained they revised their assessment to those represented above.

Risk Matrix:

Again, the responses were caveated given a lack of knowledge of what the specifics of a Call Challenge process would be.

There was confusion about Option 2 – COVID response, but this was clarified by the subject matter expert as *one of the options* for consideration after Covid restrictions eased, in addition to the other options in the table being discussed. The panel therefore scored the Options with that assumption in mind (During COVID their score would be different because a lot of buildings would be empty).

The Panel assumed risk to life as low in all instances because evacuations would take place following a fire alarm actuating (There was no NHS rep on the Panel, so this may have been challenged).

Retained and Volunteer Duty System (RVDS) – a lot of discussion of the differences between RVDS - urban based areas and RVDS - remote/rural based areas. Urban based – employers would be very happy if reserves are called out less often, but in remote/rural areas fewer call outs may risk stations closing, so they assessed risk differently for these two scenarios.

Panel 2: Benefits Matrix

Benefits Scoring Matrix 1 = No change in benefit 2 = Marginal increase 3 = Small increase 4 = Moderate increase 5 = Large increase **Key Benefits**	Relative Weight	Option 1 - Status Quo (Base Case)	Option 2 - COVID-19 Interim Response – blanket one pump response	Option 3 - Call Challenge with exemptions time & risk variable response	Option 4 - Call Challenge, no exemptions, time & risk variable response	Option 5 - Non-attendance with exemptions, time & risk variable response
Improved firefighter and community safety through the reduction of blue light journeys	20	1 (20)	4 (80)	4 (80)	5 (100)	4 (80)
Improved availability of resources for attending real emergencies	20	1 (20)	4 (80)	4 (80)	5 (100)	4 (80)
Increased time available for training, prevention and diversionary activities	20	1 (20)	4 (80)	4 (80)	5 (100)	4 (80)
Extra capacity to meet future challenges and risks, and do so much more for the communities of Scotland	20	1 (20)	4 (80)	4 (80)	5 (100)	4 (80)
Reduced response costs	10	1 (10)	3 (30)	4 (40)	5 (50)	4 (40)
Reduced fleet carbon emissions	10	1 (10)	3 (30)	4 (40)	5 (50)	4 (40)
Total Weight/Score	100	100	380	400	500	400
Ranking		**5** least benefit	4	2	**1** greatest benefit	2

Panel 2: Risks Matrix

Risk Scoring Matrix Key Risks	Impact if Risk Occurs	Option 1 - Status Quo (Base Case)	Option 2 - COVID-19 Interim Response – blanket one pump response	Option 3 - Call Challenge with exemptions time & risk variable response	Option 4 - Call Challenge, no exemptions, time & risk variable response	Option 5 - Non-attendance with exemptions, time & risk variable response
Increased risk of building damage	4	1 (4)	3 (12)	4 (16)	5 (20)	5 (20)
Increased risk to building occupants	4	1 (4)	2 (8)	2 (8)	3 (12)	2 (8)
Increased risk to firefighter safety	4	1 (4)	3 (12)	3 (12)	3 (12)	3 (12)
Fire and rescue reputational damage	4	1 (4)	3 (12)	4 (16)	5 (20)	4 (16)
Retained and Volunteer Duty System (RVDS) retention and recruitment issues	4	1 (4)	1 (4)	2 (8)	3 (12)	2 (8)
Total Risk Score		20	48	60	76	64
Ranking		5 lowest risk	4	3	1 highest risk	2

Impact Weighting	Probability Weighting
1 – Very Low	1 - Improbable/unlikely
2 - Low	2 - possible/unlikely
3 - Medium	3 - likely/probably
4 - High	4 - highly probable
5 – Very High	5 - certain to occur

Panel 2 Commentary on discussion

Benefits Matrix

There was a lot of consensus in this exercise. The subject matter expert offered information about the descriptors and the figures and from this people felt the outcomes to be quite clear.

There was some talk about issues which veered outwith the scope of the exercise but are related to future considerations:

- Who is exempt from Call Challenge procedures need to be nailed down
- There will be a need to liaise with big multi sited organisations with multi risk categories
- There should be ongoing involvement of organisations to measure the impact of the changes and to consider local arrangements
- The question was asked, will there be further consultation regarding these options after this event?

Risk Matrix:

There were more points of disagreement in assessing risk although the Panel still came to consensus. In particular the issue of firefighter safety caused the most divergence with the FBU believing there is a high risk involved whenever there is a reduction in pre-determined attendance. One of the SFRS staff reps agreed with this from the perspective of mental health as well as physical safety, with firefighters having to manage the emotional impact of no longer responding to situations where there 'could' be a fire. The operations control (OC) rep was happy to agree with the middle ground risk level but thought that with Options 3, 4 and 5 the pressure of managing 'moral dilemma' increased a lot for call handling staff. Opinions on the other side of this discussion felt the risk to be low to firefighters because regardless of the situation, their response is always based on dynamic risk assessment and they are trained in this. Another perspective suggested road traffic collisions (RTC) may decrease if sending fewer vehicles on to the road.

There was also disagreement about the safety of building occupants. An NHS rep felt strongly that for buildings in rural areas, there could be an increased risk as response times could be longer. Others disagreed because the risk impact scoring already assigned should ensure a response within a set period of time. The NHS rep questioned whether this would be the case if vehicles were called when already out and about.

Unlike all of the others, the Panel always scored option 4 as the highest risk. This seemed to be because of the clarification offered by the subject matter expert about Option 4 having no exemptions. They focussed on this factor throughout the exercise.

Panel 3: Benefits Matrix

Benefits Scoring Matrix 1 = No change in benefit 2 = Marginal increase 3 = Small increase 4 = Moderate increase 5 = Large increase **Key Benefits**	Relative Weight	Option 1 - Status Quo (Base Case)	Option 2 - COVID-19 Interim Response – blanket one pump response	Option 3 - Call Challenge with exemptions time & risk variable response	Option 4 - Call Challenge, no exemptions, time & risk variable response	Option 5 - Non-attendance with exemptions, time & risk variable response
Improved firefighter and community safety through the reduction of blue light journeys	20	1 (20)	3 (60)	4 (80)	4 (80)	4 (80)
Improved availability of resources for attending real emergencies	20	1 (20)	3 (60)	4 (80)	4 (80)	4 (80)
Increased time available for training, prevention and diversionary activities	20	1 (20)	3 (60)	3 (60)	4 (80)	4 (80)
Extra capacity to meet future challenges and risks, and do so much more for the communities of Scotland	20	1 (20)	3 (60)	3 (60)	4 (80)	4 (80)
Reduced response costs	10	1 (10)	4 (40)	4 (40)	4 (40)	4 (40)
Reduced fleet carbon emissions	10	1 (10)	4 (40)	4 (40)	4 (40)	4 (40)
Total Weight/Score	100	100	320	360	400	400
Ranking		5 least benefit	4	3	1 greatest benefit	1 greatest benefit

Panel 3: Risks Matrix

Risk Scoring Matrix Key Risks	Impact if Risk Occurs	Option 1 - Status Quo (Base Case)	Option 2 - COVID-19 Interim Response – blanket one pump response	Option 3 - Call Challenge with exemptions time & risk variable response	Option 4 - Call Challenge, no exemptions, time & risk variable response	Option 5 - Non-attendance with exemptions, time & risk variable response
Increased risk of building damage	4	1 (4)	2 (8)	2 (8)	2 (8)	3 (12)
Increased risk to building occupants	4	1 (4)	2 (8)	2 (8)	3 (12)	3 (12)
Increased risk to firefighter safety	4	1 (4)	2 (8)	2 (8)	3 (12)	3 (12)
Fire and rescue reputational damage	4	1 (4)	2 (8)	2 (8)	3 (12)	3 (12)
Retained and Volunteer Duty System (RVDS) retention and recruitment issues	4	1 (4)	2 (8)	2 (8)	2 (8)	2 (8)
Total Risk Score		20	40	40	52	56
Ranking		5 lowest risk	3	3	2	1 highest risk

Impact Weighting	Probability Weighting
1 – Very Low	1 - Improbable/unlikely
2 - Low	2 - possible/unlikely
3 - Medium	3 - likely/probably
4 - High	4 - highly probable
5 – Very High	5 - certain to occur

Panel 3 Commentary on discussion

Benefits Matrix:

Improved firefighter and community safety through the reduction of blue light journeys – The number of blue light journeys was felt to be very premises type dependent e.g. Option 2 exemptions allow for high risk premises to get a multi- pump response instead of the 'blanket' 1 pump. Call Challenge could potentially reduce blue light journeys and deliver a moderate increase in benefit.

Improved availability of resources for attending real emergencies – Seen as station area and station specialism dependent (reduced movements of certain specialist appliances). Also, resources can be moved between areas as required to improve availability, broadly speaking. With Call Challenge more resources are available, enabling a more nuanced response (as opposed to blanket) dependent on responses to questions.

Increased time available for training, prevention and diversionary activities – if less time was spent attending UFAS more time could be used for these purposes, and Call Challenge could support that. However, it would depend on what part of the service you worked in (e.g. Operations Control Centre would experience very little freed up time).

Extra capacity to meet future challenges and risks, and do so much more for the communities of Scotland – the benefit would be different for different parts of the service, depending on the service/station footprint (the extent of their capacity, involvement and embeddedness in their communities).

Specific points covered in discussion:

- Matrix is Fire Service centric – the Panel were reminded that we are thinking about benefits to SFRS
- Benefits of 5 minute investigation period to see if there is a fire – alarm can be reset if no fire is discovered (evacuation can still happen). However, a 5 minute delay isn't desirable in NHS premises
- Option 2 is 'safe' because it is a blanket 1 pump response and there is an inherent reduction in incidents (RTCs) due to fewer pumps going out
- NHS services, and fire industry represented on the Panel saw Option 4 as the least desirable
- Whisky Society rep preferred Option 5 – but concerned about unstaffed premises

Risks Matrix:

Increased risk of building damage – scoring hampered by not knowing the full detail of what the Call Challenge would be. Panel heard that a small time delay can have significant impact. Option 5 has an inherent higher risk. Some types of premises are more likely to have a 999 call, and some are unstaffed

Increased risk to building occupants – the Panel felt that the risk may be higher for NHS per se, due to their no immediate evacuation policy and varied building use - Call Challenge procedures are relevant factors to consider. For Option 3 - NHS (and potential others) do not immediately evacuate, so exemptions are key here – reported fires get full response, Option 4 - again, dependant on evacuation management systems. Increased risk where people are vulnerable i.e. care homes, Option 5 - exemptions reduce risk to life

Increased risk to firefighter safety – Option 2 - information from the caller is key. Option 3 - information given to OC staff is key as there may be a full response required, if confirmed fire or signs of fire. Statistically, data shows a minimal risk. Option 4 - information obtained will determine response. For instance, care homes are often listed as commercial premises, which would get a single pump dispatched. Relies on experience of OC staff to respond adequately.

Fire and rescue reputational damage - Option 5 - agreed this increases the potential for loss of life

RVDS retention and recruitment issues – Option 4 - Station footprint is a key variable. Option 5 - location of station and serving rural areas are factors.

Specific points covered in discussion:

- NHS don't evacuate buildings, indicating that one size does not fit all
- If premises are in highly populated area and fire takes hold it presents a risk to fire fighters/community
- 5 minute investigation period - again, not one size fits all (useful in some types of premises)
- If there are a significant number of people in buildings then there isn't necessarily time to find evidence of fire, if alarm has been sounded.

Panel 4: Benefits Matrix

Benefits Scoring Matrix 1 = No change in benefit 2 = Marginal increase 3 = Small increase 4 = Moderate increase 5 = Large increase **Key Benefits**	Relative Weight	Option 1 - Status Quo (Base Case)	Option 2 - COVID-19 Interim Response – blanket one pump response	Option 3 - Call Challenge with exemptions time & risk variable response	Option 4 - Call Challenge, no exemptions, time & risk variable response	Option 5 - Non-attendance with exemptions, time & risk variable response
Improved firefighter and community safety through the reduction of blue light journeys	20	1 (20)	2 (40)	3 (60)	4 (80)	5 (100)
Improved availability of resources for attending real emergencies	20	1 (20)	3 (60)	3 (60)	4 (80)	5 (100)
Increased time available for training, prevention and diversionary activities	20	1 (20)	3 (60)	3 (60)	4 (80)	5 (100)
Extra capacity to meet future challenges and risks, and do so much more for the communities of Scotland	20	1 (20)	3 (60)	3 (60)	4 (80)	5 (100)
Reduced response costs	10	1 (10)	3 (30)	3 (30)	4 (40)	5 (50)
Reduced fleet carbon emissions	10	1 (10)	4 (40)	3 (30)	4 (40)	5 (50)
Total Weight/Score	100	100	290	300	400	500
Ranking		**5** least benefit	**4**	**3**	**2**	**1** greatest benefit

Panel 4: Risks Matrix

Risk Scoring Matrix Key Risks	Impact if Risk Occurs	Option 1 - Status Quo (Base Case)	Option 2 - COVID-19 Interim Response – blanket one pump response	Option 3 - Call Challenge with exemptions time & risk variable response	Option 4 - Call Challenge, no exemptions, time & risk variable response	Option 5 - Non-attendance with exemptions, time & risk variable response
Increased risk of building damage	4	1 (4)	2 (8)	2 (8)	3 (12)	4/5 (18)
Increased risk to building occupants	4	1 (4)	2 (8)	2 (8)	3 (12)	4 (16)
Increased risk to firefighter safety	4	1 (4)	3 (12)	2 (8)	4 (16)	4 (16)
Fire and rescue reputational damage	4	1 (4)	2 (8)	3 (12)	4 (16)	4 (16)
Retained and Volunteer Duty System (RVDS) retention and recruitment issues	4	1 (4)	1 (4)	1 (4)	1 (4)	1 (4)
Total Risk Score		**20**	**40**	**40**	**60**	**70**
Ranking		**5** lowest risk	**3**	**3**	**2**	**1** highest risk

Impact Weighting	Probability Weighting
1 – Very Low	1 - Improbable/unlikely
2 - Low	2 - possible/unlikely
3 - Medium	3 - likely/probably
4 - High	4 - highly probable
5 – Very High	5 - certain to occur

Panel 4 Commentary on discussion

Benefits Matrix:

A relatively small group. The discussion often focused on comments made by an Independent Fire Consultant, balanced by an SFRS representative, and with comments offering clarity from the subject matter expert. This was a little challenging as technical issues meant that the sound quality from the subject matter expert was poor.

Key themes related to:

Call challenge – without knowing the full detail of any Call Challenge procedure it was difficult to allocate scores, and felt a bit like guesswork. The Panel particularly struggled to draw distinctions between options 2 and 3 i.e. to understand how different Call Challenge would be from the current COVID response.

Scores – most of the scores rose sequentially from left to right across the options i.e. there were greater benefits going from Options 2 - 5. One exception to this was in 'reduced fleet carbon emissions' where it is already known that the COVID 19 response option has reduced the response to 1 pump thereby making savings, whereas the Call Challenge options may not make the same immediate reduction.

Additional discussion was centred around the differences between scores e.g. 2 (marginal) and 3 (small) and here the extended definitions helped people to land on scores.

Risk Matrix:

A bigger group than previously, with the NHS perspective dominating the discussion, often focusing on worse case examples.

Call challenge – again the question as to what Call challenge would entail and what exceptions there would be was a constant theme underlying the discussion. Perhaps the best conclusion from this element of the discussion was that it boils down to 'speed of response'. Does a Call Challenge process automatically slow down a response? If a Call Challenge process is more complicated then presumably response time will be slower. As response time is a key factor in reducing building damage and loss of life, then the scoring of any option that has Call Challenge within it could be expected to attract a higher risk score.

Practical situations – examples were given of how a Call Challenge process might not be very practical e.g. in a large factory where a security guard is the person on the call. They could be asked if they can see / smell fire but this could be far away on a large site. They could then be in danger if they are asked to investigate.

Variables – other variables led the Panel to experience difficulty allocating scores. For example, the age and type of buildings could lead to very different risk scores for the same option. Or whether the alarm is in a staffed or unstaffed area.

Interesting discussion points – in relation to 'increase to firefighter safety', the COVID response scored higher risk than Call Challenge. The point was made that with only one pump attending, there could be a moral pressure for firefighters attending to do whatever they could in a situation, putting themselves at more risk, while a Call Challenge process might have determined that a fuller response was more appropriate.

Regarding the RVDS retention and recruitment criterion, these were all scored as 1, as those contributing regarded people's motivation to be involved in the RVDS was to serve their local communities and outweighed any monetary factor.

Whilst strong views were expressed that Option 5 would definitely at some point, somewhere lead to loss of life / increased damage and therefore reputational risk, it was generally agreed that this was 'highly probable' rather than 'certain'.

Panel 5: Benefits Matrix

Benefits Scoring Matrix 1 = No change in benefit 2 = Marginal increase 3 = Small increase 4 = Moderate increase 5 = Large increase **Key Benefits**	Relative Weight	Option 1 - Status Quo (Base Case)	Option 2 - COVID-19 Interim Response – blanket one pump response	Option 3 - Call Challenge with exemptions time & risk variable response	Option 4 - Call Challenge, no exemptions, time & risk variable response	Option 5 - Non-attendance with exemptions, time & risk variable response

Improved firefighter and community safety through the reduction of blue light journeys	20	1 (20)	2 (40)	3 (60)	4 (80)	5 (100)
Improved availability of resources for attending real emergencies	20	1 (20)	2 (40)	3 (60)	4 (80	5 (100)
Increased time available for training, prevention and diversionary activities	20	1 (20)	2 (40)	4 (80)	5 (100)	5 (100)
Extra capacity to meet future challenges and risks, and do so much more for the communities of Scotland	20	1 (20)	2 (40)	4 (80)	5 (100)	5 (100)
Reduced response costs	10	1 (10)	2 (20)	4 (40)	5 (50)	5 (50)
Reduced fleet carbon emissions	10	1 (10)	2 (20)	3 (30)	4 (40)	5 (50)
Total Weight/Score	100	100	200	350	450	500
Ranking		5 least benefit	4	3	2	1 greatest benefit

Panel 5: Risks Matrix

Risk Scoring Matrix Key Risks	Impact if Risk Occurs	**Option 1** - Status Quo (Base Case)	**Option 2** - COVID-19 Interim Response – blanket one pump response	**Option 3** - Call Challenge with exemptions time & risk variable response	**Option 4** - Call Challenge, no exemptions, time & risk variable response	**Option 5** - Non-attendance with exemptions, time & risk variable response
Increased risk of building damage	4	1 (4)	2 (8)	2 (8)	2 (8)	4 (16)
Increased risk to building occupants	4	1 (4)	2 (8)	3 (12)	3 (12)	5 (20)

Increased risk to firefighter safety	4	1 (4)	2 (8)	3 (12)	3 (12)	1 (4)
Fire and rescue reputational damage	4	1 (4)	1 (4)	5 (20)	5 (20)	5 (20)
Retained and Volunteer Duty System (RVDS) retention and recruitment issues	4	1 (4)	1 (4)	3 (12)	3 (12)	3 (12)
Total Risk Score		20	32	64	64	72
Ranking		5 lowest risk	4	2	2	1 highest risk

Impact Weighting	Probability Weighting
1 – Very Low	1 - Improbable/unlikely
2 - Low	2 - possible/unlikely
3 - Medium	3 - likely/probably
4 - High	4 - highly probable
5 – Very High	5 - certain to occur

Panel 5 Commentary on discussion

Benefits Matrix:

Initial technical issues and non-attendance/call off's on the day of the event, left the panel a bit top-heavy with SFRS personnel. Nevertheless, there were thoughtful contributions from NHS and Colleges representatives, ably supported by the SFRS subject matter expert who regularly referred them to the Benefit (and Risk) Descriptors to assist decision making.

In general terms the Panel identified increasing benefits moving from Option 2 - 5 for all the key benefit criteria, with the potential for less UFAS attendance. Despite the panellists feeling that they didn't have sufficient details of the Call Challenge procedure, the Panel agreed that it would likely reduce the number of blue light

journeys, and that the number of incidents impacting on 'fire fighter and community safety' (e.g. RTCs), would be affected by the time of day/night of the response. It followed logically that there would be 'Improved availability of resources for attending real emergencies' but that this would not be evenly spread across the SFRS. This applied similarly to 'Extra capacity to meet future challenges and risks, and do so much more for the communities of Scotland'. Reduced attendance would produce 'Reduced response costs', and 'Reduced fleet carbon emissions'.

Risk Matrix:

In relation to 'Increased risk of building damage' – the Panel felt that Options 2- 4 were unlikely to increase the risk, whereas the non-attendance associated with Option 5 would be highly probable to increase the risk. There was a discussion about 'sector specific differences' in risk. For example, evacuation policies differ. The number of buildings on NHS sites and staffing levels at different times of the day could be key factors when it came to confirming the existence of a fire. It was wondered if there would be a longer delay if there were more premises, and how call handler experience and discretion would impact too. In relation to' firefighter safety' it was generally felt that much of the risk would be mitigated by firefighter safety protocols and procedures. In respect of 'reputational damage' the Panel felt that the introduction of the Call Challenge would be certain to damage the reputation of the SFRS in terms of public perception. Finally, in respect of 'RVDS retention and recruitment issues', there was a discussion about how to weigh up the impact of the Options on the different motivational factors for the firefighters if call outs were reduced (e.g. potential for lost earnings) – as well as the disruption to their main employers.

Appendix 2

SENSITIVITY ANALYSIS

Option 1 - Status Quo (Base Case)

Option 2 - COVID-19 Interim Response – blanket one pump response

Option 3 - Call Challenge with exemptions time & risk variable response

Option 4 - Call Challenge, no exemptions, time & risk variable response

Option 5 - Non-attendance with exemptions, time & risk variable response

	Option 1	Option 2	Option 3	Option 4	Option 5
Overall risk score Panel 1	Very low	Very low	Very low	Low	Low
Overall risk score - Panel 2	Very low	Low	Medium	High	Medium
Overall risk score - Panel 3	Very low	Low	Low	Medium	Medium
Overall risk score - Panel 4	Very low	Low	Low	Medium	High
Overall risk score - Panel 5	Very low	Low	Medium	Medium	High

	Option 1	Option 2	Option 3	Option 4	Option 5
Overall benefits score Panel 1	None	Small	Small	Large	Moderate
Overall benefits score - Panel 2	None	Small	Moderate	Large	Moderate
Overall benefits score - Panel 3	None	Small	Moderate	Moderate	Moderate
Overall benefits score - Panel 4	None	Small	Small	Moderate	Large
Overall benefits score - Panel 5	None	Marginal	Moderate	Large	Large

	Option 1	Option 2	Option 3	Option 4	Option 5
Average Scoring Scenario	Very low	Low	Low	Medium	Medium
Ranking (1 = highest risk, 5= Lowest Risk	5	4	3	2	1

	Option 1	Option 2	Option 3	Option 4	Option 5
Average Scoring Scenario	None	Small	Small	Large	Moderate
Ranking (1 = greatest benefit, 5 Least Benefit)	5	4	3	1	2

	Option 1	Option 2	Option 3	Option 4	Option 5
Pessimistic Scoring Scenario	Very low	Low	Medium	High	High
Ranking (1 = highest risk, 5= Lowest Risk	5	4	3	1	2

	Option 1	Option 2	Option 3	Option 4	Option 5
Pessimistic Scoring Scenario	None	Small	Small	Moderate	Moderate
Ranking (1 = greatest benefit, 5 Least Benefit)	5	4	3	1	2

	Option 1	Option 2	Option 3	Option 4	Option 5
Optimistic Scoring Scenario	Very low	Very low	Very low	Low	Low
Ranking (1 = highest risk, 5= Lowest Risk	5	3	4	2	1

	Option 1	Option 2	Option 3	Option 4	Option 5
Optimistic Scoring Scenario	None	Small	Moderate	Large	Large
Ranking (1 = greatest benefit, 5 Least Benefit)	5	4	3	1	1

	Option 1	Option 2	Option 3	Option 4	Option 5
Total - All 3 Scoring Scenarios	Very low	Low	Low	Medium	Medium
Ranking (1 = highest risk, 5= Lowest Risk	5	4	3	2	1

	Option 1	Option 2	Option 3	Option 4	Option 5
Total - All 3 Scoring Scenarios	None	Small	Small	Moderate	Moderate
Ranking (1 = greatest benefit, 5 Least Benefit)	5	4	3	1	2

Scottish Fire and Rescue Service

Unwanted Fire Alarm Signals (UFAS) Consultation Mandate

Safety. Teamwork. Respect. Innovation.

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

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

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

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

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

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

SFRS Communications

Consultation on Options for Responding to AFA Actuations

Section 1. Consultation Plan

Date	Action	Key message	Audience	Channels	Responsible Officer	Status
29 March 2021	Share workshop outcome report with participants	Sharing with participants for comment	Stakeholder event participants	Email	RD	Completed
April (Purdah)	Finalise workshop outcome report following feedback	N/A	N/A		RD	Completed
Mid-April	LSO Briefing Note Covering Workshop Outcomes	Ranking of options; no preferred option yet, next steps public consultation	DACO/LSOs	Briefing Note via email	RD	Completed
April	Stakeholder mapping - reassess Agree consultation methodology*	Identify which relevant groups/individuals should be involved in development and refinement of change options	UFAS Project Board and UFAS subgroup	Meetings	RD/MMR	Completed
24 May (SLT)	Options Appraisal Review Report, covering key outcomes of stakeholder workshop, and approval of options for consultation	N/A	SLT	Report	RD/AP	Completed
May	Communicate SLT decision and details of consultation timeline	Inform of consultation timeline	Staff Stakeholders	• Email to stakeholders • SFRS News/ihub • LSO Briefing note via email	RD/MMR/ Comms	Completed
May	Draft consultation document Agree question set EQIAs	Outline options Risks and Benefits	Public Stakeholders	n/a	MMR/MW/ DR/RD UFAS PB	Completed
23/24 June	Options Appraisal Update Report to SFRS Board, including draft Public Consultation Document	N/A	SLT/Board	Report	RD/AP	Completed

	and Consultation Plans.					
June	Prepare Stakeholder Lists		LSOs/ SDA staff	Email to stakeholders	MMR	Completed
21 June	• Develop web pages • FAQs • Design online survey • Develop digital assets – introductory video, social media posts • Identify key spokespeople • Press release • BSL video • PPT Presentation • LSO toolkit • Postcard Flyers for crews attending AFAs	Summary of key themes, Benefits, and risks	Public, staff and stakeholders Third party distributors for consultation	• SFRS Website • SFRS News • Ihub • LSO and stakeholder briefing pack • SFRS Social Media channels	Comms	Completed
5 July	Arrange engagement sessions for the following staff groups: • LSOs • Service Managers • RVDS • OC	Highlight the consultation, process and timings, LSO briefing pack, opportunity for Q&As	Staff	Internal meetings or online sessions	Comms	Completed
July	Arrange stakeholder meetings for any pre-consultation engagement based on findings of stakeholder workshop and review of stakeholder mapping (e.g., NHS Boards, ARC's) • Police Scotland • ARCs		Stakeholders		RD/AP/MMR	Completed
8 July @ 1400-1600hrs	Engagement and information sessions for staff	Highlight the consultation, process and timings, LSO briefing pack, opportunity for Q&As	LSOs and Service Managers	Teams meeting	Comms	Completed
15 July @ 1400-1600hrs	Engagement and information sessions for staff	Highlight the consultation, process and timings, LSO briefing pack, opportunity for Q&A's	LSOs and Service Managers	• Teams meeting	Comms	Completed

19 July	Launch Public launch – press release and social media launch Targeted emails to stakeholders	Highlighting the consultation Consultation process and timings Inviting participation	Public Stakeholders and staff	• Targeted emails to stakeholders • Media • SFRS website • SFRS News • Ihub • Social Media Channels	Comms	Completed
19 July	Press release issued to all nationals and regional titles Resulted in online coverage in: • Fife Today • Grampian Online	Public invited to have their say on AFAs	National and regional media titles		Comms	Completed
19 July to 11 October	**Social Media Activity – Separate table - please see section 2 below**	Consultation process Case for change Options Role of dutyholders	Public	• Facebook • Instagram • Twitter • LinkedIn	Comms	Completed
20 July	Staff Communication	Announce launch of UFAS consultation	Staff	SFRS News Ihub	Comms	Completed
21 July @1400-1500hrs	Engagement and information sessions for staff	Highlight the consultation, process and timings, opportunity for Q&As	OC staff	Teams meeting	Comms	Completed
21 July	Staff Communication	Highlighting consultation and encouraging RVDS staff to approach their employer with prepared letter	RVDS staff RVDS employers	Letter emailed	Comms	Completed
21 July	Stakeholder Communication	Announce launch of UFAS consultation	Alarm Receiving Centres (ARCs) and AFA External Stakeholders	Letter emailed	Comms	Completed
10 August	Staff Communication	RVDS Presentation and information session on consultation	Staff	SFRS News Ihub	Comms	Completed

25 August @ 1930-2030hrs	Engagement and information sessions for staff	Highlight the consultation, process and timings, opportunity for Q&A's	RVDS staff	eting	Comms	Completed
26 August @ 1930-2030hrs	Engagement and information sessions for staff	Highlight the consultation, process and timings, opportunity for Q&A's	RVDS staff	eting	Comms	Completed
26 August	Stakeholder Communication	Midway consultation reminder and follow up	Stakeholders		Comms	Completed
31 August	Stakeholder Communication	Ask of all Chambers of Commerce to notify their members of the consultation		mail	Comms	Completed
27 September	Press release issued to all nationals and regional titles. Resulted in media coverage in: • The Scotsman • P&J • The Herald • The Courier • The Times • Falkirk Herald (Local weekly) • Glasgow Times (Regional Daily) • Online community news portal	SFRS firefighters respond to 30,000 AFAs each year	National and regional media titles		Comms	Completed
28 September	Stakeholder Communication	One week left to respond to UFAS Consultation	AFA Stakeholders		Comms	Completed
28 September	Stakeholder Communication	One week left to respond to UFAS Consultation	ARCs		Comms	Completed
01 October	Press release issued to all nationals and regional titles	One week left to respond to UFAS Consultation	National and regional media titles		Comms	Completed
05 October	Engagement and information session with Police Scotland	opportunity for Q&A's	Stakeholders (Police		Comms	Completed

DRAFT

			Scotland)			
By 18 October	Communicate end of process and next steps	Ongoing process and updates	Public, stakeholders, and staff	• Email to stakeholders • All social media channels • SFRS website • ihub • LSO Briefing Note	Comms	In Progress
21 October	Press release issued to all nationals and regional titles	UFAS Consultation has closed and next steps	National and regional media titles		Comms	Completed
26 October	Staff Communication	Consultation closed and next steps	Staff	Weekly staff brief	Comms	Completed
27 October	Stakeholder Communication	Consultation closed and next steps	AFA Stakeholders and ARCs	Letter by email	Comms	Completed
28 October	LSO Briefing	Consultation closed and next steps	LSOs	LSO Briefing by email	Comms	Completed
Oct/Nov	Analyse consultation feedback	Impartial and accurate evaluation			Data Services	Completed
08 Dec (SLT) 16 Dec (Board)	Final business case proposal to the SLT/Board	Evaluation of analysis and recommendation for approval of preferred options	SLT/Board		RD/AP	In Progress
By end December	Communicate final decision	Outcome, rationale, and implementation	Public, stakeholders, and staff	• Email to stakeholders • All social media channels • SFRS website • LSO and stakeholder briefing packs	Comms	Not Started
Dec/Jan	Consider best practice approach for organisational consultations moving forward	Record learning outcomes	SPPC		Consultation manager	Not Started

Section 2. Media Coverage

Five press releases were issued over the course of the consultation period from 19th July to 11th October 2021, they were as follows:

1. 19.07.21 Public invited to have say on AFAs
2. 27.09.21 SFRS firefighters respond to 30,000 AFAs each year
3. 01.10.21 One week left to respond to UFAS Consultation
4. 01.10.21 Gaelic version of above
5. 21.01.21 Consultation has closed

The resulting media coverage is listed below:

Title / Type	Date published	Link to story	Key Messages	Consultation Link	Video Link	Comments
Fife Today (Online News Portal – jpi media group)	20/07/21	https://www.fifetoday.co.uk/business/scottish-fire-and-rescue-service-look-to-reduce-unwanted-call-outs-in-fife-3314884	✓	✓	✓	• **Positive coverage**
Grampian Online (Online News Portal – HN Media group)	25/07/21	https://www.grampianonline.co.uk/news/public-consultation-launched-on-fire-crews-response-to-workp-245520/	✓	✓		• **Positive coverage**
Irvine Times (Local weekly)	19/08/21	https://www.ardrossanherald.com/news/19524137.ayrshire-councillor-blasts-plans-cut-firefighter-attendances/	✓	✓		• **Sensational headline** • **Balanced story** • **Reports on Council Cttee discussion and raises some concerns**

Publication	Date	URL				Notes
Stirling Observer / Daily Record online	03/09/21	https://www.dailyrecord.co.uk/news/local-news/overwhelming-number-false-alarms-leads-24901450	✓			• Balanced story that reports on Council Cttee discussion and raises some concerns
The Scotsman	27/09/21	https://www.scotsman.com/news/national/around-64000-hours-of-scottish-firefighters-time-wasted-each-year-due-to-false-alarms-new-data-shows-3397563	✓	✓	✓	• Positive coverage
P&J	27/09/21	https://www.pressandjournal.co.uk/fp/business/scotland-business/3497558/video-scottish-fire-and-rescue-service-urges-firms-to-have-their-say-on-false-alarm-response/	✓	✓	✓	• Positive coverage • Published in business section
The Courier	27/09/21	https://www.thecourier.co.uk/fp/news/2622151/fire-fighters-to-reduce-number-of-false-alarm-call-outs-in-bid-to-tackle-more-genuine-emergencies/	✓	✓	✓	• Positive coverage • Includes local figures
Falkirk Herald (Local weekly)	27/09/21	https://www.falkirkherald.co.uk/news/people/firefighters-bid-to-cut-down-on-false-alarms-in-falkirk-area-continues-3397934	✓	✓		• Positive coverage
Glasgow Times (Regional daily)	28/09/21	https://www.glasgowtimes.co.uk/news/19608337.fire-crews-called-5000-false-alarms-glasgow-just-five-years/	✓	✓		• Positive coverage • Includes local figures
The Herald	28/09/21	https://www.heraldscotland.com/news/homenews/19608732.safety-concern-scots-fire-chiefs-consider-cutting-emergency-alarm-call-outs-85/	✓			• Front page story in print edition • Sensational headline • Story is balanced

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						- and includes key messages - No opportunity given to respond to Scottish Care comments - Behind paywall, pdf below
Online community news portal	28/09/21	https://www.dgwgo.com/dumfries-galloway-news/sfrs-reveals-firefighters-respond-to-almost-30000-workplace-false-alarms-each-year/	✓	✓	✓	Positive coverage
The Times	29/09/21	https://www.thetimes.co.uk/article/fire-callout-cuts-put-vulnerable-at-risk-jkjs0mhms	✓			- Sensational headline - Story is balanced and includes key messages - We responded to Scottish Care comments but statement hasn't been used in full - Behind paywall, pdf below

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Grampian Online (Online News Portal – HN Media group)	21/10/21	https://www.grampianonline.co.uk/news/consultation-on-automatic-fire-alarms-closes-254693/	✓				• **Positive coverage**

DRAFT

The Herald

Six pages of Herald Voices for the best opinion, insight, analysis & debate

No time for firms to die
Will the new Bond thriller have the Midas touch for our struggling high streets, asks Scott Wright: Page 24

OUR WINE MAY BE RUBBISH BUT IT TASTES GREAT
Meet the dumpster divers making drinks out of leftover fruit **Page 11**

Fire safety fears over plans to slash emergency callouts

999 service to explore option of not attending alarm unless blaze confirmed

Exclusive
By Martin Williams

CONCERNS have been raised that fire chiefs are increasing risk by considering plans to dramatically cut callouts by up to 85 per cent to "emergencies", including at hospitals, care homes and hotels.

The move has come as new figures show that "unnecessary" blue light journeys have risen from 53,000 in 2013/14 to 57,000 now.

The Scottish Fire and Rescue Service (SFRS) is consulting on plans to dramatically and "safely" slash the number of callouts to false alarms, known as Unwanted Fire Alarm Signals (UFAS).

It has emerged that through three options, involving in one case non-attendance to all automatic fire alarms to non-domestic premises without a confirmed sign of fire, the cuts to callouts sought is between 61% and 85%.

An analysis has worked out that it would help cut costs, drastically cut the hours firefighters spend on false alarms and even cut fleet carbon emissions making the service "a more environmentally sustainable organisation".

But Scottish Care, the largest group of independent sector social care providers across Scotland, has raised concerns about the move.

A Scottish Care spokesman said: "We appreciate that there are very real staffing pressure on the Scottish Fire and Rescue Service in responding to emergency callouts.

"The rise in unnecessary blue light callouts is alarming. We fully support efforts to reduce these.

"However, at a time of very real staffing pressure upon the Scottish Fire and Rescue Service in the midst of real pressures as a result of the pandemic and its ongoing management, we are concerned that the introduction of significant changes to emergency response could increase risk.

"The care sector needs to work closely with the SFRS to ensure we get the right balance between reducing unnecessary call outs and public safety, and the timing of any significant change will be very critical.

"Scottish Care is committed to continuing to work with SFRS to achieve this."

SFRS says that most alarms are activated by faults or other causes like steam or burnt food with only 2% actually involving a fire, most

Continued on Page 2

Contemporary Carmen

Picture: Andrew Milligan

Ballet dancers Natalia Osipova and Isaac Hernandez perform a routine ahead of the world premiere of a contemporary dance production of Carmen at The Exchange, Edinburgh International Conference Centre. The new production of the classic opera is presented by Bird and Carrot Productions

Ex-SNP MP found guilty of misconduct a second time

By Tom Gordon
Political Editor

FORMER SNP MP Tasmina Ahmed-Sheikh has been found guilty of professional misconduct in her previous career as a solicitor for a second time.

Ms Ahmed-Sheikh, 50, was found guilty of "recklessness by omission" while the designated cashroom partner at the now defunct Glasgow law firm of Hamilton Burns.

She admitted six other breaches of financial rules at a hearing of the Scottish Solicitors' Disciplinary Tribunal in Edinburgh yesterday.

However, she was cleared of any suggestion of dishonesty or a lack of integrity, calling it a "huge relief" to her and her family.

She was previously found guilty of professional misconduct and fined £3,000 by the same tribunal in 2019 over the mishandling of a trust fund at Hamilton Burns.

The firm, which had suffered years of cashflow problems, went into administration in 2017.

Ms Ahmed-Sheikh was the SNP MP for Ochil from 2015 to 2017.

She is now Alex Salmond's business partner, helping to make his weekly TV show, and is a key member of his new Alba Party.

Tribunal chair Benjamin Kemp told Ms Ahmed-Sheikh she had

Continued on Page 8

Fuel crisis — Demand for petrol 'soon normal'

DEMAND for petrol should return to normal levels in the coming days", the fuel industry has said, as ministers again appealed to motorists to stop "panic buying" amid fears of a shortage.

Major UK petrol station chains BP, Shell and Tesco have all made a change to rules for drivers filling up on petrol following long queues.

Petrol stations belonging to the three companies have introduced a £30 limit for drivers who need to fill up as people continue to panic buy, despite warnings not to.

Full story: Page 5

Pandemic — Heavy smokers in Covid death risk

HEAVY smokers are more than six times as likely to die from a Covid infection compared to people who have never smoked, according to a new study which challenges claims that cigarettes may offer a protective effect.

Researchers said there was a "need for greater clarity" on the relationship between smoking and severe Covid due to "conflicting evidence", which has led to a clinical trial being established to investigate whether nicotine patches can be used as a prophylactic against the infection.

Full story: Page 6

NEIL MACKAY Leave SNP off the ind...

CLAIRE TAYLOR Brexit isn't the only B word to...

ANDREW MCKIE Johnson not to blame for...

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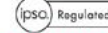
(ipso) Regulated

How to get in touch with us

Some of our best news stories come from tip-offs
– call 0141 302 7089 or email news@theherald.co.uk

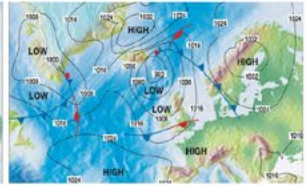The recycled paper content of UK newspapers in 2019 was 65.2%.

Hundreds report anti-Catholic 'hate crimes' in west of Scotland to police

Exclusive
By Caroline Wilson

ALMOST 1,000 reports of anti-Catholic abuse have been recorded by police over the past two years, new figures show.

Figures show Glasgow recorded the highest number from 2019-2021 with 262 crimes reported, followed by Lanarkshire, which had 166 – a figure that was evenly split between the north and south of the region.

Police Scotland data shows there were a total of 960 incidents of verbal or physical abuse recorded under hate crime laws, "where the hate reason is listed as 'Catholic' from January 1, 2019, to September 8 this year.

Falkirk had the third highest number of reports for anti-Catholic abuse, with 79 reports logged.

The lowest number was in the Highlands, where only one report was made to police, while Edinburgh recorded 55 complaints.

Previous data from 2018-2019 has shown that Scotland's Catholic population is more likely to be targeted by abuse than those of any other religious persuasion.

In around two-fifths (42 per cent) of religion-aggravated hate crimes the perpetrator showed prejudice towards Catholics. This compared to around one in 10 crimes (12%) targeting the Protestant community.

In a recent high-profile case, Carol Monaghan, SNP MSP for Glasgow North West, revealed she had been targeted with "incredibly personal" abusive messages after publicly condemning the disorder in George Square caused by Rangers fans after the club's title win in May.

Commenting on The Herald's figures she said: "Our city has long had an endemic anti-Irish and anti-Catholic problem.

"Nevertheless, the past few months have truly demonstrated the intensity of this bigotry. Barely a month ago, video footage emerged of Rangers fans singing an overtly racist chant which referenced the Irish famine and called on Irish people to 'go home'.

"For meaningful progress, a cultural shift is required."

Around the UK

Scots friends and relatives of Irish homeowners, who are victims in a scandal over defective concrete brickwork causing their houses to crumble, staged a protest outside the Irish Consulate in Edinburgh yesterday.

Artist Lubaina Himid CBE with her new work and Julie Lopez MP at 11 Downing Street, London, for an announcement on the Government Art Collection and Robson Orr Ten Ten Award 2021

Cutting fire callouts carries 'an element of risk and uncertainty'

Continued from Page 1

of which are put out before the arrival of crews.

One option being considered to cut attendances by 85% would see no vehicle response at any non-domestic properties where an automatic fire alarm goes off if operations control staff cannot confirm there is a fire or sign of fire through a "call challenge".

The fire service says this would release 54,466 hours of extra time a year for firefighters "to utilise more productively". It also says it will cut the fire service's carbon footprint by 489 tonnes per year.

That would include what the fire service call "sleeping risk" properties, including hospitals, care homes, sheltered housing, boarding schools, hotels, holiday residences and prisons. An identical option would see properties that have a "sleeping risk" exempt from non-attendance. That is estimated to cut attendances by 61% and release 39,087 firefighter hours.

A third option, which would see operational staff advising callers that they will not attend unless a back-up 999 call confirming fire, or signs of a blaze are received, would cut attendances by 71%. This too would see properties with "sleeping risks" exempt and release 45,495 firefighter hours.

The fire service says that currently the legal responsibility to ascertain if there is a fire when an alarm goes off is with whoever is responsible for the property affected, "custom and practice" has resulted in this investigation being undertaken by fire crews.

They do not believe that the fire alarm challenges would significantly impact on call handling times.

SFRS Assistant Chief Officer Stuart Stevens said: "The advantages of getting duty holders to accept their legal responsibilities in accepting and reducing these callouts are clear.

"Making this change means we can free up firefighters' time, be even more responsive in genuine emergencies and use SFRS resources more effectively.

"We can also carry out more training and fire prevention activity, as well as realising the related benefits of improving road safety and reducing our carbon impact.

"These unnecessary blue light journeys bring risks to our crews, other road users and pedestrians as well as impacting the environment with an estimated 575 tonnes of carbon emissions produced – the equivalent of heating 230 homes a year.

"Businesses will also experience less disruption as they no longer need to wait for us to attend to give the all-clear after a false alarm."

The fire service, which is consulting on their plans, admits the proposals carry with them "an element of risk and uncertainty".

It says that any change to its response will be monitored to ensure there is not a risk to people or buildings.

In a fire service analysis, there is a concession that the moves could cause "reputational damage".

But it adds: "We will ensure our final decision considers the feedback of stakeholders and reflects any significant concerns they have.

"Any changes we implement following consultation will be done through a carefully planned and managed approach, which will include working with stakeholders who may be directly affected, to ensure they are prepared for any changes we make."

The fire service also admits it could pose an increased risk to firefighter safety if faced with a more developed fire.

But it believes about it calls "ongoing core skills training" will ensure firefighters can safely, competently and effectively deal with that.

"We will monitor and review incidents, to ensure any lessons are learned and improvements in firefighter safety are made," the analysis said.

"Based on vehicle accident and injury statistics relating to attending UFAS, it could be argued that road risk from unnecessary blue light journeys is greater than any risk to firefighters from more developed fires because of implementing any of the proposed options."

Assistant Chief Officer Stevens said that most UK fire and rescue services now seek confirmation of a fire before attending and that "now is the time for the SFRS to make this change too".

WEATHER

24 HOUR FORECAST

General situation: Low pressure developing across the UK is bringing unsettled weather and blustery winds. Cloud and heavy rain associated with an occluded front will spread across much of the UK, while troughs bring showers to western areas.

Outlook: Drier and brighter tomorrow with lighter winds, but still some showers in the west. Turning more unsettled again from Thursday with showers, spells of heavy rain and an increasing risk of strong winds at times.

Glasgow area and southwest:
Scotland: A day of sunny intervals and showers in the Glasgow area. More persistent spells of rain later for parts of southwest Scotland. Moderate southerly winds. Max temp. 12.15C (54-59F). Tonight, a low showers, mainly light. Min temp 5.6C (41-46F).

Edinburgh area and the Borders: A dry start with sunny spells, but thick cloud and spells of rain, possibly heavy in places.

Northwest Highlands, Skye and Outer Hebrides: A day of sunny intervals and showery outbreaks of rain, these becoming heavy at times especially right on the coast. Windy with strong gusts from the south. Max temp 13-15C (55-59F), Tonight, showers lessening, few frequent. Min temp 5-8C (41-46F).

Caithness, Orkney and Shetland: It is going to be bright with sunny spells and just an isolated shower. Persistent and heavy rain may develop during the morning over Orkney and Shetland. Max temp11-14C (52-57F). Tonight, rain perhaps slow to clear. Min temp3-8C (41-46F).

European forecast

Early patches of mist will lift and clear to leave a generally dry and bright day with spells of sunshine and variable amounts of patchy cloud. There is a chance of a few isolated showers developing although these will be most frequent across the Balkans and south.

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Fire callout cuts put vulnerable 'at risk'

About 64,000 hours of firefighters' time are avoidably spent inspecting workplaces, wasting £3.5 million annually
ANDREW MILLIGAN/PA

Constance Kampfner

Plans for dramatic cuts in needless fire crew callouts to offices, hospitals and care homes experiencing false alarms threaten to put the lives of the most vulnerable at risk, it has been claimed.

Fire service leaders are considering how to reduce their attendance figures by up to 85 per cent amid claims that most alarms are activated by faults, steam or burnt food.

Only 2 per cent of incidents actually involve a fire, most of which are extinguished before crews arrive.

Nine firefighters and two fire appliances respond to all fire alarm alerts in Scotland at present whereas most other UK crews require callers to confirm an incident before deploying.

Under one option being considered, fire engines would not be dispatched to a non-domestic building when an automatic alarm goes off unless staff can confirm the presence or signs of a fire.

This would include "sleeping risk" proper-

THE TIMES | **Scotland | News**
Wednesday September 29 2021

ties, such as hospitals, care homes, sheltered housing, boarding schools, hotels and prisons.

The consultation document says about 64,000 hours of firefighters' time are avoidably spent inspecting workplaces, wasting £3.5 million annually and creating an extra 575 tonnes of carbon emissions, the equivalent of heating 230 homes every year.

Overzealously responding to false alarms can create a sense of "complacency", according to the Scottish Fire and Rescue Service (SFRS) which describes how "almost all of us will have experienced the long wait outside a building while firefighters confirm there is no fire".

The fire service, which has opened a 12-week public consultation, is proposing three options, each of which would see callouts fall by anything between 61 and 85 per cent.

Scottish Care, the largest group of independent sector social care providers across Scotland, said the cuts "could increase risk".

A spokesman said: "At a time of very real staffing pressure in the care home sector and in the midst of real pressures as a result of the pandemic and its ongoing management, we are concerned that the introduction of sig-

nificant changes to emergency response could increase risk."

The fire service admits all the proposals carry "an element of risk and uncertainty" while also conceding that the move may cause "reputational damage".

Another option would see fire crews attend an incident only following a back-up 999 call confirming fire, or signs of a blaze.

Stuart Stevens, SFRS assistant chief officer, said: "Making this change means we can free up firefighters' time, be even more responsive in genuine emergencies and use SFRS resources more effectively." ∎

Section 3. Social Media Activity

Date	Social Media Account	Type	Impressions/reach	Likes	Retweets/Shares
27 October 2021	Facebook	Picture - Next steps after close of consultation	51200	100	9
19 July 2021	Facebook	Picture - Youtube link - Chief opens the consultation	37000	86	52
26 July 2021	Facebook	Picture highlighting the consultation	34600	103	39
19 July 2021	Instagram	Picture - Opening the Consultation	6997	277	0
21 July 2021	Instagram		3684	117	0

Date	Platform	Content	Reach	Likes	Shares
13 August 2021	Instagram		3637	91	0
19 July 2021	Linkedin	Youtube Link -CO introducing UFAS consultation	2632	29	7
30 July 2021	Linkedin	Consultation Link	2197	34	1
21 July 2021	Linkedin	Video - GC Logan explains call challenge	1878	18	5
19 July 2021	Twitter	Consultation link and Youtube Link with CO introducing UFAS consultation	33331	42	50
26 August 2021	Twitter	Consultation video	23718	42	41
13 August 2021	Twitter		11122	21	16

The following pages are a list of all the social media posts shared across all platforms from the commencement of the UFAS Consultation on 19th July to the close on 11th October. From all the content analysed we have found that:

- Facebook has noticeably higher 'Likes' than any other platform
- Facebook accounts for the majority of 'impressions/reach'
- Instagram accounts for the majority of 'Retweets/shares'

'Social Media Account': Facebook has noticeably higher 'Likes'.

'Social Media Account': Facebook accounts for the majority of 'Impressions/reach'.

'Social Media Account': Instagram accounts for the majority of 'Retweets/Shares'.
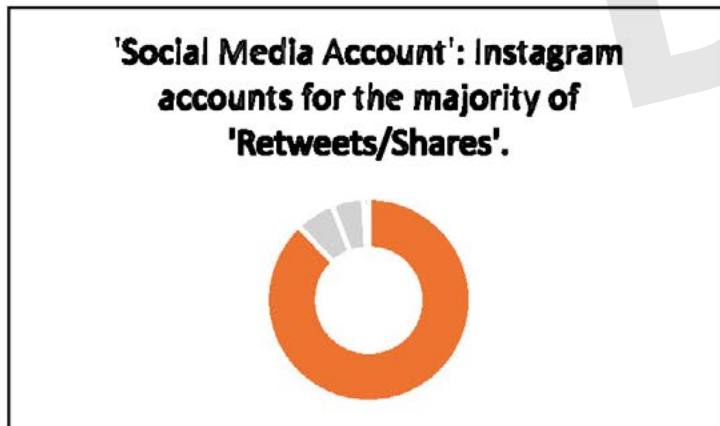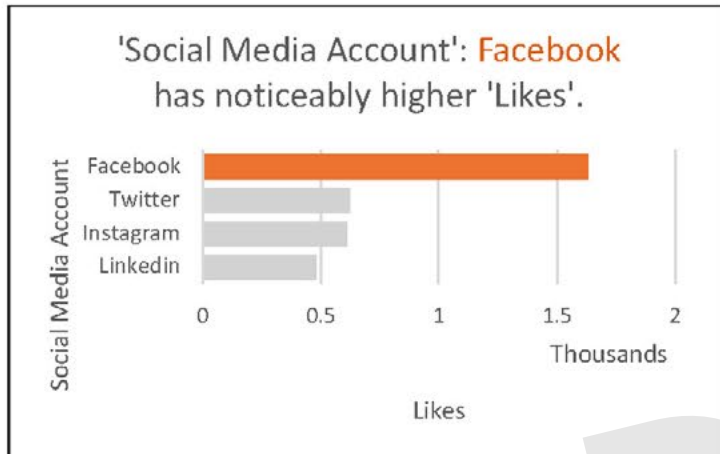
Date	Social Media Account	Type	Impressions/reach	Likes	Retweets/Shares
19 July 2021	Facebook	Picture - Youtube link - Chief opens the consultation	37000	86	52
19 July 2021	Twitter	Youtube Link	33331	42	50
19 July 2021	Instagram	Picture - Opening the Consultation	6997	277	0
19 July 2021	Linkedin	Youtube Link	2632	29	7
20 July 2021	Facebook	Picture - Youtube link - GC Logan explains call challenge	7731	32	6
20 July 2021	Twitter	Youtube Link	3643	10	7
21 July 2021	Facebook	Video - DACO Perry explains proposals for sleeping risk premises	1000 (views)	32	
21 July 2021	Twitter	Video	5573	11	12
21 July 2021	Instagram	Picture	3684	117	0
21 July 2021	Linkedin	Video	1878	18	5
22 July 2021	Facebook	Video - GC Dunsire explains Option A	1100 (views)	43	
22 July 2021	Twitter	video	6452	22	19
22 July 2021	Linkedin	video	1803	18	5
22 July 2021	Linkedin	Video	1198	9	4
23 July 2021	Facebook	Video - GC Brian Robertson explains Option B	1000 (views)	25	
23 July 2021	Twitter	video	5272	13	10
23 July 2021	Linkedin	Video	961	10	1
24 July 2021	Facebook	Video - GC Garry Marshall explains Option C	1200 (Views)	21	5
24 July 2021	Twitter	video	4708	13	8
26 July 2021	Facebook	Picture highlighting the consultation	34600	103	39
26 July 2021	Twitter	Picture	4051	10	6
26 July 2021	Linkedin	Video	1227	12	1
27 July 2021	Facebook	Picture highlighting the consultation	16100	62	7
27 July 2021	Twitter	Picture	5291	14	8
28 July 2021	Facebook	Picture highlighting the consultation	11900	54	13
28 July 2021	Twitter	Picture	5885	15	14
28 July 2021	Linkedin	Link	1654	27	4
29 July 2021	Facebook	Picture highlighting the consultation	7400	31	4
29 July 2021	Twitter	Picture	5360	15	11
29 July 2021	Linkedin	Link	1148	18	2
30 July 2021	Facebook	Picture highlighting the consultation	12400	63	8

Date	Social Media Account	Type			
30 July 2021	Twitter	Picture	7974	18	10
30 July 2021	Linkedin	Link	2197	34	1

Date	Social Media Account	Type	Impressions/reach	Likes	Retweets/Shares
02 August 2021	Facebook	Youtube Link - Video of Chief explaining why we are consulting	8200	25	11
02 August 2021	Twitter	Video	6038	17	9
02 August 2021	Instagram	Picture	3507	125	0
02 August 2021	Linkedin	Link	1044	15	0
03 August 2021	Facebook	Youtube Link - GC Logan explains call challenge	7543	12	4
03 August 2021	Twitter	Youtube Link	5056	6	3
03 August 2021	Linkedin	Link	1253	15	1
04 August 2021	Twitter	Video	8131	9	13
04 August 2021	Facebook	Video - DACO Perry explains proposals for sleeping risk premises	4100	24	9
05 August 2021	Twitter		6566	13	9
05 August 2021	Facebook	Video - GC Dunsire explains Option A	5800	28	8
05 August 2021	Linkedin	Video	1784	19	2
06 August 2021	Facebook	Video - GC Brian Robertson explains Option B	12700	47	14
06 August 2021	Twitter	Video	5306	6	8
06 August 2021	Linkedin	Video	1051	6	0
07 August 2021	Twitter	Video	7335	11	9
07 August 2021	Facebook	Video - GC Garry Marshall explains Option C	5500	16	2
09 August 2021	Facebook	Picture	14500	58	3
11 August 2021	Facebook	Picture highlighting the consultation	17800	56	19
11 August 2021	Twitter	Picture	5760	15	9
11 August 2021	Linkedin	Link	1518	17	0
12 August 2021	Facebook	Picture highlighting the consultation	9900	45	14
12 August 2021	Twitter	Picture	5582	13	11
13 August 2021	Twitter	Picture	11122	21	16
13 August 2021	Facebook	Picture highlighting the consultation	9900	15	8
13 August 2021	Instagram	Picture	3637	91	0
13 August 2021	Linkedin	Link	1761	24	1
26 August 2021	Facebook	Video - ACO Stevens explains how we can make better use of time	25800	44	27

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| 26 August 2021 | Twitter | Video | | 23718 | 42 | 41 |
| 27 August 2021 | Linkedin | Video | | 1769 | 24 | 6 |

Date	Social Media Account	Type		Impressions/reach	Likes	Retweets/Shares
03 September 2021	Twitter	Video		4164	23	14
03 September 2021	Facebook	Video - ACO Stevens explains why status quo isn't an option		4000	18	4
03 September 2021	Linkedin	Video		1052	11	0
08 September 2021	Twitter	Picture		6635	18	13
09 September 2021	Linkedin	Picture		843	6	2
14 September 2021	Facebook	Video - Chief highlighting the consultation		9300	43	13
14 September 2021	Twitter	Video		7095	11	13
17 September 2021	Twitter	Picture		4698	10	11
17 September 2021	Facebook	Video - Highlighting the consultation		3900	31	6
21 September 2021	Facebook	Video - Roy Dunsire explains role of duty holders		6300	41	9
21 September 2021	Twitter	Video		3317	14	7
21 September 2021	Linkedin	Video		864	13	1
23 September 2021	Facebook	Picture highlighting the consultation		10200	39	9
23 September 2021	Twitter	Picture		4375	18	15
23 September 2021	Linkedin	Picture		612	7	4
27 September 2021	Facebook	Youtube Link - Video explaining we need to reduce almost 30k annual call outs		24100	78	11
27 September 2021	Twitter	Youtube Link		7639	29	19
27 September 2021	Linkedin	Youtube Link		1394	20	3
28 September 2021	Twitter	Picture		3241	12	10
28 September 2021	Facebook	Video - Highlighting the consultation		3100	7	1
28 September 2021	Linkedin	Video		529	8	1
29 September 2021	Facebook	Video - ACO Stevens explains why we are consulting		6100	33	4
29 September 2021	Twitter	Video		1867	6	1
29 September 2021	Linkedin	Video		741	11	1
30 September 2021	Facebook	Video - GC Dunsire explains Option A		3300	19	6
30 September 2021	Twitter	Video		2660	8	4
30 September 2021	Linkedin			521	5	0

Date	Social Media Account	Type	Impressions/reach	Likes	Retweets/Shares
01 October 2021	Facebook	Video - GC Brian Robertson explains Option B	4700	26	6
01 October 2021	Twitter	Video	2759	10	4
01 October 2021	Linkedin	Video	648	7	1
02 October 2021	Facebook	Video - GC Garry Marshall explains Option C	2900	11	2
02 October 2021	Linkedin	Video	397	3	0
03 October 2021	Facebook	Video - DACO Perry explains proposals for sleeping risk premises	3500	15	5
03 October 2021	Linkedin	Video	953	14	1
04 October 2021	Twitter	Picture	8279	16	9
04 October 2021	Linkedin	Picture	878	14	2
05 October 2021	Facebook	Picture - Gaelic transcript highlighting consultation	19400	64	5
05 October 2021	Twitter	Picture	5228	11	2
05 October 2021	Twitter	Video	2792	6	4
05 October 2021	Facebook	Video - GC Logan explains call challenge	2700	9	0
05 October 2021	Twitter	Picture	1379	1	0
05 October 2021	Linkedin	Picture	429	2	0
05 October 2021	Linkedin	Video	311	2	0
06 October 2021	Twitter	Picture	2620	3	6
06 October 2021	Facebook	Video highlighting why we are consulting	2600	6	1
06 October 2021	Linkedin	Video	441	7	0
07 October 2021	Facebook	Picture highlighting the consultation	11000	54	6
07 October 2021	Twitter	Picture	3166	24	8
07 October 2021	Linkedin	Picture	703	13	1
08 October 2021	Twitter	Video	2870	11	5
08 October 2021	Facebook	Video - ACO Stevens explains why status quo isn't an option	2600	10	0
08 October 2021	Linkedin	Video	650	6	0
09 October 2021	Facebook	Picture - reminder of consultation closing in 2 days	11000	33	2
09 October 2021	Twitter	Picture	2876	13	5
09 October 2021	Linkedin	Picture	591	3	0
10 October 2021	Facebook	Video - Roy Dunsire explains role of duty holders	4700	14	0
10 October 2021	Twitter	Video	2943	9	3
10 October 2021	Linkedin	Video	351	5	1

Date	Platform	Description	Impressions	Likes	Shares
11 October 2021	Facebook	Picture - consultation closing at midnight reminder	16100	35	8
11 October 2021	Facebook	Picture - final hours of consultation reminder	8100	22	2
11 October 2021	Twitter	Picture	2409	5	3
11 October 2021	Twitter	Picture	2373	5	1
11 October 2021	Linkedin		615	8	0
11 October 2021	Linkedin	Picture	292	2	0
27 October 2021	Facebook	Picture - Next steps after close of consultation	51200	100	9
27 October 2021	Twitter	Picture	3330	22	6
27 October 2021	LInkedin	Picture	964	16	2

Average Impressions	
Instagram	2542
Linkedin	1043
Twitter	5928
Facebook	10919
Average Likes	
Instagram	152
Twitter	14
Facebook	36
Linkedin	12
Average Shares	
Instagram	631
Linkedin	1
Twitter	10
Facebook	

firescotland.gov.uk

Reducing Unwanted Fire Alarm Signals

Consultation Results and Findings

Draft Version 1.0 - December 2021

SCOTTISH FIRE AND RESCUE SERVICE

UFAS Consultation Analysis

Responses were received from the following bodies:

- Community Group
- Emergency Service Organisation
- Local Authority
- Member of SFRS Wholetime and Support Staff
- Member of Public
- Not Answered
- Retained Employer
- RDVS Staff
- Voluntary Organisation

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.

Would you like to suggest any other options to put forward for consideration?

207 comments were received to the above question. From these 6 were positive, 32 negative and the remaining 169 were neutral.

Local Authority – 1 negative comment

The options are limited in scope and should be expanded. Consideration should be given to:-
- utilising fire alarm systems functionality. For example, mobilising to AFA signals from coincidence alarms where a second device activates within the same zone.
- mobilising to AFA signals out of hours when premises are closed and fire could develop unobserved by occupants/neighbours.
- allowing for a more detailed risk based approach to exempt buildings with consideration to the consequences of building damage/loss including impact on public services.

Retained Employer – 1 negative comment

As part of the service we have turned up to 3 "AFA" in the last 6 months which have turned out to be smoke and small flames with no one on site. If these were ignored for longer it could get well out of hand. Especially when the collecting service takes approx 1hour to attend these buildings

Member of SFRS Wholetime and Support Staff- 7 negative comments

|It is fully acceptable that AFA's need to be reduced or as a very minimum the rise in this type of call brought to a halt. A number of years ago we implemented a programme intended to reduce the number of attendances from "problem" premises. The effective of this does not seem to be mentioned in this information. This was going to provide a better and more balanced way to reduce AFA's at that time

Buildings which will have a large impact on a community or are at increased risk of crime related fire should be exempt from call challenge. A good example of this would be school or colleges which are unoccupied at night and are at risk from vandalism including wilful fire raising.   The loss of a large secondary school would remove large numbers of young people from education temporarily and also prevent attendance at parental workplaces for periods of time bringing potential economic and social strain to communities.

To call challenge some types of premises may prove difficult for those expected to respond to the call challenge.   Examples I can think of include establishments dealing with protected characteristics such as Day care for those with disability, establishments dealing with care experienced individuals, deaf/blind clubs that operate during the day. Staff who are stretched with caring needs/responsibilities then responding to an AFA or fire incident may not be able to answer a phone from an ARC or ops control and would almost expect the response from the fire service to be an assistance to those within that "protected characteristic community". Simply put I feel that the options placed are pushing a one size fits all approach and are not client or group based.

Would the provision of an Equality impact assessment for each proposal be helpful here?

A fire is a fire, until its confirmed it's not. A Fire Call, whether AFA or not should still be classed as a fire until its confirmed. I have attended incidents which came across as Automatic Fire Alarms that turned out to be an actual fire, not known until arrival of Fire Crews.

Roughly 1000 buildings a year were confirmed fires, related to Automatic Fire Alarm incidents. Had the system been different this would have been around 1000 properties destroyed and a huge potential risk to life.

This survey and consultation is deliberately misleading, giving misinformation and trying to manipulate a result that is wanted. There are far more pressing and important areas of the Fire Service and its related bureaucracy that needs to be addressed. The Fire Service is not a political football. The Scottish Fire and Rescue service is forgetting its grass roots of being a practical Fire and Rescue service, serving the Public. The resulting skill fade and lack of support and proper training, or deliberate neglect of skills through pursuing other activities to cover for other services, is leaving the Public and Firefighters at risk.

As an experienced member of staff having worked and dealt with AFA's in city centres operationally for 20 years I see the pros and cons with attending AFA's. This UFAS proposals are now making a lottery of fire safety, public safety and firefighter safety and I am extremely disappointed by this.

In light of crewing reductions, I would like to see a blanket 2 pump pda mobilised to every actuation. This means that if there is a fire there are sufficient resources in place to begin to make a difference.

The PDA's should also take into account the risk of the building. If the building is a high rise (over 5 storeys) it should receive a high-rise PDA. Since the service was formed in 2013 we have always pushed the fact that we have so many resources to pull from now… so why not use these resources to keep our buildings, communities and firefighters safe. In the grander scheme of things, a bit of diesel and 14 low speed collisions over this time is a low price to pay to ensure 'safety' once of our core values.

It will be interesting to see how many retained staff are lost due to the reduction in fire calls if they are no longer attending AFAs.

Minimal crewing should be 5 on a fire engine for crew and public safety.

A delay in attendance will only result in lives and property loss which is unacceptable.

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standard 2 pump PDA to all AFA's
Full 'fire' PDA to all Domestic actuations

I would like to the service to also reconsider the 'exempt' premises and the times. The times are meaningless and list of exempt premises are too few. Furthermore, how do we respond to an AFA at a Multi-storey building or an AFA at a chemical plant. The service is just taking a pure shot in the dark with each reduced PDA or non-response which is ultimately going to lead to disaster

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Yes, risk to life should be the ultimate determinant of every operational decision the SFRS makes. This consultation actively denies those consulted the opportunity to consider this option by removing "the final shortlist's" Option 1 from the surveys choices.
This decision is then compounded by the fact that the consultation fails to explain the criteria for calculating risk and how it corresponds to, not only sleeping risks, but also large industrial complexes; where the risk of large scale loss of life, damage and national infrastructure is great if the worst happens e.g. explosion in Chinese port city of Tianjin.
So I would have wanted the "baseline comparator" left in as an option to give a true reflection of the Public's expectations.

Member of the Public – 16 negative comments

A much more sensible approach that follows ALARP principles would be to more actively engage with alarm system manufacturers, installers and maintainers to proactively identify technological and procedural improvements which would reduce the number of automated calls overall. By requiring a challenge-call or concurrent 999 calls, the subsequent delay in response, particularly to industrial areas where there would be concerns with pressure vessels, highly combustible materials etc, could be the difference between a controlled response and a mass evacuation with significant property damage and loss of life. The consultation does not in any way allow for a different approach in these other high-risk scenarios, nor does it address the true underlying issue which is one of technology, not SFRS procedure. All three options also increase the likelihood of members of the public attempting to tackle smaller fires themselves as they "know the fire service won't be coming anyway" - this in itself should automatically disqualify all options currently presented as it will unacceptably increase public risk.
Attend all AFAs as you do already,
Continue to monitor and respond to all AFAs. Why are SFRS determined to put lives in danger for a small monetary saving. When this results in deaths, I hope the Officers at the top of the tree will get charged and held responsible for those deaths.
How about send 1 x pump to all AFA's. Also you send 2 or 3 x pumps to a confirmed false alarm, i.e. a duty holder has called in and stated after an investigation it's testing or burnt food, yet control send full PDA under blue lights. What is the point? The 3 x options are incredibly narrow sighted and limiting. Almost like you're ushering in a preconceived agenda. Rather disappointing.
I expect my local fire service to respond to all instances where a fire may be reported and send enough fire engines to deal with it as if it were a fire. Disappointed at the lack of options provided. In fact, I would loosely refer to them as options. They are all as bad as each other and appears that the fire brigade have already decided what they would like to do.
I think it's dangerous to not attend AFA calls when a basement could be going like a train behind a fire door. That's one example and the member of public that calls it in gets ignored by the FRS control as there's "no sign of fire". One appliance should be sufficient for commercial AFA's. It would need to be crystal clear there is no fire and that the caller is aware of the zone activating on the panel and knows 100 percent there isn't a fire there. (An earlier attendance and it's going off again for the 3rd time in a row for example). Attending AFAs also gives firefighters knowledge of building layouts and is a pair of eyes on fire safety issues most would be oblivious to.
It is dreadful that where there is a potential fire valuable time on challenging will be used.
Presenting 3 options which are not appropriate is a false way to run a consultation, there should also be an option to maintain the status quo, I disagree with all options and think it will result in lives being lost and property damage. I am very disappointed at the approach taken by the SFRS to run a consultation in this way
Reduce the levels of engines which have to attend each ufas and request back up for an actual fire. I am reluctant to support a change which would endanger lives in large organisations.

Stop being ridiculous and carry on attending all incidents.
This is going down a very dangerous road and will result in deaths!

Stop using abbreviations on public surveys

You should put additional payments for retained. If you take away AFA's then you may find it difficult to recruit retained staff if there are no calls for them to attend.

The SFRS should've provided more options that reduce risks to Firefighters, buildings and occupants instead of increasing them.

This is not a legitimate consultation. It fails to provide relevant information to those taking it, for example how many AFA's have you attended that were in fact a fire? What is the projected loss of mobilisation time caused by call challenging.
This 'consultation' feels as though you've decided that you are not attending afa's anymore and now want the public to pick once of only three option which will give you a false mandate to do so.

This puts lives at risk the time it takes to get information from a premise could be the difference between a life saved, this is just a money saving scheme and the we as the public do not agree

Unfortunately, this is a poor survey designed to push forward the agenda of reduced turnouts due to AFA. Scottish Government guides require these systems installed (quite rightly) and the SFRS undermine this guidance by engineering a paper with obvious bias.
The SFRS should commission an independent report on their proposals.

Why is only sleeping risk considered an exemption?
What about infrastructure that would have a huge impact on local population and community.
E.g. Fire alarm is operating at night at telecoms exchange. There is no fire service attendance and no responsible person attendance. Small electrical fire develops until severe enough to be noticed by nearby residents.
By time of arrival and intervention of fire service the incident requires huge resources and impacts services hugely and has a massive economic effect!!!
Agree??

Public sector body – 3 negative comments

Absolutely! And very much feel forced to indicate that any of above are "preferred" when, in fact, all have MAJOR issues.

Speaking solely for schools/educational premises - we have no problem with the idea of AFAs requiring a call challenge and confirmation during core school hours. Indeed, for many schools (possible exceptions for some special schools) this would be better than the current arrangements.

However, to not have an automatic response to AFAs outwith those hours is a huge risk. We have seen the massive disruption caused when school premises have extensive fire damage. This is not just the immediate cost of replacing buildings, and all the specialist equipment within any school (and, again, this is even more so for our special schools). There is also the impact on pupil learning, the knock-on impacts on communities, as pupils are unable to attend for days or even weeks, the disruption caused by trying to find alternative accommodation, the trauma suffered by pupils and staff because of the loss of premises and the work contained within (which often includes exam assessment work, and other materials that cannot be replaced).

To have any delay in responding to an AFA in the evenings, at weekends or during school holidays massively increases the risk of major damage happening to school buildings. We would ask, has the Fire and Rescue Service assessed how many UFAS happen OUTWITH the school day? How many UFAS would be avoided by not having automatic responses out of hours, and how to the benefits of reducing those callouts stack up against the massive financial, educational and societal risks of major damage to school buildings.

Added to this, there is the fact that, outwith core pupil hours, there are often smaller numbers of people using school buildings, and fire evacuation protocols can be harder to implement, particularly full checking of all areas, to ensure no one is within the building and, for whatever reason (e.g. illness or incapacity), not evacuating. A delay in responding under these circumstances increases the risk to life.

To reiterate, we are not raising an objection to requiring a call challenge during the hours when pupils are present. But we are very strongly of the view that AFAs that occur outwith pupil hours MUST continue to have an automatic response. The risks inherent in not doing so are, we feel, far too great.

As an educational union, we can only speak for schools. however, conversations with colleagues within CEC indicate that very similar concerns hold for other premises, such as libraries and community centres. Again, delays in responding to AFAs outwith hours raise the odds of a fire taking hold, and of major community resources being lost - sometimes on a permanent basis.

Cut the crap respond to calls keep your survey end of protect life and property understand fake calls but no one calls for nothing unless hoax.

Re Q3. Least favoured is B, but all are unacceptable and we would have scored all as 3 rather than ranking 1-3, however the form does not permit us to do so.

Our position is that we do not wish any immediate short-term change without further appropriate consultation. A longer period should be provided for consultations with significant thought given to the impact on employers. We can't see the evaluation of risk for the employer and the public. Delays and inadequate investigation means responsibility transferred to employees.

It also requires more of a sector consultation as it has a significant financial and resource impact to university campus management. The university sector has not been given the opportunity to assess the financial and resourcing impact which is the usual process given when there is a considerable change to an approach. The cost to the wider public sector to put arrangements in place to investigate all fire alarms will by far outweigh any savings by reduced fire service attendance.

The 3 options are completely unsuitable, we have not had sufficient time to assess what this means. We would like the service to remain as it is. We do not support a change in 2022.

RDVS Staff – 4 Negative Comments

All AFAs should continue to be responded to. Failure to do so will inevitably put lives at risk.

I think the system should stay the same as it is at the moment. Attendance time in rural communities in Argyll is critical. If the second pump is not turned out until after the 1st attends then that could possibly be half an hour lost. We live in an area that time could be critical. Keyholders may not attend to confirm if there is a fire for a whole half an hour after the initial call so that would be time lost again.

I think consideration really needs to be given to the areas in which any new procedure is rolled out.

Leave it the way it is or better still return to pre Covid system.

This is madness. The AFA system is used to detect a fire and the slower we react to these then the worse the consequence could be

Neutral Comments - Would you like to suggest any other options to put forward for consideration?

169 neutral comments were received to the above question.

Community Group – 3 neutral comments

I am concerned as to what would happen in the event no response is received to a call challenging the AFA. Our premises are not manned 24/7 and are in remote/rural location. Being a community organisation, those on the call register for the fire alarm are volunteers and are not necessarily going to be near the building to check on the cause. Should a fire be left to develop for 20 minutes before a unit is sent to investigate, it could be 40 minutes before a unit arrives on site, by which point there would be little left to salvage. We have however found ourselves in the situation where our alarm has been triggered and fire appliances attended. Despite calling DualCom, our service provider, to inform them it was a false alarm, they have been unable to cancel the call to the fire service. This would perhaps be a suitable first step in addressing the number of calls received?
None
that fire alarms have a delay before they make the call to the brigade/call centre. the site can then re-set the alarm without the fire service ever knowing there was a call. If they can't confirm no fire and reset the alarm, it is taken that it is real.........

Emergency Service organisation – 1 neutral comment

The options do not take account of the importance of any premises except if they are a sleeping risk. Our premises are part of the emergency services and are often in remote areas where attending the site can take considerable time. In the meantime, we could lose a lifeboat station as there are rarely persons sleeping in them.

We are strongly considering having our alarms monitored by an RMC, as at present we do not do this,

The options of premises being exempt could be expanded to include other emergency services where they are not manned.

Local authority – 12 neutral comments

Please note that some of their comments are just 'no' they have nothing else to add which we have interpreted as a neutral comment.

Would you like to suggest any other options to put forward for consideration?
During Fire Activation it may not be possible to make contact with someone at the building, what is the response if no contact with the building. Will staff have the authority to cancel the alarm and return into the building if they think it is a false alarm, at present many of our sites are advised Fire Officers do not accept return into the building without their clearance.
I work in a School Residence for teenagers and feel that an overnight automatic response is still necessary. During waking hours, it could be a challenge call but overnight would need a response straight away.
Information on where historic buildings fit into the exemptions list
No
no
No
No, I think the above covers it.
Please consider the impact to premises which are not open at night and do not have a fire alarm system (or one that is monitored by an Alarm Receiving Centre) or buildings that are built close to domestic housing/other high-risk buildings.
Reinstate fire alarm phone call to premise in the event of an AFA.
There is a risk that fire protection measures at premises are not effective and cause delays to fire brigade attendance, with the resulting loss of control of fires, impacting life safety, damage to property and increase in liabilities. Alternatives that could be considered: Assessment of risk via the type of organisation or building (e.g. a school / City Chambers etc) together with an assessment on likelihood around the environs (e.g. SIMD). An option to suspend automatic response only during the working day, allowing a reduction in false callouts but affording protection to properties out of hours and during school holidays. It would have been good to have an option to consider a risk-based approach to assessing need for automatic fire and rescue service attendance such as number of persons on site, footage of premises and use of premises through prior assessments with facilities. Changes increase risk not only on property owners and tenants but also to surrounding neighbourhood. Scottish Fire and Rescue Service programme of education as a lead into the change: whilst the costs may be challenging from a budget position, this needs to be considered for implementation to be successful and supported by all the organisations it will impact.

Whilst in attendance to sleeping risk premises (under blue light conditions) if the duty holder advise Operations Control (OC) it is a false alarm (either directly or via the Alarm Receiving Centre (ARC)), the responding crews are advised of this by OC and stand-down their blue light response, continuing to premises (if necessary) under normal road conditions. This would further increase community safety.

Whilst the Council believes Option A to be the most proportionate and practical solution at this time, we would want to be reassured that this would be monitored and any impacts assessed to adjust or further strengthen the approach. Should the impact assessment show that risk has been fully mitigated, with evidence to show positive outcomes for the Service and communities, then consideration could be given to those aspects of the other options that may provide further benefits.

Member of SFRS Wholetime and Support Staff- 47 neutral comments

Please note that some of their comments are just 'no' have nothing else to add or 'n/a' which we have interpreted as a neutral comment.

1 pump to all AFAs
A minimum of 1 pump should attend calls, especially overnight as commercial premises may not have anyone on site to report a fire.
AFA response vehicles for major city centres. E.g. Car as per West Mids or Motorcycles as per Mersyside. These can deploy quickly to sleeping risks to assess the need for full PDA or not.
AFA resulting from actuation of devices within voids or other areas where it might not be safe or appropriate for persons on site to make attempts to investigate, or where it might not be possible for them to ascertain the presence or not of fire conditions. The exemptions listed are rightly aimed at those premises where there is a sleeping risk and or a vulnerability however, has the response to national or local critical infrastructure been considered?
All AFA's should be attended by the fire service - initially 1 appliance for investigation/confirmation -if not a confirmed fire - as there are a large number of individuals who do not have any idea how to interpret the alarm panel or are unsure what to do. The SFRS is a public service, if a fire alarm goes off then the SFRS should be attending, and members of the public would expect that. If further appliances are then required once the initial investigation/DRA has been done, then they can be requested. If there is a fire in a care facility, for example, then the staff will be busy trying to move their residents somewhere safe and will not be thinking about making a follow up 999 call, they will be assuming that the alarm handling service will be doing its job of alerting Control and expecting fire appliances to arrive.
All options 1-5 presented to the public to allow all options to be considered.
Another option would be to have the PDA remain as is but only the nearest resource responds on blue lights. The remaining vehicles are driving under normal road conditions and can be easily returned to station/asked to proceed on blue lights dependant on further calls or the first pumps findings. The road risk is reduced without compromising response.
blanket 2 pump attendance more than 3 false alarms in 2 months down to 1 pump more than 6 false alarms in 6 months, no turnout unless on call challenge quote signs of fire or fire. lasts for 6 months then resets to 1 pump.
Consider reduced attendance rather than no mobilisation.

Consideration needs to be taken to what one pump appliance is attending. A 2nd appliance with a FF acting up and a crew of 4 is asking too much from a FF when a WC or competent CC is sitting on station with a 1st appliance.
I have also been in attendance where a caller was challenged and they have given the wrong info to control (zone/detector location/building). Staff at premises need to have the appropriate training and most don't have a clue how the fire alarm system works

Consideration taken for time to respond to specific premises. Remote areas may have considerably higher response times and the wait for a backup call may result in large scale loss of property or potentially life.

Considering the proposed savings of £3.5m, what about dedicated UFAS Champions where UFAS is their sole remit, and they are not doing this role as an FSEO etc.

Continue attending AFAs to ensure the safety of our communities.

Continue with already identified weight of response for premises. Allow the in-attendance incident commander to decide if it's a false alarm or not.

I have worked operationally in the City Centre of Edinburgh for almost all of my career and therefore well versed in attending AFA's and the positive and negative impacts this can have. As such I am able to draw on my extensive operational experience to provide my opinion on how the service should approach AFA/UFAS incidents as follows:

Discretion given to control to decide on appliance mobilisations by call challenging, risk of premise and time of day is problematic resulting in wrong PDA's and confusion to OIC's as to what the PDA is and why. This was proven throughout the pandemic with UFAS PDAs varying greatly dependent on which control operator answers the call and their interpretation of the information presented. An example of this for myself was consolidated by a 1 pump attendance to an AFA at a homeless hostel which was a well-developed fire with persons reported. On other occasions this building had also received a variety of different PDAs for reasons unknown. Such anomalies happen on countless occasions all to a different degree of outcomes.
Giving control operators discretion to decide PDA's places a lot of unfair pressure on them. A one size fits all approach would remove this onus and remove the PDA lottery and the confusion it causes crews.

The approach whereby certain buildings are exempt to call challenging etc meaning a PDA of 1 or 2 pumps are mobilised is also a lottery, and a gamble. Whilst this approach considers time of day, sleeping risk and occupancy of the building there has been no consideration given to other physical risks presented by the building itself, i.e. size of the building (high rise), hazardous materials and other physical risks to firefighters contained within building. Furthermore, in light of recent Crewing reductions of late and possibly into the foreseeable future, it is likely that any 1 pump attendances will be a single crew of 4 firefighters. Anyone with a degree of operational knowledge will know that a Crew of 4 is extremely limited with what action they can take to intervene in a fire situation.

In light of both points made above my personal approach to UFAS would be as follows:

1. Non-Attendance to all AFA's from non-domestic premise unless 999 call confirming sign of fire (apart from list of exempt buildings)

2. All buildings 'Exempt' to Non-Attendance receive a blanket 2 pump PDA regardless of time of day.

3. All Fire Alarm/Smoke Alarm/AFA calls to Domestic premise receive a full Fire PDA.

The service has always hammered home the importance of Firefighter safety and quite rightly so. The basis of my alternative option is…. Don't Mobilise if we don't have to, but when we do mobilise we should send the resources to safely deal with, or begin to deal with, any situation we

might find.

Without having the statistics available I believe this also strikes the correct balance to ensure that Blue Light journey are significantly reduced but a correct level of resources mobilised when we need to.

I would like to see crews engage more with problem UFAS premises, after consulting FSEOs to ensure best advice given. This will reduce the FSEO workloads. As long as the right advice is given and crews are fully aware of the FSEO`s response and how this ties in to current FSE legislation.
UFAS champions to continue their good work and engagement, giving each watch a range of premises that have been consistently repeat offenders in the past and encouraging ongoing updates and liaison with them to ensure we still have inside knowledge of what is going on in the premises and ready to react to any potential risk.

If appropriate / possible utilise the RVDS Full Time Watch Commanders to investigate the call, this could also reduce the amount of Blue light fire appliance runs made unnecessarily.

Joint working with RDS / VDS and Community Action Teams to target AFA hot spots with the aim to reduce by education.

If SFRs selects one of the options selected that permits exemptions e.g. sleeping risk, recover costs from duty holder where human/system faults continue to have an impact on Service Delivery.

Instead of a fully Crewed appliance, could a AFA vehicle consisting of 2 FF's and a car attend on non-blue light?

Introduce financial charges for repeat UFAS calls to the same premise.

Large hospitals should automatically receive an enhanced level of PDA due to logistical challenges including building size, numbers of people involved, number of non-mobile people involved, access and egress challenges, potential consequences of a delayed response, etc. This should be a minimum of three fire appliances and a height appliance.

Local Exemptions to be considered for certain types of premises.

i.e. Top Tier COMAH sites etc could possibly be exempt from call challenging (such as sleeping risk premises within option 1). Without over expanding this list, key considerations should apply to such premises.

Many sleeping risk premises, such as hotels, B&Bs, etc, accommodate people who could be expected to still be asleep after 7am (the proposed time at which the PDA for a sleeping risk would change from 2 pumps to a 1 pump attendance). I would suggest that the 'sleeping risk' element applies from 1800 - 0900 or 1000 and this should be accounted for in the PDA exception (if option A or C is enacted).

I don't think the exemption lists (within options A & C) are extensive enough. I have a number of suggested additional exemptions for consideration:

- Lone worker on duty: I note concerns have been raised within the independent workshops re a lone worker and the expectation that they can extensively search a premise if an alarm activates. I share these concerns and have major reservations regarding whether a lone worker could effectively investigate a premise to confirm a false alarm. I am also concerned that a lone worker working within a large complex may, during an investigation, encounter a well-developed fire, e.g. a fire is located within the furthest point in the building and has had time to develop by the time it is encountered by the (lone) responsible person.

- Break glass point: If a break glass point has been found (or is indicated on the panel) it is likely the person who activated the call point believed there was a fire within a building and only firefighters with firefighting PPE should be expected to investigate this, therefore, a no attendance PDA would not be appropriate and would be potentially life threatening to the public.

- Activation of two detector heads (information gathered from fire panel): again, this could be a solid indication that smoke or fire is spreading and only equipped firefighters should investigate such a circumstance.

- No key holder available: much of the suggested UFAS reduction options rely on a responsible person either indicating a false alarm has occurred or to confirm a fire is present; this quite obviously cannot be achieved if no key-holder is available and attendance should be made by SFRS.

SFRS could consider procuring 'business support' vehicles, perhaps utilised by on-call fire enforcement officers or LALOs, etc to be used as a half-way measure between not mobilising a full fire appliance nor not attending at all who would be able to investigate fire alarm activations (which are not sleeping risks).

Minimal appliances respond under blue lights dependent on the level of risk, all others respond under non- blue light conditions, reducing road speed. If required at confirmation of a fire those appliances will at least be already en-route.

More emphasis on reducing road speed when a message is sent from attending appliances that initial investigations confirm that there is no immediate sign of fire

N/A

N/A

n/a

N/A

No

NO

No
No
No
No
No, the above 3 options are good options
Non-attendance to all AFAs, unless backed-up by 999 call. Limited attendance (1 appliance) at night to sleeping risks and unoccupied buildings where validity of the actuation cannot be confirmed. OR Dedicated crew (2 firefighters) within busy LSOs (Glasgow, Edinburgh) responding to all actuations in business vehicle (car/van/motorbike).
None of the 3 options cover the likely scenario that no key holder is present- From this I assume no solution is available to reduce these types of AFAs.
One appliance is turned out at road speed. This allows crews to mobilise and be ready if a fire is confirmed later. This also allows crews to give advice on how to prevent further UFAS and advice on the resetting of the fire panel or putting the premise on 999 call until arrival of alarm engineer. Otherwise, the alarm may keep actuating or it will be put offline and people unaware they have no fire detection.
One pump attendance not blue light to maintain reassurance for the public.
OPTION B would be a preferred option, but only if one Appliance were still to respond to Sleeping Risks for investigation purposes.
Rather than remove all mobilisation of appliances, consider one appliance non- blue lights to attend to investigate. Advice if no sign of fire to premise affected would be to silence if deemed safe by responsible person and only reset panel after confirmation by SFRS attending crew.
Reduce initial attendance. 1 vehicle or appliance to all AFA's on the exemptions list.
Reduce PDA's to AFA's as opposed to not sending any appliance based on call challenging (e.g. sending 1 appliance to an AFA, considering at road speed as an option).
To consider further exempt premises, i.e. Listed Building Buildings of Historical/Local/Community importance. Thinking, that there is a building that is important to the community, but not a listing building or thought of as an important historical structure be put off the exempt list.

To prevent the burden on SFRS Control Staff call challenging the ARC should take this burden. This would form part of a filter. The ARC charges businesses for their services and therefore repeat offenders i.e. the ARC should be charged a monetary fine for UFAS where call challenging has failed. The SFRS Control can further call challenge to help ARC's not to be fined. The ARC can then work with duty-holder for a solution i.e. prevention of alarm actuation from defective equipment, poor maintenance regime, cooking, etc.

With 24 years of experience, we go to the same premises time after time and nothing seems to improve. Should consider charging repeat offenders.
Worst offenders NHS and councils,
During office hours fire enforcement officers should attend AFA's under blue lights rather than appliance unless back up call confirming fire.

Member of the Public – 65 neutral comments

Please note that some of their comments are just 'no' have nothing else to add or 'n/a' which we have interpreted as a neutral comment.

1 appliance turn out to all, drop this silly three appliance turnout rule. If there is a confirmed fire from the one appliance in attendance then upgrade fallout back to three.
2 fire engines to every report of a fore even an electronic report.
A reduced response to every alarm regardless
AFA's should be a membership based scheme with members choosing the level of coverage such as A) full mobilisation on every alarm, B) Mobilisation if not contact can be made with the member (this should include a special fire telephone located near the fire panel or C) Mobilisation only if follow up call received via 999.   However, if members choose membership levels A and B, false alarms, antisocial behaviour caused alarms and alarms caused by insufficient maintenance of the fire alarm system become chargeable to cover the cost of mobilisation in full and perhaps on a sliding scale such as 10% of the full cost of mobilisation increasing to 20%, 30% etc per false call, which resets after 12 or 24 months or no false call. Antisocial behaviour caused alarms such as those in schools should be charged to the school with the school having the power to charge pupils or pupils facing a community service penalty where the student has to volunteer with the fire service for a set number of hours as a form of punishment for those who cannot pay the 'fine'. The community service can be community based work such as litter picking etc or work based at the fire station such as sweeping, cleaning or washing of fire trucks.
Alternatives: -   Utilise fire alarm systems functionality. For example, mobilising to AFA signals from coincidence alarms where a second device activates within the same zone.   More detailed risk based approach to exempt buildings with consideration to the consequences of building damage/loss including impact on public services. Mobilising to AFA signals out of hours when premises are closed and fire could develop unobserved by occupants/neighbours.
As a previous Duty Manager at a high-risk business premises the Fire Brigade attended many false fire alarms even though we called to confirm a false alarm. In my 32 years only 2 alarms resulted in Fire Brigade attendance both of which were followed up by a 999 call. However, that was because the premises were manned at those times. During holiday or maintenance periods the property would be unmanned and no one on site to confirm if indeed a fire with the nearest Duty Manager 45 mins away. Maybe a 999 call to confirm during operational hours with automatic response out of hours. If changes are made there will therefore be a requirement for a major change in business risk assessments to be carried out.
Automatic 1 pump attendance to all AFA's, unless backed up by 999 call confirming fire or signs of fire, sleeping risk premises are exempt and will receive a PDA based on premises type.
Better alarms which do not send out false alerts.
better regulation in the manufactured supply of the smoke alarms. sensitivity addressed and longevity.
Could you look at introducing a similar response like Scottish Ambulance, with a First Responder instead of mobilising a full unit
Could you trial all options over different areas to see the impact and make your decision based on actual evidence of how each option actually works?

Demand on responding to fire alarm actuations within NHS premises remains a challenge which should be reviewed. The onus needs to be placed with the NHS and their reliance on SFRS always responding requires addressing.

Don't attend unless possible fire

Get rid of direct diallers as they don't give you an option to call challenge. Sleeping risks for example universities are well policed during the day and at night and should only be attended if a confirmed fire. This would dramatically reduce the amount of ufas especially in the Glasgow area

I believe option C is a good proposal to address UFAS calls; however, I am aware of some concerns that were raised in the supporting documents that were provided as part of this consultation. I hope that minimum crewing levels will remain at four for responding to AFA's and that enough resources are mobilised, and in a timely manner, to AFA's that result in a confirmed fire.

I think AFAs should have 1 fire appliance sent to non-sleeping risks regardless.
There will be a case where a member of staff thinks there's no fire, state there isn't and indeed there is. Sending one appliance allows a proper investigation to take place utilising thermal cameras if required and gives the service an opportunity to engage with premises.

I think that as well as looking at how things are responded to by the fire service I would have to ask how are organisations and the public being educated/supported in reducing the amount of AFA's that occur and the importance of supporting the fire service in reducing them. This does not all fall on the fire service - what can organisations/individuals also do should this not be looked at more holistically?

I think the options being considered are the best options.

If an AFA cannot be confirmed or denied Then there is no choice but to attend or confirm via another emergency service. One thing not suggested is that company's or premises owners should be fined for false alarms which could force them to upgrade their fire alarm system to one less prone to false alarms.

If no back conforming known fire then one appliance attends but no blue light.

Implement a charging process for false alarm call outs.

This needs to be proportionate - so not   Too high so it doesn't encourage people to disable alarms, but high enough that it is more cost effective for businesses to maintain their systems properly.

Imposing a penalty charge on premises generating AFA's repeatedly. Most of these are caused by carelessness, negligence or lack of training and this should be the responsibility of these employers/employees to address.

In addition to Option A (Which is assume is the default position) no answer to the call challenge should prompt a response. E.G A building is being evacuated and nobody answers the phone, which also may be problematic if a fire alarm is going off down your ear.

Include a public awareness campaign esp for schools (educational materials). I'm a teacher and I didn't know about any of this. Whatever change you make should also include a drive to change behaviour of the public.

Introduce a charge which covers costs proportionate to attendances to premises that would still prefer to have the fire service responding where they are non-sleeping risks.

it would be helpful for an opposing position to be put into one of the videos

It's not broken so don't fix it. I'd much rather see appliances responding to a potential incident for early intervention than turning up and it's too late!
Just don't go to any unless someone phones and says there is a fire, no exemptions needed.
Keep the status quo.
Make business owners more responsible for call outs. Only when confirmation of a fire should you turn out. Make business owners more responsible gift upkeep and testing of Afa systems
Many business duty holders would have difficulty confirming whether there was a fire overnight, whether coming through a call centre or not. Confirmation would only be possible once it is too late. If premises are known to be occupied at the point of the AFA call coming in there should be at least a 1 pump response.
Mobilisation of minimum 1 PDA to all AFA's with secondary PDA on back up.
N/A
N/A
No
No
No
No
No
No
No
No
No
No
No call challenge, continue to attend as the community would expect.
no, I think that all suggest that are there are all put forward are good suggest that have been put forward. the only think I would want to put forward is A call charges. I think that there should be a charge for AFAs and UFAS when there no fire or no signs of fire. and it is a genuine false alarm. the cost should set by the number of fire appliances that are sent to call. these charges would not happen if call is back up by a 999 call of a confirming fire or signs of fire is received.
No, I have no knowledge of the system other than what I read in the Time for Change pdf

NONE
Not really but I do wonder if this approach is flexible enough. There may be non-sleeping risk premises where circumstances make call challenging difficult or where the risk is such that any delay should be avoided. A process should be considered for assessing and supporting this on the rare occasions that it is warranted.
Nothing
On line access for the emergency services to property & site CCTV.
Option A seems to be the safest and most reasonable. I would also think about sending one or two-person teams in a small car instead of a full fire engine if there is suspicion it is a false alarm. This would reduce the cost of sending a whole fire engine and allow better use of personnel.
PDA only to be sent to sleeping risk if there is no response to phone call.
Perhaps you could combine call-challenging with mobilising. So instead of waiting for confirmation to mobilise you could start mobilising while calling and then if it is found to be safe then you can stand down. This would perhaps save unnecessarily mobilising but also save time in responding to an actual emergency. A is my strongly preferred option. I don't think (C) waiting for someone to call 999 is always an option and seems very risky. I only put that second because the alternative was waiting for call confirmation when a care home is potentially burning which also doesn't seem like a good idea. Perhaps try A and then see if that is sufficient before going for a more extreme option.
Rather than sending a full crew in a fire engine, send a couple of firefighters in a car/van to assess the situation. This leaves a fire engine still available to go to other calls. If it turns out there is a fire at the ufas, then fire engines can be called to it. People might need help or advice at places where fire alarms go off and the fire service is still providing community help by attending these afas.
Research and adoption of smarter AFA sensors to screen alerts at the front end
Send 1 fire appliance to all AFA calls other than exemptions rather than a full attendance on every call.
Send 1 pump to all AFA's to investigate. This happened to much consternation, within legacy L&B however it was proven to work! As an ex SFRS employee I found it strange that we regressed to almost full PDA to AFA's.
send appliances to all AFA occurrences
Send one fire engine only, and if fire confirmed upgrade to normal response.
SFRS should check their operational intelligence on all risks with the owners to ensure the correct risk profile matches with the owner of said properties. Also, any properties that have HPL and other cladding systems mounted / fixed to exteriors building fabrics should be factored into the SFRS response.
Unsure if there are enough exemptions. As a lay person I need to be assured of public safety
Work with businesses and organisations to implement 5-minute delay on AFA notifying externally. Business has 5 minutes to investigate alarm, if not cancelled on panel then call goes out

Would it be possible to engage with duty holders to identify hotspots or buildings were there is an issue with UFAS rather than introducing a blanket approach to removing PDA's, as all 3 options available would do? For example, could a system be introduced whereby duty holders are notified that on the first AFA UFAS that any subsequent AFA for that building will require to be confirmed. This would encourage duty holders to ensure that they have robust measures in place for inspecting and maintaining their fire protection systems and dealing with any issues of malicious activation or alarm system function issues. Failing that, would it be possible to charge for call outs where duty holders failed to adequately deal with UFAS?

Would it be possible to fine the owners of premises who repeatedly have false call outs due to known faulty equipment, not just a this has cost us but an actual fine that must be paid?

Not answered which sector/body they fall under – 7 neutral comments

Please note that some of their comments are just 'no' have nothing else to add or 'n/a' which we have interpreted as a neutral comment.

AFA's provide a valuable safeguard against fire and enable occupiers time to safely evacuate the premises if the AFA detects a fire. The three options provided only deal with the effects of AFA UFAS and do not deal with the cause of the UFAS (which are many). It would be better if the options also dealt with cause of UFAS as well. The situation of AFA is not helped by the Fire Detection and Fire Alarm Systems Standard (BS 5839-1:2017) which allows for an "Acceptable rate of False Alarms" - See Clause 32 in the standard. A revision of the Standard should be proposed to remove this requirement to bring the standard into current F&RS thinking. The SFRS could liaise with the FPA, the FIA and other industry parties (i.e. Insurers) to modify the Standard Many AFA UFAS occur when the building occupier changes the use of spaces i.e. an occupier moves cooking equipment (e.g. a toaster) to a new location underneath a smoke detector. One area the SFRS can look at is to have a requirement for "Responsible Persons" to attend courses on building fire safety prevention. This is the sort of subject the SBRC could help with. This could then be tied into insurance requirements. i.e. to get premises building insurance the owner would have to ensure the responsible person at all time would have had to attend (and regular refresher courses?) an approved course. Therefore, my suggestions are: a. Amend the BS 5839 part 1 to reflect current SF&RS thinking on AFA. b. Courses for Responsible Persons on building fire safety. (hopefully tied to insurance requirements). c. SF&RS response strategy based on the chain of fire safety from AFA (i.e. from fire alarm design, installation, through responsible building fire safety management to signals/ calls to the SFRS). To conclude, I believe the SFRS should have a holistic view of the AFA issue and deal with all aspects of the UFAS problem and not just how to respond to a AFA.
All options propose a reduction in the number of appliances responding to hospital AFAs. The reliance on 4 appliances responding to automatic activations is part of the horizontal evacuation strategy at Hairmyres Hospital. If this important link in the response chain is reduced it is difficult to envisage how the present level of patient safety can be maintained.
I think that a better use of technology is required. Moving away from analogue communications to VOIP gives a much better choice of responses (two-way). It should not just be down to the SFRS to come up with solutions, although it will ultimately be the SFRS to determine the response, industry and businesses should come up with solutions to complement the SFRS response.
No
No
No
none at this moment in time

Public Sector Body – 11 neutral comments

Please note that some of their comments are just 'no' have nothing else to add or 'n/a' which we have interpreted as a neutral comment.

All Sleeping Premises should be exempt from Call Challenge regardless of their Legal status under Fire Scotland Act. No relevant premises where there is sleeping accommodation should be subject to call challenge.
Allow calls to cancel false alarms as we used to be able to In The hospital I work in but now we cannot and most often it is toast which sets off the alarms. 2 units come then check and leave
Each premises which subjects the Service to considerable unwanted attendances should be individually risk assessed to ascertain whether continued attendance is necessary with the risks present within the premises concerning community impact if lost, risk to persons, risks to fire persons.
Exemptions should include schools when pupils are in attendance due to numbers involved and risk level. Call challenge would apply given number of AFA's and UFAS as a result
For the Business I am representing out of hours calls from 18:00-08:00 need to be attended regardless as the sites are no monitored however during working hours Mon-Friday before engines are dispatched there could be a trigger point by contacting site before the engine is dispatched
NA
no
No
No further options for consideration.
None.
What considerations would be given to where a building was unoccupied i.e. at the weekend, at night and should fire take hold this could lead to fire spread to other adjoining premises where early attendance may have prevented this and thus reduced risk to life in other premises that are occupied.

Retained Employer – 5 neutral comments

Please note that some of their comments are just 'no' have nothing else to add which we have interpreted as a neutral comment.

• Could nurseries be exempt? • Rather than not attending could stringent fines for UFAS to address SFRS losses and change behaviours. Fines to escalate per occurrence linked to annual turnover. • Strike out system. On AFA SFRS attend but if UFAS then SFRS provide training materials and a warning. Subsequent UFAS in set time frame to result in organisation being moved to Option A/B/C • AFAs to be treated similarly to intruder alarms for larger sites. If multiple detectors or break glass units triggered, then automatic call out?
Clearly the number of UFAS needs addressed. The three options provided are, however, very similar and do not offer alternative means by which business property tenants or owners could be incentivised to avoid UFAS. Relying only on a challenge call presents a significant risk of missing fires, as phone calls can easily be missed. This is a consideration at business parks, where fewer staff members might be on site during the night or weekend at large premises, but would still be at risk of harm and would expect a fire appliance to attend an alarm, should a fire start and the location and cause be unknown at the time of a challenge call, or may simply miss a phone call. In large properties it might not be possible for a staff member to confirm the presence of absence of a fire at the time of a challenge call. If there is any doubt, an appliance should still attend (this may well be the case but is not clear from the consultation documents). Further options could be put forward that would still result in significant reductions in UFAS without increased risks to life and property: -One option is to continue with only sending one appliance, i.e. extending the provisions made during COVID-19. As acknowledged in the document this has led to a great reduction in UFAS -A second option could be to charge a call-out fee to businesses for UFAS. -A third option would be for one appliance to attend only if there is no answer to a challenge call, or the fire is confirmed during a challenge call. Appliances would not attend if a challenge call confirms there is no sign of fire. Call-out fees would be charged in the event of a UFAS where an appliance attends, following no response to a challenge call.
I would worry that the changes are not necessary and would therefore prefer to see the current level of response by the fire service maintained.
NO
Our estate always received two units to al alarms, I think this is unnecessary and one would be ample unless there was an actual fire.

Please note that some of their comments are just 'no' have nothing else to add we have interpreted as a neutral comment.

Appliance to be mobilised at normal road speed to investigate alarm cause whilst call challenge is taking place. Successful call challenge would imply that the appliance can return to station without proceeding to investigate the alarm.
At least one appliance should be sent to a AFA cause caller can't know if there is a fire or not and can't have that responsibility to say no there isn't a fire when there might be a hidden fire within the walls or ceilings that the caller or appointed fire person can't see or know off
charge persistent offenders for call outs [thinking here of distillery warehouses newly build to great expense but creating a lot of ufas repeatedly]
I would suggest blue light response vehicles within the PDA to be limit to one, until further info confirming fire situation.
If multiple AFA calls come in from the same premises in a short period of time during the proposed sleeping risk time, non-attendance or call challenging may be put in place.
No
One appliance must attend to confirm that there is no fire and any investigation that is required
PDA for premises needs to be re-evaluated first before consultation. Sending 3 or more pumps to an AFA is too many resources. Reduce to single pump turn outs and make ups if required by OIC
Perform risk assessments on every AFA location and determine a response suitable, i.e. History and risk
Persistent offenders, businesses that have a high rate of calls should fall into this new category. Premises that have never had or only had genuine calls over a period should continue to get the current pda.
Premises should be made accountable for wasted time without significantly increasing the risk of hidden fire due to non-attendance of SFRS.
Reduce the PDA but still responding to all AFAs without call challenging.
Send at least 1 pump to all AFA regardless of call challenge. Who is liable for the public safety if the caller is giving false or incorrect information.

Voluntary Organisation – 5 neutral comments

Please note that some of their comments are just 'no' have nothing else to add we have interpreted as a neutral comment.

Health and Social Care services need to take ownership if supported individuals have a history of activating call points. SFRS would benefit from visiting any premises which have a regular UFAS record to work alongside both the staff and individuals they support, to gain an understanding as to why there might be a high number of false alarms from the property. With that understanding possibly SFRS could recommend alternatives to reduce unnecessary UFAS activations.
It would be a useful exercise to scope out the best way to identify homes that are at higher risk too and include these as part of the sleeping risk premises. For example, elderly people living alone, people who receive at home care, homes of people with additional needs or disabilities. These premises might also benefit from having no call challenge. It would also be beneficial for respondents of this consultation to understand what the fire service plans to do with the time that the proposed measures would free up. I.e. expand on outreach educational programmes, step up number of home visits etc.
no
No.
The Housing Support Enabling Unit works with supported housing providers across Scotland. Our suggestion is that supported housing in all forms should be exempt regardless of whether there are staff present at certain points of the day or night or not and regardless of whether there is an office contained with the accommodation or group of accommodation units.

Positive Comments - **Would you like to suggest any other options to put forward for consideration?**

There were 6 positive comments given to the above question.

Community Group – 1 positive comment

SFRS people ate the most appropriate professionals to finally decide the best course of action to resolve this issue and whatever, the final decision, this Community Council supports them.

Local authority – 1 positive comment

The Council agrees that the risk assessment approach will allow the SFRS to assess the level and nature of response appropriate to any UFAS received.

The Council is not supportive of Option B and suggests that this option may compromise the health safety and wellbeing and the lives of residents in care home settings where there is no exemption to call challenging.

Subject to approval from its insurers, the Council has no preference between Options A and C, which both include sensible exemptions to sleeping establishments therefore ensuring no risk from a change to current approach to residents in care home or other communal settings such as homeless accommodation, many of whom will be extremely vulnerable. However, the Council does recognise there are greater benefits to be gained from Option C from the details provided in the consultation paper. It also recognises that Option C reinforces the current statutory obligations of the Duty Holder and aligns practice in Scotland with the rest of the UK ensuring clarity between legal responsibilities and practice.

It would be important to consider however that the difference between deployment based on Call Challenging or 999 call confirmation, should not create time delay that could result in the unnecessary risk to life or unnecessary property damage, which is an overriding consideration in the Option selected.

Member of SFRS Wholetime and Support Staff – 1 positive comment

Non- mobilisation of aerial appliances to AFA should be considered for all premises. These appliances are the least fuel efficient, and the most difficult to manoeuvre on blue light journeys. The decrease in attending AFA incidents should also help to reduce wear and tear and need for maintenance.

Member of Public – 2 positive comments

Time for building managers to take responsibility for the fire risk. Fire service attendance should be when all risk measures have failed only.

Would you not be better sending like someone out in the fire cars that yous use rather taking engines off?

RVDS Staff – 1 positive comment

A lot of the time when we respond it is due to lack of knowledge/understanding and accepting responsibility on the premises. We have done some work with this but I think that our parameters should be made clear to duty holders and that they should get more training and information from the system providers. We are often seen as there to fix a problem rather than for an emergency.

<u>Do you have any further comments?</u>

People were asked if they had any further comments – 143 comments were made.

Community Group - 1 negative comment

The survey does not consider the impact of fire upon listed buildings, buildings which are classed as "at risk" or buildings which are of local or national historical importance.

Local authority – 3 negative comments

Introduction
The City of Edinburgh Council is not opposed to change and would welcome the opportunity to take a constructive approach to tackling the issue of UFAS with the SFRS. The current consultation process however has come at a time where Local Government is operating under more challenging circumstances than it has at any time. Regular change to COVID guidance over the past 18 months has placed enormous pressure on those managing frontline services, therefore the timing of this proposed change could not be worse.

When a building or part of a building become unavailable for delivery of education the resource taken sourcing new learning space and travel for learners is extensive, this however masks the damage this disruption can cause for learners. Learners have already experienced significant disruption arising from the pandemic, while this has been largely unavoidable this new proposition which places properties at potentially greater risk and the risk this would cause in terms of further disruption is avoidable. For this reason, our Education department in particular are strongly opposed to the current proposals contained within the consultation.

Culture change
The Fire and Rescue Service have responded to automatic fire alarms in workplaces during the time of the Scottish Fire and Rescue Service, and that of Lothian and Borders Fire Brigade previously as a result this has not prepared businesses for the culture change proposed. The timescale proposed to implement this change is also very short.

Many workplaces evacuate when a fire alarm activates, whether connected to an alarm receiving centre which passes on to the fire and rescue service fire alarm calls or those sites who dial 999 directly when their alarm sounds. The practice for many is to await the Fire and Rescue Service attendance and to check the fire panel and site before returning to the workplace/school. The proposed change would require in all circumstances for those locally in charge of a premises to oversee a check of the fire alarm panel during an alarm activation and to investigate the cause to determine if there is a fire before making the call for attendance of the Fire and Rescue Service. The Scottish Fire and Rescue Service will be aware that this type of culture change takes time to achieve, the limited time suggested between December 2021 and April 2022 is an unreal expectation, particularly given the backdrop against which those in frontline organisations are operating under.

Impact of fires
The Fire and Rescue Service will be aware of the significant impact Fires within Local Authorities can have, particularly schools where the loss of part or all of a school can have a significant impact on a large number of learners as has been the case in recent years e.g. Fife at Woodmill high School, Scottish Borders at Peebles High School and Liberton Primary School.

Those who intend to cause damage to schools through arson could start a fire in a school out of hours or during a holiday period which could, under these proposals, go un-noticed for a longer period putting the property at greater risk than is the case at present.

The delay in confirming a fire or sign of a fire with the Fire and Rescue Service during daytime routines as proposed by the Fire and Rescue Service could see an increased life safety and

property risk.   This will be particularly acute where the duty holder or someone acting on their behalf do not live within close proximity of the property to check on alarm alerts.

There is an increase in risk to Council premises and occupants from unoccupied and third party adjacent or attached premises where no confirmation of fire or delays to Fire and Rescue Services notification is received increasing life and property risk.
The cost of fires in schools can quickly out-way the opportunity saving identified within the consultation paper, with insured costs ultimately paid through increased premiums.

The increased risk to people, properties and service delivery from the proposal in this consultation are all out-with our organisations current risk appetite.

Analysis to underpin proposals
The consultation paper has not provided a breakdown of when UFAS are taking place e.g. when over a 24-hr period and therefore if limiting Fire and Rescue Response during weekday operational hours would have provided benefit to the Fire and Rescue Service while affording a good level of ongoing response to businesses.

There is not an adequate level of impact analysis, available on the options presented with respect to business to justify the shift in approach. The consultation does not address the impacts on organisations due to these changes or consider overall impact on Scottish businesses and organisations. Transferring risk may increase the overall risk.

The Consultation
Dealing with pandemic and its recovery are already placing severe pressures on Council and Businesses, there is a risk that as many organisations have been dealing with these live business challenges, they will not have had time to identify or respond to this consultation exercise.

Consideration should be given to the means by which business have been alerted to this consultation exercise and in that awareness raising the impact this is likely to have on their business.

Immediate resource impact
The proposed change will have a direct impact on teams across the organisation in every workplace with fire evacuation arrangements requiring to be revised, teams trained, and fire investigation arrangements developed and introduced. Fire Risk Assessments will also need to be reviewed and updated. The short period of time until the decision is taken and the need to revise and practice new fire routines is considered too short; particularly amidst the challenges the backdrop of the COVID pandemic has created. A longer lead time from Fire and Rescue Service Board decision and introduction is requested.

Implementation
Given the nature of the change, and the current backdrop against which this is proposed, consideration should be given by the Fire and Rescue Service Board to allow further time through a longer lead in for implementation, depending on the nature of the organisation that is impacted to ensure the project is managed effectively.

I hope the savings will not cause job losses

This organisation has processes in place to investigate false alarms and where possible put in place measures to reduce them for all its workplaces. Fire safety is taken seriously in all our premises and while call challenging will be an acceptable measure when buildings are occupied it is of little value out of hours.

I would like the service senior management to resist more cuts from government. The formation of one service was to preserve what we have senior managers have subsequently let their personnel down by agreeing to more cuts, this is putting pressure on firefighters and eroding moral and trust.

As a former serving firefighter and officer, I do not agree with any of the proposals from the service. An AFA is an emergency until the oic decides otherwise. I would hope that the only internal opinions that the service would consider are that of operational staff as support staff have no experience of attending such incidents.

Giving control operators the discretion to send differing number of appliances based on their own perception of information received is flawed. There to needs to be a standard approach, there has been so many errors and differing PDA's recently due to who picks up the call-in control. A more standard approach needs to be introduced.
In fact, in general PDA's need to be reviewed and overalled. Risks have changed, so many extra safe systems of work are now required at incidents but this has not been reflected in our PDAs so there are sufficient crews to do this. In fact, we are now running with less people on fire engines. This needs addressed before there is an accident

when the UFAS policy was implemented the SFRS was telling premises that had reached Stage 4 of the Ufas intervention strategy (due to excessive calls) that the service would no longer be mobilising to any AFA calls from their premises and as such the premises in question were to inform their insurance company of this change as this would affect their insurance cover/premium. Now that doesn't seem to matter anymore because we are potentially not going to respond to thousands of such premises per year anyway cos we have moved the goal posts to suit ourselves. How could that information be valid then, but now doesn't count for anything.

When the Service was consulting with 'external stakeholder' was it mentioned at that stage that they would have to tell their insurance companies and possibly incur increased insurance premiums. I would imagine if that information was provided the response from external stakeholders would be different

I am slowly losing faith and confidence in this job, the management and the direction the Service is going.

"Every UFAS involves nine firefighters and two fire appliances. " - this statement is misleading as there are already procedures in place to reduce attendance to these calls and there are many occasions where 1 pump will attend.
The term AFA was used to refer to all calls reporting alarms rather than specifically Automatic Fire Alarms which come from ARCs which can't be "call challenged" as call centres pass through the information to control without having had any contact with the premise.
I agree that attendance to UFAS must be reduced but I feel there must be a safer option. The 3 options presented are too similar, all having scenarios where no attendance is made.

I am unsure how control can call challenge a call made from an Alarm Receiving Centre (ARC) and there is no mention of this in the consultation.

The hospital in my station ground has had 2 Fire Fatalities. With oxygen piped through the building and emollient substances to name a few, are hospitals a safe as we think.

In an exempt premise and on discovery of a fire, if a person hits a break glass call point only 1 fire engine could be mobilised. 2 pumps would be able to deal with this, 1 pump could not.

Should schools and education facilities also be on the exempt list. We have seen a number of serious fire in schools and education facilities recently. This is where hundreds of youngest people in our community spend hours each day. Many of these buildings are targets for wilful fire raising

Also should some buildings of political, cultural and historical importance also be in the exempt list. Many of these buildings were built in a time where a small fire can quickly spread throughout the building. Example: Charles Rennie Mackintosh.

Mobilising 2 crews to an AFA can be a more expedient use of resources particularly for larger more complex buildings. This enables the cause of the alarm to be established quicker and the incident resolved quicker.

Please do not abandon Firefighter Safety !!!!!

I believe that through generations of fire safety advice we have always told members of the public to not place themselves in potentially serious danger to ascertain if a fire is ongoing and to what extent it has. This puts them in a place of danger and may place moral pressure to fight the fire. We have and continue to tell householders to evacuate their homes and call 999 if they believe a fire has started in their home and I struggle to see how we can then tell members of the public at work to do exactly that.

Yes, in section 1.2 on page 3, of the consultation document it is stated: " It takes an average of 15 minutes from the appliance leaving the station to the cause of the alarm being identified, but, dealing with these calls often takes twice as long."
I am surprised that this document does not give the public an idea of the potential risks to life and property if, in the first 15 minutes, there is no SFRS response and there is a fire. How fast can the fire spread, especially in new modular or timber frame construction buildings?

I feel strongly that the current procedure of sending one pump to AFA inspections isn't sufficient. It's simply not safe to send one pump when most now only run with a crew of four. The current procedures take too much of a gamble in assuming that most AFAs are false alarms. I have personal experience of turning up to an AFA as a 1 pump PDA with no key holder in attendance only to find there actually was a fire within the premises. I had to initiate rapid deployment and make pumps to stop further escalation. Although a separate subject, rapid deployment is a dangerous procedure to try and mitigate crew cuts which can't be safe especially given our lack of BA telemetry to monitor wearers. While we run with reduced crewing levels I feel the very minimum PDA should be two pumps to give the OIC adequate resources should there be a fire.

I disagree with the wording that has been used throughout the documents and including the published videos. The words "false alarm" seems to replace the term AFA a lot, this appears to be misleading as it is not a "false alarm" until its declared by the fire service.

I agree that AFAs can be a waste of fire service resources but my view would be to try tackling the issue at the property/business level where the issues arise rather than simply trying to remove the fire service completely.

We exist to provide protection to the public, 2% of 28000 AFA's in a year which turn out to be actual fires is still a lot of fires. You have an obligation to protect your workforce and the public by having the resilience and foresight to send the weight of response for the "worst" case scenario to a premises. It's much easier for the first in attendance incident commander to return supporting appliances than be faced with a "make up".

Attending AFAs is important in reducing the number of major fires we experience. Stations should be adequately manned to allow us to attend AFAs without compromising fire cover.

To suggest that attending AFAs is not protecting the community is disingenuous. We protect the community by providing fire cover.

An automatic fire alarm raises the alarm near instantaneous. This then creates a SFRS response as soon as the call is received at operations control. Any AFAs that are fires are then caught and dealt with whilst the fire can be manageable.

The public have no consideration for false ceilings, cable runs or voids with the potential for hidden fire spread. If they don't see a roaring fire in the corner of the room, they will reset the alarm and assume it's a system fault or dust. Most premises that have automatic alarm systems pose extra risk to firefighter safety, whether that be due to processes being used, complex layouts or storage of hazardous materials. Allowing fires to develop beyond something smouldering to a fully developed fire in some of these buildings will undoubtedly result in more firefighter injuries.

With the 3 options that you have presented to the public I feel that firefighter safety has not been a priority.

Less blue light runs could also actually increase the risk on the road due to lesser amount of experience gained by driving. The calculations for lost time, accidents etc are based purely on averages from the current level and whilst generally speaking would trend in the direction suggested cannot be used as fact as it's misleading. If all SFRS resources damaged had the incidents occur in winter due to black ice would you suggest we don't respond during winter? Absolutely not but it would satisfy the criteria of zero accidents, however the risk to the community is huge.

I realise the suggestion that we have no legal requirement to respond to AFA's will be tested in the future. This could return us to a situation where the legal defence costs and potential litigation that this could create would push us back into a cost negative situation (where compensation pay out exceeds savings). Information to this effect might be helpful, for example, a court case where this has already been tested

Member of Public – 25 negative comments

The services current "covid-19 AFA response" is a blanket 1 appliance attendance unless back up call received. This will have at least halved the blue light journeys by appliances and increase public and firefighter safety. Only options provided are push us into an option where all calls are challenged and potentially no appliances sent. I'd hate to see the litigation when someone gets hurt, or worse.
Housing acts now require smoke/heat and CO detection. How long before you come up with a strategy to ignore these. I predict deaths from this approach but hey...how many houses can we heat up with the savings? Also there was reduction of 28% in vehicle accidents during COVID - it would be good to know the actual number!!! Poor survey.
Some poor soul will get dragged over the coals when they see no sign of fire from their wee office on the other side of the building.
AFA's often pick up developing electrical problems long before a faulty item such as switch board or light fitting develops into a fire, members of the public do not have the expertise to look for these specific areas whereas a trained experienced fire fighter will and has equipment such as TIC to help. I understand the majority turn out to be false alarms but when fire services are asking for more and more fire detection devices to be fitted to premises they must not risk lives by not responding. More and more alarm systems are becoming so sophisticated that they can pick up smoke particles long before any human. This sounds like it will delay response even further with the danger the fire service will end up in the same mess as the ambulance service where calls end up prioritised and you're lucky if you get a response at all.
I find the whole idea of the reduced response somewhat unfair. The SFRS were major contributors to all the Scot Gov guidance on Fire Safety in buildings whereby the requirement for the installation of automatic fire detection became a main recommendation in all building types apart from a few exemptions. Previously only sleeping accommodation or premises requiring compensatory features would attract an automatic fire alarm. All other day risk type premises would only have a manual system. It is grossly unfair on businesses, to now decide you cannot manage or resource your response based on facts and guidance you approved or contributed too. The cost to major estates holders in implementing a proportionate response to these changes is significant.
Your survey design is flawed - as you can clearly see from my response, I very strongly believe that your approach is wrong, and that you have not presented sufficient data to make it clear that the options you have tabled are in any way appropriate - and yet you force me to select my "preferred" options - I do not prefer any of these options, they are all deeply flawed and based on a tightly controlled subset of circumstances which are actively designed to get the answer you want, not the answer that the taxpayer deserves. It is clear from the way that this "survey" has been designed that you're not going to consider responses and simply select your preferred response anyway.
We all know these opinions seeking surveys are a waste of time when the decisions have already been made. Whoever signs this off should be held accountable to any deaths that come as a direct result.

The fire service do not respond to UFAS incidents. They come back from them. It could be too late if it's 'just' an AFA with no mobilisation. This is a disgrace and poor service to the communities of Scotland that you are even thinking of this.

I am concerned that this is an exercise to reduce turn outs to, further down the line, substantiate a reduction in staff, stations or appliances.

Please take into account the responses on here, and stop moving forward with this idea.

This is another example of getting less for my council tax. I expect the fire service to attend and investigate any report of a fire that is what we pay them for. I expect more from my public services not less.

And sending 2 fire engines to potentially tall buildings in the wake of Grenfell is just unfathomable.

I think this is an easy way of an implementation to further cuts to a public service.

Greater Manchester Fire and Rescue Service adopted a policy similar to Option C some years ago and after being reviewed some years later they found several buildings were lost and millions of pounds worth of damage had been done to buildings due to doing nothing until a confirmatory 999 call was received. Basically, responding to late which is not what the public expect - Emergency services are expensive to run but in general the public would rather the fire service turn up and not be needed rather than the other way around and are content with the cost of providing this service.

Option A is sensible and should be implemented. Option C is ridiculous and will put lives in danger.

All over this consultation it states you want to use the time better serving the communities they serve; however very rarely do you see the fire service doing anything in the community. If they are not at a call they are at the station in the gym, or at night in bed. Is it not about time the fire service comes into line with the police and ambulance service and helps them out with community issues, like they do in America. The police and ambulance service are over stretched dealing with issues the fire service could easily chip in and help out with instead of sitting in a building doing nothing other than work on their gym routine.

Do not do this you will ruin the great service you provide I was saved by an automated fire alarm in my workplace and that was only because the fire appliance was there on scene in 6 mins, this won't be achieved if you change this policy

The headlines will write themselves, when the first fire occurs within an AFA property.

Seems very obvious from the options offered the service only want to cut responses and is paying lip service to consultation. A sham exercise that plays to the gallery and provides 'cover' for when this inevitably eventually costs lives, injuries and loss of buildings. Any option that increases risks to buildings, Firefighters, occupants etc should not be countenance and alternatives must be found.

The impact of proposed options should be more fully considered with the option of a detailed risked based approach to exempt buildings.
I have personal knowledge of instances where a quick response to AFA out of hours by the Fire Service has prevented serious damage to empty buildings.

With some of the examples given I feel that they will never be implemented and that a decision may have already been taken. I hope it's not a case of consult and impose anyway.

I have a real concern in removing the immediate response altogether as I have very little faith that systems are as joined up as they should be and the worst-case scenario happening, e.g. where a building has burnt down and people have died as a result of someone not answering a call in the middle of a traumatic incident occurs, therefore how will the fire service ensure that these 'call challenges' as called will be 100% accurate? as 1% being inaccurate could be very costly

These proposed changes will cost lives. The changes go against every public safety message that has ever been promoted by Fire Services. You cannot reasonably expect an AFA to be 'investigated' by sending some unfortunate employee not out of the building, but deeper into a building to check where a fire is. This flouts every piece of H&S based workplace legislation that protects staff, visitors and others. No sane person is going to agree to be the 'fire hunter' and this wastes precious minutes as a follow up call within 20 mins will then determine if a PDA will be mobilised. Would 20 mins have made a difference at Rosepark Nursing Home? 20 mins is a long time if you're dealing with a fire, so to delay a fire response is negligent. This smacks not of any efficiency drive, but a very insidious and dangerous way to cut public service and fire safety resources.

Many AFA's are business's and can be during the night with no one at the premises. They can also be rural where a fire would not be noticed by members of public especially during the night so delay in attendance of SFRS could cause issues if the AFA was to be a fire if no automatic attendance of a pump

Firstly, call challenging has very little to do with diverting/protecting firefighting resources to attend 'real' incidents', it is mostly about driving down calls which subsequently allows cuts later to front line fire cover, so be honest. Call challenging is not just fire alarm calls, it is much more. Call challenging may very well save millions of pounds, once you have carried out all your cuts to the service, but will eventually kill.

Call challenging contradicts all previous information to get out, stay out and call the Fire Service out. So now, as I understand it, we should actually send someone into a building, or send someone deeper into a building, that has an automatic system which has reported a fire, to check this system is working correctly, a system which, by law, is tested and maintained regularly, what is the point of an automatic system in this case.

By the time someone verifies, the fire has taken hold and the building is well on its way to burning down. Okay - it might be property and not life but it is still important. I know firefighting is dangerous, I know you attend a lot of false alarms, I know you do some great work, but not responding to an automated alarm might mean all you do from now on is arrive in time to cool down the rubble, how much training do you need for that.

If we should now not leave a burning building would a fire risk assessment have to reflect this, and are you now promoting non-compliance with current Fire Safety legislation in Scotland, I would draw your attention to Section 53, 54 and 55 of the Fire Scotland Act and the regulations made under Section 57 and 58 of that Act.

With regards to hospitals; hospital staff are trained to provide patient centred care, which they are very good at, not to investigate the cause of an AFA, which is your job, you are, supposedly, the expert/competent persons. Classifying Hospitals, the same as a Monastery/Convent, that goes beyond the pale, and definitely shows a lack of understanding.

You have said that by reducing unnecessary blue light journeys you will significantly reduce road risk to firefighters, road users and pedestrians. What does this say about the standard of your Fire Appliance drivers, are you saying they are not adequately trained to drive Fire Appliances safely, under blue light conditions and are putting other road users and pedestrians at risk. Question - How many "Blue Light" accidents have there been in the last 10 years.

Public Sector Body – 4 negative comments

We can understand the challenge for SFRS in the need to reduce risk and make savings, however if implemented, this proposal will have a detrimental impact to all building owners by increasing risk and cost. This consultation needs a rounded government led evaluation to see the impact on other publicly funded bodies.

The University is neutral on the position that the number of UFAS the SFRS attend in Scotland is a problem that needs to be addressed now. SFRS appear to have already significantly reduced their traffic through reduction in numbers of appliances attending incidents over the past decade and considering the size of our Estate the average UFAS per month is not high.

Within our own University setting there are animals, radiation, chemicals, national computing infrastructure, high value assets within buildings and countless other risks within buildings on the Estate thus we strongly disagree with the proposals to not send an appliance unless a fire has been confirmed - we have to investigate when it could be high risk. Huge resource impact would transfer to the University. Our staff are not equipped or trained to confirm for certain if there is a fire or not. This would require a considerable culture change.

The exemptions proposed for Option A and Option C are acceptable but we want significantly more of them. We believe they are not proportionate as there are many other risks, some of which are noted above.

Do away with the pen pushers stats team get on the job.

RVDS staff – 15 negative comments

You're not trying to better serve anyone, you're trying to reduce costs. You can't even be honest about your motivations, "better serve our communities" is nonsense political garbage. You want to reduce fire engines, reduce fire stations, reduce cover and minimize running costs. This additional "free time" is never going to be used for training because the amount of training RDS staff does is fixed.
How do we know people are correctly understanding the fire panel and have had correct training? For example, Actuation of a detector within a roof space, call is challenged with there is no signs of any fire within the building as it's in early stages of development. Staff allowed back into building putting them at risk. Send a resource to all actuations this is a public safety matter. OIC discretion whether to drive to the incident under blue light conditions.
As fire drill training by most employers is for all staff to immediately vacate the premises and go to predetermined muster point for a roll call then they would not be hanging around to check whether or not there was a confirmed fire on the premises. They would not be checking the building signs of fire as that would put themselves in danger if there was a fire should they be overcome by smoke or get trapped by flames.
What does the SFRS intend to do to increase the safety of the community? apart from finances how do the changes improve the service?
Turn outs for RVDS staff will drastically drop meaning loss of earnings and loss of interest due to no shouts. No incentive to learn skills such as driving if not getting many chances to use the skill
As a SFRS employee, I have been to several call outs to "AFA's" for commercial properties outside hours e.g. out with 8am to 6pm and it has been a confirmed fire Any delay in call challenging and waiting for a response is just putting the property at risk and goes against the SFRS values of saving properties Saying statistically a fire is out on arrival screams someone reading a spreadsheet and wants to save money I am sure statistically Grenfell would never happen, but it did
Why are 2 pump wholetime stations now lying empty for hours on end while crews attend incidents or training days and are not covered by other W/T or RDS pumps. It is only a matter of time before the Brigade is caught out and someone is killed due to the first appliance being 10 or 15 minutes away.
I fully understand that you have researched this and that it WILL change but I am not convinced that the savings (financial, road risk and carbon emissions) are not too heavy a price to pay for the peace of mind of my community and the wider community of the country. You mention that there will be other ways for the RDS to make up their financial loss, one of these being Hydrant Maintenance yet you have just advertised a job vacancy for a Hydrant Maintenance Operative in our area? I am very concerned about retention of staff.

Each of these options will drastically reduce the number of turnouts attended by RDS pumps and will have a huge impact on payments.

Suggesting that employees in this duty system will have the opportunity to complete other tasks contradicts the improvement in work/life balance mentioned previously.
I would much rather be attending calls than fitting smoke detectors.

Reducing response levels to AFAs cannot be justified by saying that the money saved will be spent on additional training. RDS crews already have too much forced on them. Adding more training will result in more firefighters leaving and make recruiting RDS firefighters even more difficult than it currently is.

It would be a neglect of duty not to attend an AFA by SF&RS. We are qualified as SME's where we can determine that a building is left safe for all occupants.

I think the system should stay the same as it is at the moment. Attendance time in rural communities in Argyll is critical. If the second pump is not turned out until after the 1st attends then that could possibly be half an hour lost. We live in an area that time could be critical. Keyholders may not attend to confirm if there is a fire for a whole half an hour after the initial call so that would-be time lost again.

I think consideration really needs to be given to the areas in which any new procedure is rolled out.

It is the job of SFRS to attend calls whether real emergencies or false alarms. These shouldn't be pre-empted by a call centre.

If this goes ahead it will massively affect the retained service. You will cut turnouts in half and it will be even harder to recruit members. We are there to protect the community and respond to every alarm

Is this a cost cutting exercise? what are you going to do with staff that are available to attend incidents as there will be less vehicle movements.

Neutral comments – 56 received

Not said who they are – 1 neutral comment

For the F&RS not to respond to AFA from non-domestic premises is an easy option (with risks). One of the risk it does not deal with is people sleeping in building which are not deemed by the SFRS as a sleeping provision (i.e. people working late decide to stay overnight), thus becoming a temporary sleeping risk.

As usual in these situations it the dissemination of information to the correct people at the correct time which is important.

Community Group – 1 neutral comment

that fire alarms have a delay before they make the call to the brigade/call centre. the site can then re-set the alarm without the fire service ever knowing there was a call. If they can't confirm no fire and reset the alarm, it is taken that it is real.........

Emergency Services Organisations – 2 neutral comments

"We would be interested in knowing your position if the RNLI were to connect to a RMC and if you would respond to a fire alarm call at any of these locations. We are presently looking at contacting one of our volunteers attached to any station where an alarm occurs to mobilise them to investigate a fire signal. So, we do back the principle of what you are aiming for, as it will do the same as elsewhere in the UK. We naturally have reservations about losing part of the emergency services, hence might we be able to be considered as exempt from this?

It would be interesting to discuss this with your team. Please feel free to contact myself, as I'm sure I will be receiving enquiries from within our organisation on how it may affect their stations." Many of our organisation's buildings are unmanned during the day and night, and are only occupied when our volunteers are responding to emergency taskings from the coastguard. Our AFAs will be monitored by an Alarm Receiving Centre who will contact the site or key holder depending to investigate.   This is likely to be much longer than 20 minutes for many sites. I would expect the challenge questions to include consideration of whether multiple detectors have been activated to decide on the appropriate response rather than just relying on a keyholder to attend site.

Local authority – 6 neutral comments

Fife Council is open to changing the current approach to UFAS and supports the SFRS in resolving this issue. We have implement a UFAS management procedure that includes call challenging and staff investigation in accordance with the latest CFOA guidance.
As part of improving our risk resilience we have invested in connecting our premises fire alarm systems to an alarm receiving centre to provide a quick response to potential fires out of hours. The impact of removing this response and the proposed options should be more fully considered with a detailed risked based approach.

It would have been preferred if there was another option to select within the consultation. We feel all options have an impact on the management of buildings who, until this point, their prime responsibility has been to ensure everyone is evacuated safely. Status Quo is not an option in the consultation, how will this help SFR deal with "irresponsible" employers.

I realise it is hard to get a balance and it is so very easy to have a false alarm.

From an education perspective, it will be important that different approaches are adopted to reflect the school day and school calendar. For example, outwith the normal school day and at weekends and school holidays, the process outlined in option A will be of little value as the buildings are almost always unoccupied. During these periods, there will be no one available to confirm any signs of a fire and, in such circumstances, a response would be required.

In addition, whilst the process outlined in option A is preferable, consideration will be required as to how this would be implemented to enable it to achieve the intended impact. For example, following any fire alarm, all staff will evacuate the premises, with staff in many cases supporting children and young people to evacuate. As a result, in almost all cases a member of staff will likely be unable to answer an incoming telephone call which will therefore result in a response vehicle being sent. We do not envisage this therefore resulting in any significant reduction in the number of responses to alarms in education establishments.

Where the panel indicates a fire. The question is do responsible persons send (volunteer) staff into areas where fire may be to come back and confirm? and how can this be resolved when the policy is everybody must evacuate. We confidently know staff would not consider this a proper instruction and may question/Hesitate/refuse?
Instead- more information out there resolve any fears or concerns.
Targeted-
Meet with those involved and agree a strategy-
Practice it show people how it can work-

Some of these have worked before don't impose will bring more difficulty

West Lothian Council recognise the pressures being placed on SFRS in relation to UFAS incidents from AFA and are supportive in principle of changes being presented. As a local authority with a wide and varied building portfolio and diverse occupation we have been working closely with the Scottish Fire and Rescue Service (SFRS), specialist colleagues and contractors to reduce these types of incidents from happening for a number of years. A further UFAS reduction initiative developed in 2019 involved the following:

• An analysis of all UFAS Incidents in council premises, with priority premises identified;
• Direct liaison and consultation with SFRS personnel and specific specialist council officers in the development of guidance and instructions for all designated duty holders, including ARC's;
• The development and delivery of a programme of management training on how to manage AFA activations locally, including investigation;

We also work in partnership with ARCs monitoring our buildings alarm systems. Whenever an AFA occurs it will normally be ARC who notifies OC. At that particular time, the ARC operator may not be in direct contact with the premises or the premises will be unoccupied because the activation is out with operational hours. Therefore, the ARC operator would need to contact the designated duty holder for those premises (including call out staff for out-of-hours) in order for OC to implement the call challenge procedure. That is something that would need to be managed locally in terms of the call procedures, management training and ARC cooperation for all our premises. That will require an appropriate lead in time to implement changes to our current emergency response procedures.   Further information and engagement on proposed timescales for changes would enable us to plan accordingly to ensure that we can implement proposals. We would also welcome the opportunity to continue the partnership approach adopted between SFRS and West Lothian Council in relation to the management of UFAS from AFA.

Member of SFRS Wholetime and Support Staff -16 neutral comments

Domestic properties fitted with Community Alarms linked to an ARC are, I presume, not included in this consultation as there is no duty holder. Will the response to alarms to these properties remain the same?
I think we can also reduce blue light journeys by attending 'small fires' in open ground
1.1 legal responsibility. Current legislation is not explicit in requiring duty holders to investigate the cause of the alarm. Regulations 2 and 14 of Fire Safety (Scotland) Regulations 2006 and Schedule 2 of the Fire (Scotland) Act 2005 could be amended, or further regulation made by Scottish ministers to provide greater clarity and to safely complement the proposed changes in SFRS response.
Aerial removed from PDA's and only sent on request. Never used in the initial stages of an incident and would reduce wear and tear on specialist equipment as well as unnecessary blue light travel
Over the years we have tried different ways to tackle this and have actually increased the number of blue light journeys in some cases. We don't take into consideration fire suppression systems in buildings but still send 5 appliances.
Call challenging will be an essential component of this UFAS change, particularly with ensuring an indication of fire within a premises is not missed. Extensive call challenge questioning will be required that goes beyond a simple interrogation of "is there any sign of smoke or fire?". I would expect call challenge questions to include: - "Is there any sign of smoke or fire?" - "Have you interrogated your fire panel and searched the indicated area? Was there any signs of smoke (such as a smell of burning) within that area?" - "What makes you believe this is a false alarm?" - If the exact detector head cannot be determined the caller should be asked "has the entire building been searched for signs of smoke or fire?" - "Has anyone in the building indicated that they thought they could see or smell smoke/burning?" We are replacing highly trained firefighters investigating premises with call challenging; the questions should reflect how thorough the responsible person(s) must be in order to warrant a non-attendance from SFRS. Premises should be issued with extensive checklists and guidance on how to search their premises when an alarm activates. This would be a way of reducing the risk that may increase with no attendances becoming a regular occurrence. How many fires could non-attendance lead to? The consultation details that an estimated 30,000 fire alarm incidents occur within Scotland each year with only 2% of AFAs confirmed as fires. There is then an indication that 2/3rds of these fires required no fire service action. However, I feel like this 'selling point' has been presented as a false dichotomy. Of the 2/3rds of fires that required no action (600 fires) each of these premises would have received vital fire safety advice (in the form of a PDIR) and the situation may have presented a good opportunity to prevent a fire within this premises in the future - this advice will no longer be provided; opportunities will now be missed. Furthermore, based on the SFRS data, 200 fires did required action from firefighters. With the suggested options this could mean 200 fires that will have the opportunity to develop beyond that of fires receiving early intervention from firefighters due to an AFA attendance. This has the consequence of leading to a greater risk to firefighters, to members of the public (greater

opportunity for fire casualties and fatalities to occur) and, destruction of property (property that could have otherwise been saved with early intervention).

I have serious concerns re reducing the AFA attendance - I hope the SFRS will seriously consider, at the very least, increasing the exemption list and will research other means for investigating fire alarms that don't necessarily involve sending a fire appliance but does not go as far as a no attendance.

The consultation paper discusses the legal responsibilities regarding UFAS and indicates that there is a legal duty on premises duty holders to investigate the cause of a fire, this is not accurate and is not captured specifically in the legislation or current guidance. The duty holders principal responsibility is to evacuate a premises quickly and safely.

Depending on the options taken forward there may need to be guidance issued both to protection officers and to duty holders on which regulation the legal duty to investigate comes from. how to carry this out, training required etc.

I think attending premises that if with hindsight are deemed to be a UFAS then at least the members of the public/workforce will have the reassurance that their fire service will attend.........................provides drivers with essential opportunity to practice their driver skills and of course for the whole crew to broaden their knowledge of local topography

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As an operational WC I have noted that many of the premises, such as Housing Associations, have withdrawn services of Scheme Manager's etc whereby they have lowered the service provision to their clients. The regular bug bear from clients of such premises is that they are being hit with increased service charges for decreased service and often the accusation levied is decreased investment.

In this respect, I feel it is incumbent on SFRS to legislate this and introduce and enforce charging policies for UFAS breaches, particularly where it is fault based.

I find it entirely appropriate that SFRS should defray their costs by charging when profit making companies are "repeat" offenders of the UFAS policy, and it is clear that they are not as invested in finding solutions.

In respect of call challenging, most, if not all, AFA calls are made by an alarm receiving centre that are not on site and are merely reporting an actuation of an alarm. I find it difficult to understand how effective call challenging could be when the person being challenged/asked more questions etc, is not on site and not able to provide information that would be required to make a mobilisation decision. This is prevalent in Option A and B as, if the caller (from an ARC) is asked to confirm if there is a confirmed fire and/or sign of fire, they would be unable to confirm this but the possibility, regardless of the probability, still remains of a fire being present.

The wording on some documents has changed over the last few months, from 'sleeping risks' to care homes with regards to exemptions.

A standard phrase to be followed within all. Many high-risk HMO buildings etc are possibly a greater risk than many of our care home facilities. (due to staff numbers, occupants inside, smoking allowed within premises, chaotic lifestyles etc).

Existing UFAS COVID 19 procedure has already markedly reduced UFAS attendances, I believe this to be the best balance of risk.

There is an understandable reason to enforce regulations and responsibility on to the duty holder of a premise. But at times, it is those on the front line attending such incidents that often identify certain risks and highlight these with local fire safety enforcement teams. These are the high-risk premises that crews attempt to complete OIs to but can't get access! On the scale of risk, reduce PDAs but don't remove cover altogether!

Remove the ARC system. Install sprinklers in all commercial and only actuation of sprinkler will turn out the SFRS.

Sleeping risk times to be defined for example 2330-0700 Hrs. Duty holders to ensure they have responsible person available during this time for evacuation purposes etc.

How will you call challenge an AFA from unoccupied premises should there be an alarm activation?

By "providing more to our communities" I assume you refer to expanding the role of the FF. can the service please get back around the table and sort out some kind of deal. 20% was offered initially and 14% was what materialised. Most FFs I have spoken too would have voted in favour if 20% was on the final offer. 20% was what the service initially offered off its own back not the FFs or FBU

charge businesses for every false alarm.
Someone seems to have an acronym disease making the document difficult to understand.
Perhaps a second call to check after 5 minutes for all call challenges
I am concerned that by not responding some fire service provisions may be reduced and would want guarantees for the fire service personnel that no reductions in staffing levels will occur long term (no voluntary or mandatory redundancies and if staff retire they are replaced).   I'd also like to see the Fire service involved in building regulations and their enforcement again, seeing too many dodgy new builds with poorly laid out or no alternative evacuation routes from basements.
I think the high-rise blocks that are exempt from this document are half the problem... They get a full PDA here in London for instance of 5 pumps, an aerial and FRU. It is frustrating going off to the same premise 3-7 times a night when there is clearly a fault in the system and wipes fire cover from the area completely. I have missed several jobs because of this. After the 3rd time in a row it is my opinion this should be reduced to one appliance as we will have had a second look at the premise.
After Grenfell there was a panicked approach to responding to multi stories. There is now overkill where fire detection is concerned. There are detectors in communal areas where members of the public smoke and spray air freshener which leads to more ufas. Get rid of the detectors in communal and landing areas. Detectors in the actual houses and bin areas only
Further reviews of travel requirements would also help reduce emissions and unnecessary journeys.   Use of technology for remote meetings and training should be used as much as possible where appropriate
Poorly installed/poorly sited/poorly maintained detection systems. It should be a requirement that systems are installed by qualified registered installers only, NO DIY! Support employers in delivering adequate FS training, many employers do not appoint or train Fire Marshals, and some do not even provide adequate fire safety procedure training to their employees.   Sprinkler systems should become the norm in all buildings and residences.
Option A and B will leave large organisations with central monitoring hubs (such as HE sectors and NHS) as well as ARCs with a potential for uncertainty and consistency over the reaction control room staff will offer through call challenging processes. Option C will be a defined and clear approach where all involved will be clear on their own responsibilities and expectations allowing for clear and concise processes to be applied and maintained.
I do support the need to reduce AFAs. However, I worry that a reduction in callouts may lead to crewing and fleet changes. For example, a two pump wholetime and 1 pump retained station may have one pump removed due to lack of callouts
We must address the time wasted by our fire service by reducing UFAS call outs while still providing a safeguarding network for our most vulnerable premises. Although I appreciate the reduction in UFAS activations will free up time for other activities, I do still believe some level of proactive turn outs is part of the statutory responsibility in protecting vulnerable property.

AFAs have been around for a long time. Some businesses are not aware of the need to make a backup call. Some multi-occupier premises do not have receptions, and the call is made directly to an ARC from the alarm system. I feel that more education would have been useful.

Equality section. No 15 isn't actually a question! How should we respond?

Will the public be at any greater risk from fires/car crashes etc if fire engines / crews are dealing with things not typically done by the fire service at the moment?

This is things I would like to know before putting my votes forward if I was being honest.

this consultation format, I would have preferred to have selected only my most favourable choice as I do not like the other 2 options - I am unable to continue unless I select all options.
My only option is C.

Will less time on UFAS mean more training and safety for firefighters, or give them a wider role and more responsibility?

The case for reducing UFAS and in-turn reducing demand on the service is very well made, however there isn't any context around the UFAS figures. For example, are the figures being driven by regular call outs to specific buildings, while some companies and organisations have good records in respect of minimising UFAS? I feel that a targeted approach, working in partnership with duty holders, would be a more proportionate way forward than adopting a blanket approach, which will impact on all duty holders, regardless if they have previously had a significant problem with UFAS or not. This more targeted approach would provide duty holders with the opportunity to address any specific UFAS issues before any decision was taken to remove PDA's.

Public Sector Body – 4 neutral comments

There should be some sort of engagement with the site if a physical fire has not been identified and maybe just a mobile car sent to the address and save the engine for a much-needed response

We would be grateful if you would consider:
1. Our members had a mixed view on the best option. Option A most favoured, with Option B a close alternative.

2. ARCs do not always have direct knowledge of premises that have sleeping accommodation. This may be a result of lack of information provided on connection to the ARC by a 1st or 3rd party installer. It may also be because a premises has changed in occupation/type and this has not been communicated to the ARC. It may also be the case that a premises may have private dwellings above/adjacent that are not connected to the commercial premises, so the risk is unknown.

3. There are many occasions where the ARC responds to AFA activations and contact to the premises results in no answer or line busy. This may be for multiple reasons, but the options suggested would result in no response from SFRS. Current practice elsewhere suggests an ARC would pass this call to the FRS due to the unknown risk.

4. We would welcome discussion/collaboration on a potential 'classification/categorisation' of exemptions (other than just sleeping risk) that would allow for attendance to sites such as schools, hospitals, day care homes, chemical storage sites etc.

5. Our industry sector are prepared to work with SFRS to explore ways to further reduce UFAS with initiatives that could perhaps identify & target the worst offenders of UFAS and also explore other methods of reducing UFAS by using electronic confirmation methods as technology innovation evolves. We have an industry initiative called ECHO that has been deployed with NPCC Police forces that has an objective to improve efficiencies and ultimately reduce false alarms from alarm systems in general, which has interest from the NFCC.

Whilst out with the immediate scope of this consultation Aberdeen City Council have worked closely and productively with SFRS in recent years to reduce the number of UFAS within multi storey buildings. As such we fully understand that UFAS have on the service in terms of resource, prioritisation of prevention work and carbon footprint.

By concentrating of building fabric, contractor behaviours, system upgrades and a programme of work with residents there has been a significant (circa 60%) reduction in UFAS. we Intend to take some of this learning across other parts of our Estate.

During opening hours, Ayrshire College have procedures in place for identifying the cause of the alarm activation, this includes our Estates team identifying the cause of the alarm, Evacuation Controller to oversee the evacuation, Fire Wardens to sweep an area and Fire Marshals to ensure building occupants leave safely. Our comment relates to what response will be provided for out of hours when our campuses are closed. We have a keyholding contractor who normally responds to an alarm activation within an hour, will resources be allocated when the fire service knows business are unoccupied?

We would also like further clarity on the 'call challenge'. Who would Fire & Rescue be calling - would it be the alarm receiving centre and they make contact with the organisation or would It be directly with the organisation, who may already have started an evacuation whilst the cause is being Investigated?

Retained employer – 4 neutral comments

Student accommodation is to remain on the exemption list which we would agree with.
• Our current AFA is planned to be replaced in the next 12 months. Can you provide best advice on purchasing a system that will best meet the SFRS's needs for options A/B/C? Advice would be welcome both from safety and cost positions. • Will Options A/B/C have cost implications for businesses and if so, what are these likely to be? o Insurance premiums o Staffing added responsibility o Requirement for Security Contracts for out of hours fire confirmation. o Staff training • Is there any financial support/grants for any of the items above? With the SFRS likely to make significant savings will any of these savings be used to address likely impacts to business e.g. can SFRS staff visit businesses to audit the processes businesses put in place as a result of the SFRS decision? • Can collaborative plans be looked at a local level? We have a City Centre site and it would be worth exploring how neighbours could share good practice as well as resources Further comment from our Board I'm not clear from the SFRS proposals what exactly their proposed response would be to our out of hours calls for example. As I understand our calls will go to the ARC in the first instance who will then call SFRS. Where does that sit with the process of challenge? It may have been clearer when you met with them what they propose. The status of our buildings as listed and of architectural and cultural importance in the city would also seem to me to be a consideration and that is not mentioned. Of course, nothing comes ahead of life safety and if they have competing calls between care homes/hospitals and empty buildings they need to prioritise accordingly. I think a single appliance response is a good balance for us. It doubles their capacity from the current 2 appliance response and at the same time avoids any potential for delay in attendance to premises where we have large numbers etc Bearing in mind that we don't have sufficient coverage in most of our premises the alarm activation could be happening when a fire is already established, by which time it's literally seconds that can count in containing a blaze.
We are enormously appreciative and grateful to the Fire Service, in particular during COVID-19, and fully agree urgent action is required to reduce UFAS, but that further options that do not increase the risk to life or property could be considered.
Our office is very supportive of the retained firefighters and RNLI volunteers that we employ. The firefighters state that they are having to spend more and more of their leisure time on call due to lack of numbers at their station. As such they are always hoping to get a call out to justify changing any plans and spending their evenings on call instead of going out or being away from the area.

RVDS staff – 3 neutral comments

Both options A or B seem tolerable.

Option C seem intolerable as no attendance to all AFA's seems a higher risk to all involved especially remote facilities that are unmanned and only monitored by call centres who would not be able to confirm either way whether there was a fire or not e.g. we have a whiskey distillery bond warehouse which would present significant increased risks and difficulties if left unchecked until a fire could be confirmed.
Option B is not ideal with regards to non-exemptions but is still better than non-turnout to facilities like mentioned above.
I would prefer option A

If Covid restrictions are ever reintroduced, will any decision of the preferred option be temporarily modified to consider that sleeping risk premises did not all have staff (wardens/carers) who were responding to an AFA, as their Covid practices and procedures did not allow, therefore not able to confirm fire/false alarm or without a significant delay?

As an RDS station if we lose 60% of calls then we would likely lose a lot of staff as there would be little interest if we are not getting called out very often (it would take us down to 30-40 calls per year). Please note this is not a financial concern, but I do believe the crew would lose interest if call outs reduced so drastically.
I appreciate that it would free up other work, but employers would not release for HFSV or hydrant checks but are happy to release for call outs. It is enough of a challenge trying to find time to do CFS and hydrants at the moment far less if we had less of a crew.
Thirdly there is a big benefit in UFAS incidents. By attending these call outs then the crews become well practised in getting to that location, where best to position the appliance, what the lay out of the building is, and build a relationship with the on-site staff. It means that when an incident does occur then that experience can be put into practice and the incident is dealt with efficiently. I appreciate that most premises have OI, but it is no substitute for a good understanding of the premises in real life.

Voluntary Organisations – 3 neutral comments

Please ensure student accommodation remains on the exemption risk
I would greatly welcome an opportunity to discuss the options and plans with regard to supported housing in more detail with you and a group of supported housing providers before a final decision is made.
It will be interesting to see what was achieved with free time once the chosen option has been put in place. In addition, what evaluation methods are being used to capture the impact of the changes and demonstrate change.

Positive Comments - Do you have any further comments?

23 positive comments received.

Community Group – 1 positive comment received

Scottish Care is committed to working alongside the SFRS to ensure that any changes to current practice are adequately embedded in practice in a way that continues to ensure the safety of care home residents on the one hand whilst being fully appreciative of the current workload pressures being faced by the care home workforce.

Public sector – 1 comment received

Thank you for saving lives.

Local authority – 3 positive comments received

Worked in chemical industry for 25 years. Regularly had unwanted alarms and Brigade was called automatically. Then system was changed and call to Brigade only when fire was confirmed by on site team. Huge saving for Fire Brigade and for lost production. No issues.

South Lanarkshire Council welcomes the current reassessment of approach, that seeks to achieve best use of available resources while ensuring that lives and workplace establishments are not compromised.

The Council also recognises the wider benefits a change of approach may achieve in terms of improved safety, reduced disruption, and reduced environmental impact for the Scottish Fire and Rescue Service.

It should be noted that the Council's response is subject to agreement with its insurers who have been advised of the potential changes highlighted in the consultation paper.

On balance, having identified Option A as the Council's preference, we believe that the improvements that will be delivered to the Service and our communities can be further enhanced by a targeted public information campaign that promotes the case for change (whatever the outcome of the consultation) and that builds on the other preventative work that has been so successful.

At a local level, we are very proud of our partnership work to address areas of risk and the relationship the Council has with the SFRS is greatly valued. Together, we have developed comprehensive assessments for all of our key facilities (schools, offices etc) and this has helped to manage our local fire risk and, importantly, the response to automated fire alarm signals. This is further enhanced and complimented by our dedicated Risk Management Centre that provides the highest standard of infrastructure and enables preventative work, interventions and response in a way that continues to protect our communities and that should be the benchmark for other local authorities and safety partnerships.

We can see real and tangible benefits coming from the proposed new approach to UFAS, not only for the SFRS, but for local businesses, our communities and individuals. With 17% of all incidents in East Ayrshire in 2021/22 relating to UFAS, we can see that changing the way the Fire and Rescue Service responds will have significant operational benefits. In addition, for an area that is so reliant on the Retained Fire Service, addressing the challenges derived from the current arrangements for managing UFAS will allow the Service to focus on other priority work, will reduce the demand on the retained Service and will deliver positive outcomes and cost savings to the local employers of those retained firefighters.

Member of SFRS Wholetime and Support Staff- 3 positive comments received

Thank you for the opportunity to be involved with the proposed shape of the Scottish Fire and Rescue Service.
Ensure control staff are full engaged in the process and training is suitable for all control staff members. Not to be overly concerned with negative reactions from RVDS personnel i.e. potential reduction in income as local SC & GC can and will engage directly with stations. Go with the outcome of the consultation solely. Any option chosen will be a positive move from where we are at present. This was any concern, particularly from elected members can be justified by the robust consultation process with evidence from stakeholders to back it up.
It's important this is sold to watch members who may be sceptical about non-attendance to AFAS. The role has changed so much and we do need to reduce the impact of UFAS, but we have seen very few premises who did become problem cases actually taken through the old legacy UFAS policies. This was always of frustration, and indeed HMIFRS took SFRS to task for proclaiming the good intention of past UFAS policy but the reality was nowhere near what should have been achieved. Its important operational crews know fully the reasons behind these decisions, as they are necessary and worthy, but SFRS must ensure everyone is fully engaged on the reason for UFAS changes being required. And we need big campaigns (posters on stations, etc) reaffirming that we will always still respond to domestic premises....but we should celebrate the benefits of cutting co2 emissions, cutting blue light road risk, to the communities by highlighting what each station is saving!

Member of the public – 13 positive comments received

As a teacher in a Secondary school, I see first-hand the waste of resources when the fire brigade have to come every time the fire alarm is set off. This is usually malicious and can occur up to 4 times a day. This needs to change. Unfortunately, despite the consequences of setting off the fire alarm being serious for pupils, it still happens far too frequently. I completely support these changes.
As someone who was responsible for an afa system the majority of our activations were false and only a handful were with good intentions Only if verified by occupants should you turn out giving you more time to concentrate resources to other issues in the area
I admire your work
Thank you for consulting.
You are doing a fabulous job and it's appreciated
This should have been done years ago having been a former firefighter the amount of times we were turned out for AFAs was unbelievable waste of resources
I think it is great that SFRS gives the public a voice in these matters and takes our feedback and views on board. It is great to see that the service is constantly evolving and improving in order to better meet the needs of a society which is also evolving continuously. It would be the greatest honour for me to one day serve in the SFRS.
These UFAS have been a significant drain on SFRS resources for too many years. Low risk buildings have complex detection systems being fitted as a standard resulting in increased demands of SFRS resources. Duty holders are responsible for managing risk in respect of fire and that includes suitable arrangements to call fire service in event of fire; not false alarms. It will encourage a culture change which will be the norm. It has been seen during the periods of industrial action that duty holders took charge to manage their systems and processes due to reduced response when firefighters were on strike. It is an overdue change which can be monitored and where a specific risk comes to light the approach to response models.
I think Scottish Fire and Rescue do a fabulous job, and the consultation is a great way forward in ensuring that the time spent by all of these wonderful people will be the best possible use rather than wasted.
Every pump mobilised is a risk. The amount of accidents from Rds travelling to station and pumps having near miss or accidents on route to turnouts is no longer acceptable for safes as an employer.
Thanks for everything you do ☺
There is a lot of pressure on our fire services and introducing new ways of working that improves the service and minimises attending false alarm calls can only be a good way forward.
am more happy to the link or item's like this sent to me I will share them out with member of the group and committee that am part of

RVDS Staff – 2 positive comments

No, thank you for giving us the opportunity to make comment
this should have been done a long time ago and was brought up by us numerous times during manager visits and even hms inspection visit

What else could we have provided or done to ensure it was easy for you to respond to the consultation?

The above question was also asked. The following responses have been removed as they did not provide any additional comments:

- 40 N/A
- 1 Nil
- 12 none
- 40 Nothing

However, 111 comments were made. These have been broken down into sectors.

Emergency service organisation – 1 response

Your three options are limited and haven't left any other options beyond them. This consultation hasn't provided the public to respond further.

Local authority – 10 responses

Make direct contact with the organisations fire risk assessors
Nothing to note with exception of timescale information.
Reduce the links, it was not clear where the survey was located or where to send if not carried out online.
The call challenge process was difficult to follow/understand. Clearer information on this would have been helpful. It would have been helpful to have outlined considered impacts on changes the outcome of this consultation will have on workplaces. We discovered this consultation when it was raised by an external colleague at a meeting.
The consultation document provides a comprehensive and thorough, evidence-based options appraisal that is transparent about the level of benefits and risks posed by each approach. It provided easy-to-understand questions and sufficient information to form a view.
The consultation document wasn't provided - we were unsure what the abbreviations stood for.
The consultation has been straightforward although the range of options are limited.
The consultation process has not been difficult to respond to, it has however not afforded consultees with a range of options, option A and C have largely a similar Impact from a business perspective with option B being unpalatable for those managing sleeping risk premises.
The Council is grateful to our Local Senior Manager for Ayrshire (Redacted), Station Commander (Redacted) and other colleagues from the Scottish Fire and Rescue Service for the openness and willingness to engage on this important subject. The issue of Unwanted Fire Alarm Signals has been a matter that local elected members and members of our local scrutiny Committee have been concerned with for some time and the Service has presented a considered, comprehensive and informed consultation exercise. The case for change is very persuasive and we welcome the direction that is proposed.
We only found out about this close to the end of the consultation, as it greatly affects our venues it would be good to ensure that LA's are passing this information on to their properties and ALEO's

Member of SFRS Wholetime and Support Staff – 4 responses

The language and terminology could have been clearer.
The national campaign perhaps could of been advertised on general media platforms such as radio, TV.
Very informative consultation and end-user friendly.
You should have provided an in-depth analysis of why UFAS incidents have steadily increased since the formation of the SFRS in 2013 and why your actions to date to reduce these have not worked?

Member of the public –45 responses

26-40
all the items that were provided we all I need for be able to respond to the consultation?
An additional option for a rejection of any call challenge.
An option that maintains a response without challenging. Theses seemed like a closed group of questions
Ask for a view from the operational crews as it's them who attend.
Be more honest about your drivers behind this move. Budget constraints for example.
Clarity on response if no response to call challenge e.g. If a business is closed at night
Displaying the options more clearly and before the first question about them rather than after would be useful. Get local community councils involved to help spread the word about the survey is good however concerned at reliance made on social media to alert people to these.
Don't know
Engage with firefighters who respond every day to incidents
Every pump mobilised is a risk. The amount of accidents from Rds travelling to station and pumps having near miss or accidents on route to turnouts is no longer acceptable for safes as an employer.
Explain A and C again within the survey rather than requiring users to take notes / do a memory test / find a second device.
Give a fair view from both sides. Not just the views of the Chief and his disciplines who obviously won't speak up for fear of their own careers. Don't give closed options on the way forward which give a very based answer selection. Not big, and not clever!
I am a retired fire fighter so I know what a PDA and an AFA are. A glossary of terms might be useful.
I am assuming promotion of this consultation has been distributed in a variety of formats including accessible formats and not just electronically.
I am happy with the information provided as part of the consultation and I also like the way that the supporting documents were presented and laid out.
I didn't find out about this until the last day of consultation. I watch the news, read the papers and I'm on FB & Twitter. More PR?
I don't feel this has been widely advertised to the public, explaining the future proposals and their impact on public safety. An effective national publicity campaign using all media platforms to inform the public of this public consultation should have been considered.
I don't know
I thought the suite of documents and videos were fantastic.
I would like more information. For instance, how do you call challenge a school at 2am or at the weekend, is that something you can do? Another thing, do you actually expect the person who answers the phone for a call challenge to have meaningful answers and to take full responsibility for the fire service not attending a possible emergency?
Included an option to keep the current status quo rather than just present options that SFRS want to push through
It is good information on the document, no improvements.
It's fine

less repetitive explanation
More publicity is required as the information mentions this change will affect thousands of premises, who will most likely not know until it's too late.
No information on what is causing false fire alarms is given
Nothing just don't do it
Nothing, all necessary information is available and easy to access as well as being presented in multiple formats (graphics, videos and text).
Nothing. It's easy enough. Watch and read then decide.
Provided more options that may be suitable. Not what you as a service see. No option to suggest only 1 appliance sent. Everything is call challenge.
Put a direct link to this in the pdf document or at least one easy to find if there is one as I didn't find it
Satisfied
spelt out acronyms more often - difficult for a member of the public to remember them all
The consultation document is separate from the survey... Would it have been possible for you to briefly outline the purpose of each question and remind us what the options were... Sorry I struggle jumping between documents especially when on a smart phone and you may want my comments nonetheless (I think I can give sensible comments without reading a consultation document on this topic. /.. but a few prompts in the questionnaire might help
The Consultation document was very easy to read and provided sufficient information to ensure I could give an informed view
The consultation does not provide any evidence to support many of the claims made. There is not data presented on the actual number of AFA's that are related to a confirmed fire, nor to the number of AFA's that lead to a reduction in property damage and loss of life due to an SFRS response. No data is presented related to the number of traffic accidents from responses to AFA's, and yet "statistics" are presented indicating a "reduction" with no evidence to back up these claims. No data is presented breaking down the sectors for AFA's, such as Office / Industrial / Residential (Hotel / Care Home etc), nor is there any data relating to premises located near areas of high risk, such as next to transport infrastructure (such as an operational railway, hospital etc). Based on the evidence presented, it is clear that there are a large number of key factors which have not been considered at all.
The consultation is weighted strongly in favour of a particular outcome. it does not seek the views of the public but rather seeks to gather data weighted to confirm the SFRS/Scot Gov pre-existing route of travel on this matter.
The option to leave as it is. If a property has a number of AFAs attend out with calls to assist in reducing but not stop mobilising. Recipe for disaster
The options changed from having numbers to having letters which was a bit confusing. Sticking to letters would make it clearer when the options were ranked (risk and benefit).
The options provided to respond were satisfactory.
This was easy
To many abbreviations
Transparent unbiased data provided. All data provided is typical of any organisation carrying out a 'consultation' where the information provided is designed to steer the participants of the consultation down the path which the organisation would like to see as the eventual outcome.
Try being honest - the consultation paper is heavily biased in one direction. See comments above, I will be contacting my MSP on the subject. 3 obligatory responses with 3 scenario options is statistically incompetent. Where is the status quo option?

Not answered who they are – 2 responses

Adequate provision given
The current three options do not state what response would be given if there was no response to the call challenge i.e. nobody on site and nobody responding to calls?

Public sector body- 10 responses

As a trade association representing Alarm Receiving Centres that monitor a vast proportion of AFAs across Scotland (and across the UK), we feel there are other consideration that are needed in addition to just premises with sleeping risk. Please see further comments in question 6.
Get on with the job stop trying to cut services. Too much top brass
I have not read all the material that you did send so I do not think that you could have provided more for me. I trust that the SF&RS know what is appropriate.
More detail is required on what the reasoning behind this is versus the risk. At what point can we confirm to the SFRS there is a fire – this definition must be part of the consultation. No consideration seems to be given to the varied nature of buildings or contents, no appreciation in the range of buildings or property or location. No consideration of what this means to employers and nationally to large scale public sector organisations.
More information on how you respond / plan to respond to buildings which are unoccupied at the time the alarm goes off? Increased promotion of this consultation.
Much better publicity much earlier. Making the effort to reach out directly to key stakeholder groups - we had no notification of this consultation until informed by CEC. Surely all unions should have been contacted directly? Have third sector organisations been contacted - they are major users of public buildings and, were such buildings to be taken out of operation because of fire damage, will suffer greatly.
provided actual Scenario based incident that reflect to False alarms to show the data is real time and current, approving a stat of 28000 is just a number that is very hard to relate to actual real time false alarms
Should be more widely known especially in local government
There was a lack of public awareness on this consultation. There should have been a more widely publicised awareness of the consultation through press and media channels e.g. newspapers, radio, tv etc.
We received this through another organisation - wider organisation coverage would encourage more response

Retained employer- 4 responses

• Involvement of schools at an earlier date. • Proactively contact schools for response. The consultation was brought to our attention by chance via Abertay university. • A timeline past Stage 7 (end of 2021). As you are committed to choosing one of 3 options by the end of the year a likely implementation timeline would be helpful for long term planning/costings etc. • More details on mitigation support. namely; o Training materials from SFRS to businesses to train their staff on safe fire detection etc o Policy/handbooks/guidance on how to set-up logistics for Options A/B/C e.g. recommended ratios of fire marshals to staff/pupils, o Examples of the questioning to confirm a fire – do staff have to see/smell/touch/feel a fire? I s anecdotal evidence acceptable e.g. a colleague or pupil tells a fire marshal they could smell smoke
Provided our mutual employee with an email link that they could have forwarded on to us in order to complete this survey.
The link to the survey in the PDF of the consultation document is and does not lead to the firescotland.gov website.
We didn't know what category we were in for Q1

RVDS staff- 12 responses

Could have been done by text question program for people that do not have access to a pc or tablet.
Emailed to every member of the fire service
I think the consultation documents were helpful and the videos in particular were very informative and concise, especially for members of the public who may not be fully familiar with the procedures etc.
I think the system should stay the same as it is at the moment. Attendance time in rural communities in Argyll is critical. If the second pump is not turned out until after the 1st attends then that could possibly be half an hour lost. We live in an area that time could be critical. Keyholders may not attend to confirm if there is a fire for a whole half an hour after the initial call so that would be time lost again. I think consideration really needs to be given to the areas in which any new procedure is rolled out.
I think this consultation is important enough to warrant a dedicated email to each employee's email account. I appreciate that it is on the iHub page and within other general information emails, but we do get dedicated emails for less important consultation requests that this one. Links to the iHub page or consultation document could be included.
It is the job of SFRS to attend calls whether real emergencies or false alarms. These shouldn't be pre-empted by a call centre.
Nothing, it was short and to the point.
Public buildings must be warned on the activation of their AFA's and should be notified by SF&RS as an improvement notice by the authority
send managers round to have discussions with retained crews during which the firefighters have to give their opinion. too many will keep quiet otherwise and later claim changes were forced upon them
Send to individual inboxes as a consultation/survey and not in Communication bulletins, which can easily be overlooked by many staff.
Was straight forward
Yes

Voluntary organisation- 3 responses

I don't think you could have done anything else.
I work with supported housing providers across Scotland and their properties vary a great deal in terms of staffing and office arrangements. It is important to know whether they do or do not meet the 'sleeping risk' exemptions but many do not appear on the list of exemptions as set out. Whilst they may have offices within the supported housing, there may be no staff present at certain hours but the people who live there could be sleeping and therefore pose a 'sleeping risk'. As well as a list of exemptions it would be helpful to clarify what constitutes domestic or residential accommodation and therefore not affected by the options set out here, for instance, self-contained sheltered housing is excluded from the list of exemptions but presumably that is because self-contained sheltered housing is domestic or residential accommodation and therefore not affected by the plans at all.
Potentially resource heavy, but an interactive page of a website that demonstrates the different options in a more immersive way in addition to individual interviews of members of the fire service. This would enable respondents to better and more thoroughly understand the situation and solutions to the problem. A short quiz might also help to ensure respondents understanding of the issue before completing the consultation.

APPENDIX E

OPTION A : KEY RISKS AND MITIGATIONS

Key risks	Measures we will take to mitigate any risk
Increased risk of building damage	• There are very few fires linked to AFAs - around 2% lead to a fire and the majority of these are already out on arrival, or require very little intervention from the Service. We will monitor these figures to ensure we do not see an increase in building damage as a result of any change to our response. • We will work with duty holders to provide advice and guidance. This will include providing advice on considerations for fire protection, fire evacuation and reinforcing the need for making an early call to the SFRS, if a fire is confirmed. • We will ensure the call challenge process is designed around asking the most relevant questions of the caller to establish if the AFA is a confirmed fire. All calls received that are confirmed fires will be treated as a priority and should not result in a notable delay in sending appliances.
Increased risk to building occupants	• There are very few casualties linked to AFAs – less than 2% of all fire casualties. We will monitor these figures to ensure we do not see an increase in the risk to people as a result of any change to our response. • The most likely risk to people is when they are asleep. These properties are exempt under Options A and C and would therefore continue to receive an automatic response. • For Option B we would regularly check and test the fire safety arrangements of buildings where there is a sleeping risk through our fire safety enforcement framework.
Increased risk to firefighter safety if faced with a more developed fire	• Ongoing core skills training, will ensure firefighters can safely, competently and effectively deal with the risk of a more developed fire. • We will monitor and review incidents, to ensure any lessons are learned and improvements in firefighter safety are made. • The recent review of the COVID-19 interim response, showed no increased risk to firefighter safety because of a reduced response to AFA actuations. • Based on vehicle accident and injury statistics relating to attending UFAS, it could be argued that road risk from unnecessary blue light journeys is greater than any risk to firefighters from more developed fires because of implementing any of the proposed options.
Fire and rescue reputational damage	• We will ensure our final decision considers the feedback of stakeholders and reflects any significant concerns they have. • Any changes we implement following consultation will be done through a carefully planned and managed approach, which will include working with stakeholders who may be directly affected, to ensure they are prepared for any changes we make.
RVDS retention and recruitment issues	• While a reduction in call-outs may impact upon RVDS staff who are paid for each call they attend, there are other duties they will be able to take on with any additional capacity created. We are involving staff in the decision-making process. • Longer term, different remuneration models are being considered through the RVDS Strategy Project. • Reduced UFAS call-outs may improve RVDS retention and recruitment issues, due to reduction in disruption to their primary employment and a better work/life balance.

APPENDIX F

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

PART 1
BASIC INFORMATION

Policy Owner	Director of Service Delivery
E&D Practitioner	Denise Rooney
Title **(of function/policy to be assessed e.g. name of policy, title of training course)**	Reducing Unwanted Fire Alarm Signals (UFAS) - Options for responding to AFAs. This has been conducted through an options appraisal process, leading to a public consultation on 3 options, then a final decision setting out a preferred option during December 2021.
Date Assessment Commenced	26.10.20 – Denise Rooney 06.11.20 – Reviewed to take cognisance of shortlisted options. 28.01.21 – Reviewed by Denise Rooney to update Island Impact Assessment 25.03.21 – Reviewed by Denise Rooney to include feedback from Stakeholders Event 24.02.21 22.04.21 – Reviewed by Denise Rooney to include the Communications and Engagement Plan 06.05.21 – Reviewed by James Clark and Denise Rooney 03.06.21 – Reviewed by Denise Rooney to incorporate EIA Executive Summaries. 16.11.21 – Reviewed by GC Roy Dunsire, GC Scott Symon and Denise Rooney to incorporate findings from the consultation.

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	To identify a model for responding to AFA's at non-domestic premises, that will achieve an optimum balance of: • Minimising risk to public safety and firefighter safety. • Maintaining an effective response to confirmed fires originating as an AFA. • Maximising efficiency savings through reducing mobilisations and expanding the services capacity to invest in prevention and other value adding activities. • Having regard to relevant risk factors (e.g. time of day, occupancy, special risks). • Supporting the services commitment to achieving carbon reduction targets.
Are there any associated objectives of the function/policy (please explain)?	The SFRS attends on average 28,479 UFAS incidents per year accounting for 31% of all SFRS incident activity. This level of demand places an unnecessary burden on our resources and often causes significant interruption to

	businesses, health establishments and educational institutions across Scotland.

The unnecessary mobilisation of fire appliances to UFAS also has the potential to impact on the safety of both firefighters and communities as vehicles respond to incidents under blue light conditions. Reducing such unnecessary activity means our firefighters can focus on building and maintaining their skills to meet the new demands and risks Scotland's people and communities face. |
| **Does this function/policy link with any other function/ policy?** | • The SFRS's permanent UFAS Policy and Supporting Procedures, introduced on 01 December 2014.
• The Fire and Rescue Framework for Scotland 2016, which introduced reducing UFAS as one of the Scottish Ministers' priorities for the SFRS to progress.
• The SFRS Strategic Plan 2019-22, which details the need to reduce UFAS as a strategic objective of the Service.
• The COVID-19 Interim response to AFAs, which is currently operating during the pandemic.
• The recommendations arising from HMFSI's Report – Managing Automatic Fire Signals (2015), which examined the effectiveness of the SFRS's Policies and Procedures for managing automatic fire signals.
• The SFRS UFAS Stocktake Review, that evaluated the effectiveness of the SFRS approaches for managing UFAS demand and set out recommendations. |
| **Who is intended to benefit from the function/policy and in what way?** | SFRS employees, stakeholders and wider public. |
| **What outcomes are wanted from this function/policy?** | The SFRS is placing increased emphasis on reducing UFAS demand and has ambitions for achieving significant improvements in performance and releasing capacity to meet future challenges and risks. |
| **What factors/forces could contribute/detract from the outcomes?** | Evidence collated from the review of the Covid-19 interim response to AFAs provide an insight into some of the potential options and positive outcomes.

Lack of significant engagement and worthwhile data on which to make an informed decision. |
| **Who are the main stakeholders in relation to the function/policy** | **Internally**: Wholetime, Ops Control, RVDS, UFAS Champions, FBU
Externally: Dutyholders with fire safety responsibilities for relevant premises; Alarm Receiving Centres; fire industry; insurance industry. |
| **Who implements the policy and who is responsible for the function/policy?** | Service Delivery Directorate |

PART 2
ESTABLISHING RELEVANCE

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

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

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	☒	☐	☐
Caring responsibilities	☒	☐	☐
Disability	☒	☐	☐
Gender reassignment	☒	☐	☐
Marriage and civil partnership (answer this only in relation to point **a** above)	☐	☒	☐
Pregnancy and maternity	☒	☐	☐
Race	☒	☐	☐
Religion and belief	☒	☐	☐
Sex (gender)	☒	☐	☐
Sexual Orientation	☐	☒	☐
Social and economic disadvantage	☒	☐	☐

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

AND,

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

- SFRS's permanent UFAS Policy and Supporting Procedures
- UFAS Stocktake Review and recommendations
- The recommendations arising from HMFSI's Report – Managing Automatic Fire Signals (2015), which examined the effectiveness of the SFRS's Policies and Procedures for managing automatic fire signals.

- The publication of The Fire and Rescue Framework for Scotland 2016 ('the Framework'), which introduced reducing UFAS as one of the Scottish Ministers' priorities for the SFRS to progress.
- The publication of the SFRS Strategic Plan 2019-22, which details the need to reduce UFAS as a strategic objective of the Service.
- Scotland's National Performance Framework in relation to the national outcomes of:
  1) 'We live in communities that are inclusive, empowered, resilient and safe'
  2) 'We respect, protect and fulfil human rights and live free from discrimination'

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

Yes	**No**	**Don't Know**
☒	☐	☐

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

AND,

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

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

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

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

The risk to vulnerable individuals and the Right to Life has been considered throughout the options appraisal process and engagement with stakeholders has played an important part in this, including the review of any exemptions.

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

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

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

Concluding Part 2

Outcome of Establishing Relevance	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	☐	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	**Older adult:** Older adults as they are more likely to live in sheltered or managed accommodation. At 31 March 2019, there were an estimated 30,914 long stay residents in care homes for older people. Of these, an estimated 19,590 had dementia (either medically or non-medically diagnosed). Residential care homes may also provide short term or respite care. At 31 March 2019, there were 1,531 residents in a care home for these purposes – an increase of 49% compared with 31 March 2009 (1,029). Over the five-year period covering 2015/16 to 2019/20, there were an average of 48 AFAs per year in residential care homes that led to fires. Residential care homes provide residential care for the most vulnerable people in society and there is an opportunity to make a positive impact on the grounds of age through the provision of advice on fire safety to dutyholders reflecting the specific requirements of the residents who may not be able to identify risk on their own, may be subject to greater levels of distress or confusion than the general population, may have physical/sensory/mental impairments that impact on their ability to move to safety unassisted and there may be materials present such as oxygen that contribute to the spread of fire. The 12-week public consultation ranked Option A as the preferred option. For the reasons stated above and the potential risk to life, residential care homes receive a PDA of two fire appliances regardless of time of day under Option A. **Student Accommodation:** As it relates to individuals living in halls of residence or Houses of Multiple Occupation (HMOs). Over the five-year period covering 2015/16 to 2019/20, there were an average of 41 AFAs per year in residential care homes that led to fires. **Boarding school accommodation**: As it relates to children and young people who reside in boarding schools across Scotland. In 2020 there were 28,724 pupils in 71 independent schools - 4% of pupils in Scotland. There are 19 mainstream boarding schools with 2606 pupils – 35% of boarders are from overseas.

	Young Offenders: Young Offenders who are residing within young offender institutions that provide custodial facilities for 16–21year old's (or older in exceptional circumstances with the Governor of the establishment's agreement).
	Under Option A, sleeping risk premises are exempt from call challenging and will receive a PDA immediate response of one fire appliance between 0700-1800hrs and two fire appliances out-with these hours.
	Furthermore, the proposals will not affect how SFRS respond to calls from AFAs that are real fires. If there is a confirmed fire, SFRS will respond as it normally would for any emergency.
	The SFRS will continue to provide advice through its Fire Safety Enforcement business as usual practices, but the project acknowledges that a wider Communications piece will be required around the implementation of the chosen option. This will be a workstream that will be fully developed and coordinated during the transition period, with plans to enhance dutyholder knowledge through the delivery of sector-specific fire safety seminars.
Caring Responsibilities	**Care Experienced:** At 31 July 2019, there were an estimated 14,015 care experienced children and young people in Scotland in various types of care setting. 10% of these young people were in a residential care home.
	Over the five-year period covering 2015/16 to 2019/20, there were an average of 9 AFAs per year in residential care homes for children that led to fires.
	Under Option A, such residential care homes will receive a PDA of two fire appliances regardless of time of day under Option A.
Disability	**Disability:** Relevant to individuals with a disability who are living within residential accommodation.
	On 31 March 2019, there were 159 care homes for learning disabilities providing 1,587 places, 55 care homes for mental health problems providing 978 places, and 41 care homes for physical and sensory impairment providing 666 places.
	On 31 March 2019, the estimated percentage occupancy in care homes for learning disabilities was 89%, and was 92% in care homes for mental health problems, and physical and sensory impairment.
	Source: Care Home Census for Adults in Scotland 2009 - 2019
	Individuals with a sensory/mental/physical impairment or disability may have difficulty identifying risk or removing themselves unaided from potentially dangerous situations.
	Due to the level of risk, Care Home Services, Hospitals, Private Hospitals and Hospices which provide inpatient care are already audited by the SFRS annually. Newly registered Care Home Services are audited within seven working days of becoming operational.
	All the above are currently classed as 'sleeping risk' premises.

	Under Option A, sleeping risk premises are exempt from call challenging and will receive a PDA immediate response of one fire appliance between 0700-1800hrs and two fire appliances out-with these hours. Residential care homes receive a PDA of two fire appliances regardless of time of day under Option A and the hospital PDA for AFA's has been amended to the same as residential care homes.
Gender Reassignment	May have potential relevance to individuals requiring medical in hospitals as part of their transition process. Under the recommendations for exemptions with Option A, hospitals will now receive a PDA of two fire appliances regardless of time of day.
Marriage and Civil Partnership	There is no relevance in relation to marriage and civil partnership.
Pregnancy and maternity	**Pregnancy:** Relevant for individuals who are pregnant as they are more likely to require medical care in hospitals. Over the five-year period covering 2015/16 to 2019/20, there were an average of 69 AFAs per year in hospitals that led to fires. Under the recommendations for exemptions with Option A, hospitals receive a PDA of two fire appliances regardless of time of day.
Race	**Asylum Seekers:** Relevant to individuals who are seeking asylum and living within residential accommodation. Individuals within this group may have interconnected risk factors such as communication barriers, personal isolation, mental health conditions, be socially and economically disadvantaged or may be unaccompanied young people living in unsupported accommodation. Asylum support accommodation is subject to the same law and regulation in relation to fire safety and overcrowding, health and safety, houses in multiple occupation etc. as any other accommodation. Dutyholders have a responsibility for ensuring that their employees understand fire safety information as it is relevant to them and also for displaying relevant safety information for their customers'. The SFRS does not have current and accurate data on the ethnic profile of individuals and Asylum support accommodation involved in fire incidents The SFRS will provide alternative formats and different languages to the key messages on request. Asylum accommodation is currently classed as 'sleeping risk' premises under the exemption element of options A and will therefore receive an immediate response to all AFA actuations. Furthermore, the proposals will not affect how SFRS respond to calls from AFAs that are real fires. If there is a confirmed fire, SFRS will respond as it normally would for any emergency. **Language:** The implementation of the preferred option, will include a workstream to develop and deliver a Communication Strategy. This

	Strategy is committed to considering the provision of information, advice on request, publicity and encouragement in a format that is of use to the intended audience.
	The SFRS will liaise with national and local business organisations to ensure consistency of messaging and accessibility.
	The Protection for Scotland Framework and its associated Equality Impact Assessment should be considered alongside this EIA.
Religion and Belief	There may be a sleeping risk as it relates to monasteries or convents.
	Places of worship are not deemed as high risk, partly due to the fact that there is no sleeping risk.
	The SFRS understands that a fire at a place of worship can have a wider impact on a community, particularly if a fire related hate crime.
	Sleeping risk premises are under the exemption element of options A and will therefore receive an immediate response to all AFA actuations.
Sex (gender)	**Refuge Accommodation**: A refuge is a safe place for women and children to escape from domestic abuse. Generally, only women are permitted inside. Refuges vary from area to area. Some are shared houses, while others offer self-contained apartments.
	Relevant refuge accommodation is currently classed as a 'sleeping risk' premises under the exemption element of options A and will therefore receive an immediate response to all AFA actuations.
	Furthermore, the proposals will not affect how SFRS respond to calls from AFAs that are real fires. If there is a confirmed fire, SFRS will respond as it normally would for any emergency.
Sexual Orientation	There is no evidence of a direct or indirect relationship between sexual orientation and UFAS activity.
Social and Economic Disadvantage	The maintenance of businesses within communities has a beneficial impact on local communities in the financial well-being and social vibrancy of an area. This can be particularly important in the preservation of heritage sites which can provide the most important financial and social hub for the local community.
	Dutyholders should consider the inclusion of appropriate property protection measures within their fire risk assessment where no arrangements are in place to confirm a fire during unoccupied hours, and this shouldn't include relying on a fire service response to investigate AFA activations during unoccupied hours.
	To assist with this, the SFRS are recommending a delay of 12-months to the implementation of a preferred option, to address these matters – April 2023 instead of April 2022. This should give dutyholders time to review their risk assessment, and put in place the necessary measure to protect their property from fire during unoccupied hours.

SFRS will work with dutyholders to provide advice and guidance, which will include considerations for fire protection that give strong indicators of fire and we will respond to without delay.

Dutyholder knowledge will also be enhanced through the delivery of sector-specific fire safety seminars and a strong communications strategy in the lead up to implementation.

Furthermore, a monitoring and review framework, will be put in place, for assessing the impact of non-attendance to AFA's on property damage and life risk etc.

RVDS Employees: There is a potential negative financial impact for RVDS employees should the number of turnouts to AFAs be less. There is also a potential positive impact on RVDS, where less call-outs will enable a better work/life balance and reduce the impact on their primary employers.

To help mitigate the potential negative finacial impacts on RVDS Staff, opportunities for taking on other duties, to make up for any lost earnings through reduced UFAS call-outs, will be available as follows:

- HFSVs: local stations involvement in fire prevention activities, including HFSV's, will continue to be fully supported within LSO areas. Although CAT teams may undertake initial visits to very high & high-risk referrals, station personnel have the opportunity and are actively encouraged to conduct re-visits/annual follow-ups.
- Operational Intelligence (OI) Visits: although coordination of the completion of local OI visits may be part of the Rural Watch Commanders (WC) remit, this work is managed at a local level. The approach of LSO areas is to encourage and request local station personnel to conduct OI visits themselves with the offer of support and assistance from the Rural WC. This approach greatly assists with the stations local knowledge of risk within their areas. It builds familiarity with risk premises and provides the opportunity to build relationships leading to greater opportunities for joint and on-site exercises, which is another approach fully supported by LSO areas.
- Training: local training teams support areas to achieve and maintain competency against the phased planners; however, it is the responsibility of the local station management teams to plan, schedule and deliver the training. Where challenges are experienced locally with completing the required training, localised arrangements have been put in place. This has included: additional drill sessions for fire fighters in development; providing additional time to complete required maintenance and testing out-with drill nights; additional sessions to encourage and support multiagency training and exercising and localised joint station training sessions. Although not exhaustive these approaches will continue to be encouraged and supported in LSO areas in liaison with LSO managers.

All the above areas provide a significant amount of opportunities for RVDS staff to undertake activity that is focused, targeted and supported by LSO areas and are within the Firefighter role map. There will be other activities that local station personnel could become involved with allowing individuals to further supplement their incomes (e.g. locally supported community engagements, education and events, hydrant inspection and maintenance, recruitment events, pre-employment engagement programme, fireskills and youth engagement). The key benefits of such

	activity is the flexibility to work these earning opportunities around their primary employment and family priorities, instead of needing to rely on the uncertainty of payments for attending incidents.

In addition to the above, the perceived loss of earnings potential of our RVDS, from any changes to our response to AFAs, is being considered by the National Retained and Volunteer Leadership Forum, so they can understand where any spare capacity created can provide different opportunities for our RVDS.

At the staff and stakeholder Workshop on 24 February, it was suggested that reduced UFAS within rural areas, may lead to RVDS station closures. The desire to reduce the impact of UFAS demand should not be perceived as an opportunity for closing any fire stations in Scotland, especially those located in more remote/rural locations, that are predominantly served by RVDS staff. The sole purpose of the UFAS project is to reduce UFAS, not to close stations. Often covering large geographical areas attending a diverse range of emergencies, RVDS stations are of critical importance to the safety and wellbeing of Scotland. Many of these stations also act as a focal point for the community, where they double up as social spaces and community resilience hubs. Reducing UFAS demand in communities served by RVDS stations, will help build capacity for responding to new and growing risks such as wildfires and spate flooding events. |
| **Human Rights** | Please see section above on human rights. |
| **Impact on people in general not covered by specific characteristics** | The average time spent by fire crews at UFAS incidents is 15 minutes, with an average of 2 fire appliances at every incident. This means an estimated 57,000 unnecessary blue light journeys every year. High levels of UFAS demand are therefore having an impact on the SFRS and the communities of Scotland.

For communities this includes:
- Disruption of business (time wasted, loss of business).
- Disrupts customer activities, causes inconvenience to residents.
- Causes complacency by being treated as 'just another false alarm.'
- Cost to local businesses when RVDS are released from work to attend a UFAS.
- Impact on the environment due to unnecessary appliance movements, and
- A drain on public finances.

For the SFRS this includes:
- Diverting essential services from real fires and rescues (putting lives at risk).
- Unnecessary road risk to fire crews and the public while responding (accidents).
- Disruption to training, fire safety and community safety engagement activities (education saves lives)
- Direct cost of responding (fuel used and payments to RVDS for being called-out to attend).

Scottish Island Impact Assessment
Depopulation is a threat to many of Scotland's island communities. Over the last 10 years, almost twice as many islands have lost populations as |

have gained. Socio-economic concerns may impact on island communities in relation to depopulation.

Public Consultation – Scottish Islands
Within the National Plan for Scotland's Islands, the Scottish Government recognises the importance of the Gaelic language to many island communities, and the importance of the Gaelic speaking island communities to the survival and sustainability of Gaelic in Scotland. During the pubic consultation, key messages were translated into Gaelic including:
- Gaelic versions of the 5 press releases
- Consultation document, was made available in Gaelic
- Gaelic transcript highlighting consultation

The Local Senior Officer engaged with key stakeholders in these areas including:

- Orkney Islands Council Police and Fire Scrutiny meeting
- Comhairle Nan Eilean Siar Communities and Housing Committee
- Outer Hebrides Community Planning Partnership Executive
- Shetland Islands Council -Community Safety & Resilience Board
- Shetland Island Council Community Planning Board (Executive)
- Local Councillors

Western Isles, Orkney and Shetland (WIOS) NHS: Where engagement was facilitated by the LSO, there was a good understanding of the process and rationale for change. The consultation information pack was well presented and well received by stakeholders. Overall, feedback and appreciation of the impact of UFAS and benefits of reducing them was accepted and recognition that SFRS AFA response had to change in the future.

The stakeholder event on the 24th February and the public consultation highlighted some potential negative impacts and concerns for rural island and rural areas. These have been considered below, with measures to try to minimize these impacts.

It should be noted that the SFRS will continue to engage with the Scottish islands and rural areas during implementation to ensure that these measures do indeed minimize these impacts.

There could be an increased risk for island and rural areas, if response times were longer and that fewer call outs could have a detrimental financial impact on RVDS Island Staff.

There should be no notable delay in response, through the option being proposed, if a confirmed fire and an early call is made to the SFRS, then an immediate response will be mobilised. Furthermore, all sleeping risk premises are exempt and will receive and immediate response to all AFA's. Dutyholders should consider the inclusion of appropriate property protection measures within their fire risk assessment where no arrangements are in place to confirm a fire during unoccupied hours, and this shouldn't include relying on a fire service response to investigate AFA activations during unoccupied hours. SFRS are recommending a delay of 12 months to the implementation of a preferred option, to address these matters – April 2023 instead of April 2022. This should give dutyholders

time to review their risk assessment, and put in place the necessary measures to protect their property from fire.

We will also work with dutyholders to provide advice and guidance, which will include considerations for fire protection, which provide strong indicators of fire and we will respond to without delay. Dutyholders knowledge will also be enhanced through the delivery of sector-specific fire safety seminars and a strong communications strategy in the lead up to implementation.

Furthermore, a monitoring and review framework, will be put in place, for assessing the impact of non-attendance to AFA's on property damage and life risk etc.

To help mitigate the potential negative financial impacts on RVDS Staff, opportunities for taking on other duties, to make up for any lost earnings through reduced UFAS call-outs, will be available as follows:

- HFSVs: local stations involvement in fire prevention activities, including HFSV's, will continue to be fully supported within LSO areas. Although CAT teams may undertake initial visits to very high & high-risk referrals, station personnel have the opportunity and are actively encouraged to conduct re-visits/annual follow-ups.
- Operational Intelligence (OI) Visits: although coordination of the completion of local OI visits may be part of the Rural Watch Commanders (WC) remit, this work is managed at a local level. The approach of LSO areas is to encourage and request local station personnel to conduct OI visits themselves with the offer of support and assistance from the Rural WC. This approach greatly assists with the stations local knowledge of risk within their areas. It builds familiarity with risk premises and provides the opportunity to build relationships leading to greater opportunities for joint and on-site exercises, which is another approach fully supported by LSO areas.
- Training: local training teams support areas to achieve and maintain competency against the phased planners; however, it is the responsibility of the local station management teams to plan, schedule and deliver the training. Where challenges are experienced locally with completing the required training, localised arrangements have been put in place. This has included: additional drill sessions for fire fighters in development; providing additional time to complete required maintenance and testing out-with drill nights; additional sessions to encourage and support multiagency training and exercising and localised joint station training sessions. Although not exhaustive these approaches will continue to be encouraged and supported in LSO areas in liaison with LSO managers.

All the above areas provide a significant amount of opportunities for RVDS staff to undertake activity that is focused, targeted and supported by LSO areas and are within the Firefighter role map. There will be other activities that local station personnel could become involved with allowing individuals to further supplement their incomes (e.g. locally supported community engagements, education and events, hydrant inspection and maintenance, recruitment events, pre-employment engagement programme, fireskills and youth engagement). The key benefits of such activity is the flexibility to work these earning opportunities around their primary employment and family priorities, instead of needing to rely on the uncertainty of payments for attending incidents.

In addition to the above, the perceived loss of earnings potential of our RVDS, from any changes to our response to AFAs, is being considered by the National Retained and Volunteer Leadership Forum, so they can understand where any spare capacity created can provide different opportunities for our RVDS.

Benefits would differ depending on geographical location.
By virtue of the built environment, there are more non-domestic premises and therefore more UFAS in built-up areas. UFAS in RVDS areas accounted for 17.25% of overall UFAS demand. One of the biggest benefits for RVDS, will be the reduced impact on primary employers by not having to release their staff so often, and potentially better work/life balance with the potential for reduced disruption.

A fire may not be noticed by members of public especially during the night so delay in attendance of SFRS could cause issues if the AFA was to be a fire if no automatic attendance of a fire appliance.

This risk is greatest for non-sleeping risk premises during unoccupied hours. From a property protection perspective, SFRS historical incident data indicates very low risk of an AFA being an actual fire and an even lower risk of that fire causing extensive damage. Relevant dutyholders, should consider the inclusion of appropriate property protection measures within their fire risk assessment where no arrangements are in place to confirm a fire during unoccupied hours, and this shouldn't include relying on a fire service response to investigate AFA activations. SFRS are recommending a delay of 12 months to the implementation of a preferred option, to address these matters – April 2023 instead of April 2022. This should give dutyholders time to review their risk assessment, and put in place the necessary measure to protect their property from fire.

SFRS will also work with dutyholders to provide advice and guidance, which will include considerations for fire protection, that provide strong indicators of fire and we will respond to without delay. Dutyholder knowledge will also be enhanced through the delivery of sector-specific fire safety seminars and a strong communications strategy in the lead up to implementation.

Furthermore, a monitoring and review framework, will be put in place, for assessing the impact of non-attendance to AFA's on property damage and life risk etc.

Crew Welfare
Through an online survey to review COVID-19 interim AFA response arrangements and a series of staff engagement sessions, where staff shared their views on the future direction of the service, there is evidence that staff feel the Service can make better use of resources by changing the response and stopping/reducing attendance at UFAS incidents.

Operations Control Staff
Consultation highlighted potential positives but also potential negative impacts for OC Staff. These were mainly around training implications, and low morale due to potential additional pressures around call challenging.

A total of 15 OC briefing sessions were conducted to ensure all OC watch-based staff were given the opportunity to actively engage with the

consultation proposals and contribute their views. The feedback from OC staff was consistent across the three regional OC rooms.

Most of the concerns raised by OC staff, centred around the willingness of ARCs to engage or comply with any changes that may occur.

There was a general view from OC staff that the timescale for implementation of any preferred option was unrealistic. Ensuring that everyone is trained to a consistent level and are confident in any new procedures for dealing with AFA calls were factors that OC staff felt needed considering when deciding timescales for implementation.

OC staff also expressed some concern around any changes to dealing with AFA calls happening against a backdrop of the new Systel mobilising system going live.

SFRS are recommending a delay of 12 months to the implementation of a preferred option, to address these matters – April 2023 instead of April 2022. This will help to ensure all OC staff are trained to a consistent standard and they feel confident in applying new procedures associated with call challenge and non-attendance to AFA's.

All RVDS Staff
Engagement raised potential impacts for RVDS employees, mainly around financial implications, response times and the benefits of UFAS being dependent on geographical location.

RVDS staff were identified as key members of staff who may be affected by any change to the Services AFA response model.

In recognition of this, two national RVDS online engagement sessions were organised to give RVDS staff the opportunity to actively engage with the consultation proposals and seek their views. Members of the SFRS's RVDS National Support team were also in attendance, to answer any relevant questions during the sessions. Although attendance was low, concerns were raised about reducing UFAS and the detrimental impact upon RVDS earnings, recruitment, and retention. Similar sentiments were raised by some RVDS staff responding to the online survey.

Following the RVDS engagement sessions, the Consultation Team developed specific FAQ's for RVDS staff, covering the perceived loss of earnings potential of RVDS staff (The additional earning opportunities were highlighted under Scottish Islands Impact Section). Furthermore, the National Retained & Volunteer Leadership Forum (NRVLF) has committed to undertake work that will consider and better understand where any spare capacity created through reducing UFAS can provide different opportunities for RVDS Staff.

Firefighter safety was also raised, where crews may end up attending a well developed fire due to delayed attendance. SFRS historical incident data indicates very low risk of an AFA being an actual fire and an even lower risk of that fire being well developed.

Ongoing core skills training, will ensure firefighters can safely, competently and effectively deal with the risk of a more developed fire.

| | SFRS will monitor and review incidents, to ensure any lessons are learned and improvements in firefighter safety are made.

The review of the COVID-19 interim response, showed no increased risk to firefighter safety because of a reduced response to AFA actuations.

Based on vehicle accident and injury statistics relating to attending UFAS, it could be argued that road risk from unnecessary blue light journeys is greater than any risk to firefighters from more developed fires because of implementing any of the proposed options. |
|---|---|

Summary and Conclusion of Impact Assessment

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

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

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

The SFRS started the Equality Impact Assessment (EIA) process at commencement of the options appraisal stages and it has developed further through the 12-week public consultation exercise, to provide SFRS with a better understanding of the potential impacts (both positive and negative) on the above groups. In turn, this will assist the Service in making a final decision around a preferred option, that will go to the SLT and the Board.

Stakeholder Options Appraisal Workshop

On 24 February, a total 42 staff and stakeholders classified as high influence/high interest, participated in a Zoom online workshop. The purpose of the workshop was to evaluate the benefits and risks of five shortlisted options for responding to AFA's. To achieve this, the options were evaluated against set assessment criteria, then scored and ranked by the participants.
As stated in this EIA, stakeholder engagement to date has detailed the welfare of SFRS employees as a concern and highlighted the potential differences for the Scottish Islands and other rural areas.

The results from the workshop enabled an overall scoring and ranking of the five options and three options were taken forward for public consultation.

Public Consultation

Communication and Engagement Strategy: A Strategy was developed, which included a stakeholder mapping exercise to ensure we reached as many of our target audiences as possible throughout the process. We considered the most suitable methods of communication

appropriate to our target audiences, in order to address the needs of people of all ages; people from different cultural and language backgrounds, and disabled people. This was considered and documented within a Communication and Engagement Strategy Equality Impact Assessment.

Public Consultation Accessibility: The consultation document, was made available in electronic, hard copy and Gaelic versions to ensure that they were accessible across the diverse communities of Scotland. Alternative formats were also available on request.
Subtitled, 'bite-sized' video content was produced for use on social media summarising the content of the consultation document.

Postcards raising awareness of the consultation were also produced and distributed to the Dutyholder/Premises Responsible Person by operational crews, following attendance at a UFAS incident during the consultation period.

Opinions on the draft documents could be registered via the internet, through an online version of the consultation document, or by email; both letters and paper copies of the consultation document could be submitted by post and telephone numbers were also published.

Public Consultation Responses: The 12-week public consultation concluded on 11 October 2021, with a total 567 responses received by the Service and around 200 engagement activities conducted during the consultation period to raise awareness and seek feedback. A full consultation results report, covering the approach and analysis of the results and feedback was published.

Public Consultation Analysis: The consultation results, show Option A ranked as the preferred option with estimated 61% UFAS reductions. This was assessed as the least risk and most rational change option, prior to going into the consultation, but still has the potential to realise significant UFAS reductions. The option is summarised as follows:

• Call challenge all AFAs from non-domestic premises, unless exempt.
• No response is mobilised, if questioning confirms there is no fire, or signs of fire.
• Sleeping risk premises are exempt from call challenging and will receive the following immediate response:
  - Residential Care Homes receive a PDA of two fire appliances regardless time of day.
  - All other sleeping risks receive a PDA of one fire appliance between 0700-1800hrs and two fire appliances out-with these hours.

The Equality considerations highlighted in public consultation around Option A and its potential impacts are highlighted throughout this paper and summarised below.

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

The development of any potential exemptions through this process, has been focussed on premises where greatest risk to life may exist. Under Option A, the exemptions in relation to sleeping risk are:

• Boarding House/B&B for homeless/asylum seekers
• Boarding House/B&B other
• Boarding School accommodation
• Children's Residential Home
• Hospital
• Prison
• Student Hall of Residence

- Youth hostel
- Military/barracks
- Monastery/convent
- Hostel (e.g. for homeless people)
- Hotel/motel
- Nurses'/Doctors' accommodation
- Nursing/Care Residential Home
- Other holiday residence (cottage, flat, chalet)
- Other Residential Home
- Retirement/Old Adult Residential Home
- Young offenders' unit

This means the above sleeping risk premises will be exempt from the call challenging process and an immediate response will be mobilised for all AFA calls received. The number of appliances mobilised will be determined by time of day and premises type, but would not be a full emergency response as would happen if a fire was confirmed.

Exemptions – NHS Specific: NHS Scotland submitted a response regarding hospitals being the same as residential care homes and therefore should have the same response.
Whilst SFRS data indicates greater actual life risk within residential care homes compared to that of hospitals. (5-year Data from 2015/16 – 2019/20), it was agreed, that for exemption purposes, the PDA for hospitals will be increased to two appliances regardless time of day as is the case for residential care homes. This takes into account the varying vulnerabilities of hospital in-patients, who at any time of day, may be spread out across a wide area within a hospital environment and potentially no less vulnerable than those within a residential care home environment.

Other Exemptions: Examples of non-sleeping risk premises featuring within the consultation responses as considerations for exemptions included:

- Schools
- Community loss
- Heritage sites
- Critical national infrastructure
- Research establishments
- Court Buildings and offices of the Procurator Fiscal

Points were raised around potential reputable damage and socio-economic impacts. Building such as schools that can be targets for wilful fire raising were also featured in the responses.

The potential for exempting such premises types was carefully considered and as fire safety legislation in Scotland is primarily focused on life safety, the view was that for consistency in decision-making, any exemptions should remain focused on this priority, more than property protection.

It was agreed that SFRS needs to balance the benefits of reducing UFAS against the risks of not attending all AFA's. SFRS historical incident data indicates very low risk of an AFA being an actual fire and an even lower risk of that fire causing extensive damage. Furthermore, national statistics on overall fire damage in England reveals reductions in the last decade, during which time many other UK fire and rescue services have already adopted a strategy of non-attendance to AFA's. Whilst there will be other factors to consider in this reduction, such statistics are credible indicators that non-attendance to AFA's, unless a confirmed fire, has not had an overall impact on property damage.

Dutyholders should consider the inclusion of appropriate property protection measures within their fire risk assessment where no arrangements are in place to confirm a fire during

unoccupied hours, and this shouldn't include relying on a fire service response to investigate AFA activations during unoccupied hours We are recommending a delay of 12 months to the implementation of a preferred option, to address these matters – April 2023 instead of April 2022. This should give dutyholders time to review their risk assessment, and put in place the necessary measure to protect their property from fire.

Whilst the consensus was that exemptions shouldn't apply for the purposes of property protection, it was the view that there will be a need to keep this matter under review following implementation of a preferred option. Arrangements for ongoing monitoring and review in measuring the downside risks such as an increase in fires, fire severity, increased risk to employees etc, will therefore be developed.

RVDS: There is a potential negative financial impact for RVDS employees should the number of turnouts to AFAs be less. There is also a potential positive impact on RVDS, where less call-outs will enable a better work/life balance and reduce the impact on their primary employers.

Various opportunities exist for RVDS, to address any potential financial impact. Further information can be found in the 'Impact on people in general not covered by specific characteristics' and 'Socio-economic' sections above.

OC Staff: Most of the concerns raised by OC staff, centred around the willingness of ARCs to engage or comply with any changes that may occur. There was a general view from OC staff that the timescale for implementation of any preferred option was unrealistic. In light of, SFRS will delay implementation by 12 months, to ensure necessary training of OC staff and confidence of applying any new procedures. Further information can be found in the 'Impact on people in general not covered by specific characteristics' section above.

Scottish Island Impact Assessment: The stakeholder event on the 24th February and the public consultation highlighted some potential negative impacts and concerns for rural island and rural areas which were:

- There could be an increased risk for island and rural areas if response times were longer.
- Fewer call outs could have a detrimental financial impact on Island employees.
- A fire may not be noticed by members of public especially during the night so delay in attendance of SFRS could cause issues if the AFA was to be a fire if no automatic attendance of a pump.
- Benefits would differ depending on geographical location.

Measures to mitigate these potential impacts will be put in place which include:

- Various other earning opportunities to address the potential financial impacts already exist, and through the National Retained and Volunteer Leadership Forum, any further earning opportunities will be identified.
- SFRS will work with dutyholders to provide advice and guidance, which will include considerations for fire protection, which provide strong indicators of fire and SFRS will respond to without delay.
- Dutyholder knowledge will be enhanced through the delivery of sector-specific fire safety seminars and a strong communications strategy in the lead up to implementation.
- A delay of 12 months to the implementation of a preferred option, to address the above matters will be implemented. This should give dutyholders time to review their risk assessment, and put in place the necessary measure to protect their property from fire.

UFAS in RVDS areas account for 17.25% of overall UFAS demand. One of the biggest benefits for RVDS, will be the reduced impact on primary employers by not having to release their staff so often, and potentially better work/life balance with the potential for reduced disruption.

	outcomes. Resources are more readily available at the point of need to respond to real emergency situations potentially improving outcomes.
Our fire control operators can ask relevant questions of the responsible person at the premises and, if then necessary, send the appropriate number of fire engines to save life and protect property. Other FRSs within the UK are already using Call Challenging effectively.	**What if it's a silent call?** We would attempt to re-contact the caller and if unsuccessful treat as unknown in terms of response and mobilise in accordance with the exemptions. **What if an individual is stressed/upset and unable to provide clear information?** This would be treated as an unknown in terms of response and we would mobilise in accordance with the exemptions. **What if the person doesn't speak English?** This would be treated as per existing policy and practice and an interpreter would be utilised if required.
Call Challenging is not very different to what the SFRS do already. We currently ask a serious of questions to determine mobilisation. It would be the response to the call challenge that would change rather than the process.	Stakeholders have raised that the term 'call challenging' has negative connotations. This will be considered through the consultation process.

Implementation Plans: Implementation of Option A, will commence through a carefully planned and managed approach, which will include working with the staff and stakeholders directly affected by any changes. The following six work streams, will form the basis of a more detailed implementation plan, which will be coordinated by an implementation working group with oversight from the UFAS Review Project Board.

- Review and revise the existing UFAS policy and supporting framework, in light of implementing a new AFA response model;
- Develop and implement monitoring and review arrangements, that are capable of measuring the impact of the new AFA response model and recording the outcomes of call challenge;
- Develop and implement a communications strategy for managing station, staff and stakeholder transition to the new model for responding to AFA's;
- Develop and undertake a programme of training and awareness, that will prepare affected staff for change;
- Configure the Systel mobilising system to accommodate the new AFA response model and associated monitoring and recording arrangements;
- Collaborate with ARC's that pass fire alarm signals to the SFRS, on developing agreements that will support the effective application of a new AFA response model.

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?

Data analysis will be the primary means of monitoring and reviewing the new response strategy.

However, further liaison with key internal and external stakeholders will be required to review the impact of the preferred option on aspects that cannot be quantified through data analysis.

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 intended reductions, as articulated in the consultation documents, will be compared against the actual reductions achieved i.e. blue light journeys, vehicle accidents, personal accidents etc.

Additionally, an analysis of the building fire damage against historic data will be analysed both holistically and by premises type to assess the impact of a reduced attendance to AFA actuations that are unconfirmed fires.

A performance monitoring framework will be established to analyse the impact of the increase in available firefighter hours on other activities such as community safety engagement, home fire safety visits, operational intelligence visits etc.

Q3 How will monitoring take place?

Through liaison with Performance & Data Services, Operations Control, Alarm Receiving Centres and other internal partners.

Q4 What is the frequency of monitoring?

Quarterly

Q5 How will monitoring information be used?

To assess the impact of the revised response policy and to highlight further areas for review.

PART 5
APPROVAL

This Equality and Human Rights Impact Assessment was completed by:

Name	Roy Dunsire
Date	03.06.21

This Equality and Human Rights Impact Assessment was approved by:

Name	Denise Rooney
Date	03.06.21

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

Report No: B/POD/03-21

Agenda Item: 12

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	**16 DECEMBER 2021**							
Report Title:	**GAELIC LANGUAGE PLAN 2022 – 2025**							
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 present the 2nd iteration of the Scottish Fire and Rescue Service (SFRS) Gaelic Language Plan to the Board and seek their approval of its content ahead of a public consultation in line with the Gaelic Language (Scotland) Act 2005.

2	**Background**
2.1	The Gaelic Language (Scotland) Act 2005 (the Act) established the Gaelic Language Board (Bòrd na Gàidhlig) with the powers to require public authorities to prepare, consult on, and submit for their approval, a Gaelic Language Plan (GLP). This provision was designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising its status and profile and creating practical opportunities for its use.
2.2	Our first GLP was approved and launched in 2018, covering the period 2018-2021.
2.3	In line with the above legislation, we are required to produce a new plan, conduct a public consultation that is recommended to be between 6 and 12 weeks, on the plan proposals, consider any proposals contained within the consultation responses and seek approval of our new plan from Bòrd na Gàidhlig. We will conduct our consultation over a six-week period.
2.4	Since the inception of our GLP we have; • Completed an employee survey, of the 380 respondents, 98 employees self-identified as having some Gaelic language skills ranging from basic greetings to fluent in speech, reading and writing. • 10 of those employees advised that they initiate conversations in Gaelic every day with members of the public • Our revised Corporate Parenting Plan ensures that children and young people and care leavers with Gaelic, receive the same opportunities as those with other languages. • External funding provided by Bòrd na Gàidhlig enabled us to work in partnership with a leading Gaelic speaking trainer, to develop a suite of Gaelic Awareness modules. Awareness of this training has been shared with other emergency services and the 32 Local Authorities. South Lanarkshire Council has rebranded the training and is using it to increase Gaelic awareness within their workforce and we have had interest from another three local authorities. To date 507 employees have completed the Gaelic Awareness Course.

	• External funding provided by Bòrd na Gàidhlig enabled us to produce the Home Fire Safety Visit Booklet and postcard in both Gaelic and English. • The UFAS Public Consultation was produced in both Gaelic and English, we also distributed a number of messages across our social media platforms in Gaelic specific to the UFAS consultation. • The corporate promotion on social media of a video containing two employees speaking Gaelic reached 14,942 people with 304 direct links to the video itself • Local Service Area plans have been translated into Gaelic in areas where Gaelic is mostly widely spoken.
3	**Main Report/Detail**
3.1	Currently we are delivering on the actions listed in our first GLP, as stated and in line with the Gaelic Language (Scotland) Act 2005, we require to produce a new plan.
3.2	The second iteration of our GLP is presented in the new standardised template as devised by Bòrd na Gàidhlig, this is what they recommend we use to ensure a consistent and structured approach.
3.3	The high-level aims are a small number of strategic level actions, closely linked to the National Gaelic Language Plan 2018-2023. These aims are as follows: • Increasing the use of Gaelic • Increasing the learning of Gaelic and • Promoting a positive image of Gaelic
3.4	The commitments made by SFRS towards the delivery of the high-level aims will form a key part of the formal assessment of our plan and links to our statutory obligations.
3.5	Bòrd na Gàidhlig have also developed a set of standardised Corporate Service Aims and these aims are based on their experience of approved Gaelic Language plans to date across the public-sector landscape. In line with our statutory obligations, we are expected to address all of the corporate aims listed, describing current practice, actions needed to achieve the aim, timescales and which team have responsibility to progress the actions.
3.6	Where the aim has been achieved and is being delivered, then the plan should state this under current practice. Where the aim hasn't been achieved, then the plan should state how and when this will happen, even if it's beyond the lifetime of the current plan and / or as part of future renewal processes.
3.9	The corporate service aims have five overarching principles and they are: • **Equal Respect** • **Active Offer** • **Third Parties** • **Normalisation and** • **Corporate Parenting**
3.10	These aims focus on five keys areas which are: • **Status** • **Communicating with the public** • **Information** • **Staff** • **Gaelic Language corpus**
3.11	Each of these aims have a sub-set of desired outcomes and in line with our statutory obligations, we are expected to address these within our second GLP.

3.12	Whilst implementing our second GLP and to meet our statutory obligations, the SFRS must make a commitment to move beyond the initial first steps taken during our first plan. Bòrd na Gàidhlig expect the Service to build on and consolidate these actions to meet the new high-level and corporate service aims that they have identified.
3.13	There are several areas within the Corporate Service Aims that do not form part of our current action plan. They are as follows: • Equal Respect • Active Offer • Third Parties • Normalisation • Some aspects of Status – this relates to the SFRS logo • Communicating with the Public and • Some aspects of staff – mainly relates to recruitment
3.14	New key actions have been identified in the 2nd GLP to meet these areas. We ask the Board to consider and approve these new actions, which are: • Review our processes for members of the public contacting us in Gaelic and promote that correspondence in Gaelic is welcomed and will be responded to in Gaelic – Links to **Equal Respect, Information** and **Communicating with the Public** • Using Gaelic in the workplace, including as part of an employee's duties, is encouraged and normalised – links to **Active Offer, Communicating with the Public, Staff** and **Normalisation** • Render the corporate logo in both Gaelic and English – Links to **Status** • When prominent signage is due to be replaced, it will include Gaelic and English (current practice is only to replace with dual signage if required in the areas of Highland, Eilean Siar and Argyle and Bute). There are specific questions about the logo, signage and uniforms in the public consultation – Links to **Status** • Review job profiles to determine if Gaelic language skills can be added as a desirable skill (particularly when recruiting for employees in the areas of Highland, Eilean Siar and Argyle and Bute) – links to **Staff** and **Active Offer** • Directorate, service and LSO area plans include actions relating to our GLP commitments – links to **Normalisation** and the mainstreaming of Gaelic within the organisation • High profile new releases/consultations are available in Gaelic, particularly those that may impact on Gaelic speaking communities – links to **Equal Respect, Active Offer, Normalisation** and **Communicating with the Public** • Corporate Publications, particularly those with the highest potential reach are produced in Gaelic and English – Links to **Equal Respect**, **Information** and **Communicating with the Public**
3.15	Committing to the key actions listed above and those listed in the second iteration of our GLP will ensure that we meet our statutory obligations in relation to the Gaelic Language (Scotland) Act 2005 and prevent any reputational damage and/or negative political attention that may occur, if we become the first organisation to be issued with a Statutory Notice by Bòrd na Gàidhlig.
3.16	It's worth noting that once our plan is agreed, it is still required to be approved and ratified by Bòrd na Gàidhlig.
4	**Recommendation**
4.1	The Board are asked to consider the content of this report and provide comment/feedback on the bullet points below: • The content of the Gaelic Language Plan particularly section three • The content of the public consultation questionnaire

4.2	The Board are also asked to approve the plan, it's publication and approve the question set for the public consultation.
4.3	The Gaelic Language Plan duration is from 2022 – 2025 to coincide with the review and implementation of our Strategic Plan.

5	**Key Strategic Implications**
5.1 5.1.1	**Risk** Failure to produce and implement a Gaelic Language Plan will mean the organisation is in breach of the Gaelic Language (Scotland) Act 2005 and would result in Bòrd na Gàidhlig issuing us with a Statutory Notice. Any breaches of the legislation would also result in reputational damage to the organisation and perhaps attract unwanted political attention.
5.2 5.2.1	**Financial** There will be limited financial risk to the organisation as the majority of actions outlined in the plan (section three) will be, or already have been incorporated and resourced through existing budgets. External funding may be sought for individual projects that may allow us to further promote Gaelic within the organisation.
5.3 5.3.1	**Environmental & Sustainability** It's not anticipated that there will be any negative environmental factors, the implementation of our plan will enable us to contribute to the long-term sustainability of Gaelic in Scotland and Bòrd na Gàidhlig's vision that 'Gaelic is seen and heard on a daily basis across Scotland, such that it is widely recognised as an integral part of Scottish life and a national cultural and economic asset'.
5.4 5.4.1	**Workforce** Its anticipated that the second iteration of the Gaelic Language Plan will have a positive impact on our employees as it will increase the knowledge and awareness of Gaelic to the wider workforce and through the actions identified in the plan, enable Gaelic speaking employees to normalise the use of Gaelic in their daily work activities.
5.5 5.5.1	**Health & Safety** No health and safety risks have been identified in relation to the implementation and delivery of the GLP.
5.6 5.6.1	**Training** During our first GLP we developed bespoke Gaelic Awareness Training and currently this training has been completed by 507 employees. We intend to further promote this training within the organisation to encourage completion, as well as working in partnership with the Bòrd to further develop and enhance this suite of training modules.
5.7 5.7.1	**Timing** Further to feedback/comment from the Board, changes to the proposed plan will be made if required. The GLP will then go out for public consultation for six weeks commencing mid January 2022.
5.7.2	Further changes may be required based on the consultation results. The revised plan will be resubmitted to SLT for approval, with Board approval sought in March 2022. The final plan will then be submitted to Bòrd na Gàidhlig for their approval and sign off with anticipated approval confirmed in the summer of 2022.
5.8 5.8.1	**Performance** In line with Gaelic Language (Scotland) Act 2005, we will provide a yearly update to Bòrd na Gàidhlig on the progress made against the actions contained within the GLP.

5.9 5.9.1	**Communications & Engagement** In line with Gaelic Language (Scotland) Act 2005, we will produce Gaelic and English versions of the GLP and the public consultation. We will actively encourage our employees to participate in the consultation process by using internal communication methods and we will use our website and social media platforms to promote participation from members of the public.
5.10 5.10.1	**Legal** As a listed public authority, we have a legal requirement to produce a Gaelic Language Plan as set out in the Gaelic Language (Scotland) Act 2005.
5.11 5.11.1	**Information Governance** A DPIA has be completed covering the public consultation aspect of the GLP and is attached.
5.12 5.12.1	**Equalities** A relevance assessment has been completed and is attached.
5.13 5.13.1	**Service Delivery** The delivery of the GLP will ensure we meet our statutory requirements and ensure that we contribute to the aims of the National Plan.
6	**Core Brief**
6.1	Implementation of the second iteration of our Gaelic Language Plan 2022 – 2025 to meet our statutory duties as set out in the Gaelic Language (Scotland) Act 2005.
7	**Appendices/Further Reading**
7.1	Appendix A – Gaelic Language Plan 2022-2025
7.2	Appendix B - Public Consultation Question Set
7.3	Appendix C – Data Protection Impact Assessment (DPIA)
7.4	Appendix D - Relevance Assessment/EIA
7.5	Further Reading: 2018 – 2021 Gaelic Language Plan

Prepared by:	Maggie Archibald, Equality and Diversity Officer
Sponsored by:	Denise Rooney, Equality and Diversity Manager
Presented by:	Ceri Dodd, Deputy Head of POD

Links to Strategy and Corporate Values
The GLP links to the following Strategic Outcomes: **Outcome one -** Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth **Outcome two -** Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland **Outcome three** - We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services The GLP also links to three of our key values – Respect, Teamwork and Innovation

Governance Route for Report	Meeting Date	Report Classification/ Comments
Strategic Leadership Team	*27 October 2021*	*Recommendations and approval*
SFRS Board	*16 December 2021*	*Decision*
Strategic Leadership Team	*March 2022 (TBC)*	*Decision (following public consultation)*
SFRS Board	*March 2022 (TBC)*	*Decision*

Scottish Fire and Rescue Service

GAELIC LANGUAGE PLAN

2022-2025

Foreword

We are pleased to introduce the Scottish Fire and Rescue Service's (SFRS) Gaelic Language Plan for 2022-2025.

The purpose of the Gaelic Language (Scotland) Act 2005 is to promote the sustainability of the Gaelic medium throughout Scotland but especially within those communities where Gaelic is commonly spoken. The SFRS is wholly supportive of measures that seek to establish Scotland as an inclusive society where local communities are resilient, prosperous and are able to maintain their local identity.

As a provider of first class public services, the SFRS sets out to meet the needs of all our communities in a manner that is responsive to local needs, effective in its outcomes and delivers best value. This means that we may approach things differently in different areas depending on local risk factors such as geography or demographic.

Importantly, the SFRS recognises that we are the communities we serve. In most areas of Scotland the SFRS workforce is drawn directly from the local community and this is especially the case in areas where Gaelic is commonly spoken and where our Retained and Volunteer personnel are most evident.

As a national body this footprint gives us a privileged position to not simply serve Scotland's communities but to work alongside and with those communities.

This is the SFRS's second Gaelic Language Plan and we look to build on the successes of our first plan and to continue to engage with the public in its delivery and the priorities for maintaining Gaelic as a sustainable and vital part of Scottish culture.

Joint statement by Dr Kirsty Darwent, Chair of the Board and Martin Blunden, Chief Officer.

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1. INTRODUCTION

DESCRIPTION OF SCOTTISH FIRE AND RESCUE SERVICE

The SFRS came into existence on 1 April 2013 replacing eight separate regional fire authorities. Responsible to the Scottish Government, the SFRS is overseen by a publically appointed Board and managed by a Chief Officer and executive management team based at its Headquarters in Cambuslang.

The Police and Fire Reform (Scotland) Act 2012 provides the statutory basis for the SFRS to deliver a range of core services and functions that means while the service is ready to respond to fire and other emergencies, it also maintains a strong focus on prevention and protection arrangements to ensure the safety of our communities. The associated Fire and Rescue Framework for Scotland 2016 sets the overarching strategic direction for the SFRS in the delivery of its services to the communities of Scotland.

The priorities for the SFRS have been laid out in the Fire and Rescue Framework for Scotland 2016 with the following Strategic Aims defined within the Strategic Plan 2019 - 2022:

Strategic Priority 1: Performance Measures

Strategic Priority 2: Safety, Well-being and Prevention

Strategic Priority 3: Response and Resilience – Managing Risk

Strategic Priority 4: Response and Resilience – Evidence based decision making

Strategic Priority 5: Partnership

Strategic Priority 6: Service Transformation

Strategic Priority 7: Modernising Response

Strategic Priority 8: Unwanted Fire Alarm Signals

Strategic Priority 9: Effective Governance and Performance

Strategic Priority 10: People

The day-to-day delivery of our actions is the responsibility of our small executive team comprising of the Chief Officer, Deputy Chief Officer and six Directors who, together, provide strategic leadership to all our organisational functions. The executive team are responsible for an overall operating budget of £343.2 million per annum.

Source: SFRS , Strategic Plan

Operating across Scotland the SFRS employs around 8,000 personnel including full-time, retained and volunteer personnel. With over 350 premises the SFRS has the largest geographic footprint of any of Scotland's public authorities providing its services to all of Scotland's communities and those visiting the country.

Identifying and understanding the needs of Scotland's communities is as relevant to the fire service as it is to any other public authority. The SFRS has to balance the demands of providing a national service with the needs of local communities.

There is a significant correlation between some protected characteristics, as defined in the Equality Act 2010, and risk from fire and other emergencies. Moreover, the SFRS recognises social and economic disadvantage on equal footing with those characteristics identified in equality legislation. Older adults, people with disabilities, people living alone, people from deprived backgrounds and those with complex social needs are all more likely to be at risk from fire or other emergencies than those who do not have these characteristics. While we have corporate priorities to address these inequalities it is at the level of local service provision that we can make a difference.

GAELIC WITHIN *SCOTTISH FIRE AND RESCUE SERVICE*

Operating across Scotland the SFRS operates in areas of the country where Gaelic is used as part of everyday life as well as in some areas where it is not.

During the first iteration of our plan the SFRS has produced our Home Fire Safety Booklet in Gaelic to compliment the English version.

We worked in partnership with a Gaelic speaker and Trainer and developed Gaelic Awareness Training for our employees of which 507 have completed the training so far.

We have made this training available to other emergency services and local authorities with South Lanarkshire Council currently utilising the training to improve Gaelic knowledge and awareness within their own workforce.

We have conducted a survey with our employees and currently have 98 employees self-identified as having some Gaelic language skills ranging from basic greetings to fluent in speech, reading and writing.

We used our corporate social media accounts to promote a video in Gaelic where two Retained Firefighters discuss the importance of fire fighters in rural communities.

GAELIC IN SCOTLAND

The total number of Gaelic speakers recorded in the 2011 census was 57,375, 1.1% of the Scottish Population. Gaelic speakers are spread throughout Scotland and just over half live

in the Highland counties. The main stronghold of the language is the Western Isles and Gaelic is spoken by a majority of people in the Comhairle nan Eilean Siar area, and in the parish of Kilmuir in the Isle of Skye within the Highland Council area.

There are an increasing number of Gaelic medium schools across Scotland, including in areas where Gaelic may not be spoken by the majority of the population.

The SFRS is aware of the importance and relevance of Gaelic as a first language need of some communities as well as the importance of supporting Gaelic speakers in communities where the language is spoken by a minority.

In partnership with colleagues at Ainmean Àite na h-Alba, Bòrd na Gàidhlig has produced a map of Gaelic place-names from across Scotland, highlighting the widespread influence of the language. This can be accessed at: https://www.ainmean-aite.scot/download/

THE GAELIC LANGUAGE (SCOTLAND) ACT 2005

The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language.

One of the key features of the 2005 Act is the provision enabling Bòrd na Gàidhlig to require a public authority to prepare a Gaelic language plan. This provision was designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising the status and profile of the language and creating practical opportunities for its use.

This document is Scottish Fire and Rescue Service's second Gaelic Language Plan prepared within the framework of the Gaelic Language (Scotland) Act 2005. It sets out how we will use Gaelic in the operation of our functions, how we will enable the use of Gaelic when communicating with the public and key partners, and how we will promote and develop Gaelic.

Scottish Fire and Rescue Service's Gaelic Language Plan has been prepared in accordance with statutory criteria set out in the 2005 Act and having regard to the National Gaelic Language Plan and the Guidance on the Development of Gaelic Language Plans.

THE NATIONAL GAELIC LANGUAGE PLAN

This section should set out a clear link between the public authority's Gaelic language plan and the National Gaelic Language Plan 2018-23. The following text is suggested: -

Scottish Fire and Rescue Service supports the aim of the National Gaelic Language Plan 2018-23 that "Gaelic is used more often, by more people and in a wider range of situations."

We are committed to the achieving this aim by focussing our work, on these three headings:-

- Increasing the use of Gaelic within our organisation and encouraging more people to use Gaelic, more often when they interact with us

- Increasing the opportunity for people to learn Gaelic as part of our day-to-day operations

- Promoting a positive image of Gaelic whenever we can as part of our day-to-day operations as an organisation

INTERNAL GAELIC CAPACITY AUDIT

During the first iteration of our Gaelic Language Plan, we conducted a staff survey to ascertain the knowledge and skills our workforce had with regards to Gaelic. Currently we have a number of employees who have self-identified as having some Gaelic language skills ranging from basic greetings to fluent in reading, writing and speaking Gaelic.

Key Summary Findings from the Gaelic Language Capacity Audit are as follows:-

- 98 employees of SFRS have some level of Gaelic skills
- 17 employees speak Gaelic on a daily basis with members of the public
- Four employees identified that on a monthly basis they speak Gaelic informally with colleagues whilst at work
- Five employees identified that within the workplace they speak Gaelic formally on a daily basis with their colleagues and manager

Full details relating to our Gaelic Language Capacity Audit can be found in Appendix One.

CONSULTATION ON THE DRAFT GAELIC LANGUAGE PLAN

The SFRS will consult publicly on the second iteration of its Gaelic Language Plan and considered representations made to it during the consultation process.

The draft plan is available on the SFRS's website for six weeks from the 17 January 2022 inviting the public and our employees to comment. We will proactively use our social media accounts to encourage public engagement and participation in the consultation.

2. KEY PRINCIPLES

We are committed to supporting the Gaelic language and through our commitments under Sections three and Section four of this Plan we will demonstrate our aims. While some aspects are small incremental increases and others are larger, the overall aim is simple, to ensure the sustainable future of the Gaelic language.

EQUAL RESPECT

Under the terms of the 2005 Act, Bòrd na Gàidhlig works with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language and the Bòrd in turn expects that public authorities will demonstrate in their plans how the principle will be achieved and maintained in practice.

Scottish Fire and Rescue Service will ensure that where Gaelic is included as part of our activities and services, we will ensure they are of an equal standard and quality as those that we provide in English.

ACTIVE OFFER

Where Gaelic services are made available by us, we will make an active offer to our employees and the public so that Gaelic users are made aware of their existence and are actively encouraged to use them.

This will take the responsibility away from the individual to ask for the service and will give Gaelic users the confidence to know that their needs will be met if that is their choice.

We will ensure that our Gaelic language services are as accessible as our English language services.

MAINSTREAMING

Scottish Fire and Rescue Service will ensure that opportunities for the public and our employees to use Gaelic are normalised, in support of the National Gaelic Language Plan 2018-23 aim that Gaelic is used more often, by more people and in a wider range of situations.

3. PLAN COMMITMENTS.

HIGH-LEVEL AIMS

We have worked closely with the Bòrd to co-produce a set of high-level aims, these high-level aims are strategic actions and closely link to the National Gaelic Language Plan 2018-23.

We are committed to ensuring that our Gaelic Language Plan is focussed on the three high level aims of:

- Increasing the use of Gaelic
- Increasing the learning of Gaelic
- Promoting a positive image of Gaelic

INCREASING THE USE OF GAELIC

High-level Aim	Work in collaboration with Police Scotland and Scottish Ambulance Service on the implementation of our respective Gaelic Language Plans.
Desired Outcome	To share best practice and areas for improvement, as well as collaborate on projects that would have a mutual benefit to each organisation and the communities of Scotland
Current Practice	Meetings take place regularly throughout the year, where a range of cross sector topics including Gaelic language is discussed.
Actions Required	- Identify projects that would have a mutual benefit to all partners - Continue to meet on a regular basis - Update the Reform Collaboration Group on work that specifically relates to and includes Gaelic. This group focusses on large projects that all three emergency services work on as a collective.
Target Date	For the duration of the plan
Responsibility	Equality and Diversity Team

High-level Aim	Ensure that any national school resources are available bilingually.
Desired Outcome	Any corporate resources proposed for use in schools is available in Gaelic.
Current Practice	We do not produce any national school resources, currently documents of this nature belong to the Local Education Authority.

Actions Required	• If approached by a Local Education Authority, we will work collaboratively to explore safety resources in both Gaelic and English particularly in the three areas of Argyll and Bute, Highland and Eilean Siar.
Target Date	2024
Responsibility	• Prevention and Protection

High-level Aim	Encourage Scottish Fire and Rescue staff who speak Gaelic to use it more often.
Desired Outcome	Speaking Gaelic in the workplace becomes normal practice for employees who speak Gaelic.
Current Practice	A small number of employees who speak Gaelic use and speak Gaelic with colleagues and managers in the workplace, however this is not currently formalised.
Actions Required	• Use the results of the employee survey to ascertain the extent to which existing Gaelic speaking employees use Gaelic to communicate in the workplace • Identify ways to facilitate a more formalised method for employees to communicate in Gaelic as part of their roles • Plan a programme of work to support the normalisation of Gaelic use in the workplace • Actively promote amongst our employees the use of spoken Gaelic in areas where Gaelic is widely spoken • Support the creation of a Gaelic language Employee Network if desired by SFRS employees
Target Date	2023 then ongoing
Responsibility	Equality and Diversity Team, Local Senior Officer (LSO) Areas of Argyll and Bute, Highland and Eilean Sair

INCREASING THE LEARNING OF GAELIC

High-level Aim	SFRS will promote the availability of externally provided Gaelic language training to colleagues and will further promote SFRS Gaelic language and culture awareness modules and resources.
Proposed Outcome	Increase general awareness of Gaelic across the organisation and actively encourage employees to learn Gaelic.
Current Practice	Employees interested in learning or improving their Gaelic language skills are signposted to several websites as directed by Bòrd na Gàidhlig.
Actions Required	• Promote Speak Gaelic Project to all employees • Annually promote Gaelic across the organisation • At least once a year promote existing Gaelic Awareness Training to all employees and actively encourage completion

Target Date	2024
Responsibility	Equality and Diversity Team

High-level Aim	Develop the current Gaelic Language awareness modules that are available to staff.
Proposed Outcome	Increase the number of employees who have completed the training and develop the existing content.
Current Practice	The equality and Diversity team monitor completion rates and utilise the weekly brief to promote the training and encourage completion
Actions Required	• Plan a programme of work to regularly promote the awareness modules • Work in partnership with Bòrd na Gàidhlig to develop the existing module content
Target Date	2024 then ongoing
Responsibility	Equality and Diversity Team

PROMOTING A POSITIVE IMAGE OF GAELIC

High-level Aim	Increase the Gaelic content on all online platforms, including social media and website.
Proposed Outcome	Promote existing content and develop further.
Current Practice	Some Gaelic content is currently available.
Actions Required	• Develop a guidance note on when it is appropriate to translate our materials into Gaelic
Target Date	2022 then ongoing
Responsibility	Equality and Diversity Team and Corporate Communications.

High-level Aim	As part of our engagement on local plans, we will seek the views of communities with regards the roll-out of bilingual Gaelic and English signage on SFRS premises and vehicles on a replacement basis, with a view to securing the status of the Gaelic language as an official language of Scotland.
Proposed Outcome	To have a clear understanding of how local communities want to see Gaelic represented within their community.
Current Practice	To change signage, on a replacement basis, in areas where Gaelic is widely spoken by the local community.
Actions Required	• Liaise with Service Development Areas and seek views from local communities • Seek views from the wider communities of Scotland during public consultation of our second Gaelic Language Plan
Target Date	2023 and then ongoing
Responsibility	Asset Management

CORPORATE SERVICE AIMS

This is the second iteration of our Gaelic Language Plan and since 2016 we have taken steps to support and promote Gaelic throughout the organisation.

 We will continue to commit to promoting and support Gaelic and take active steps to support the aim of the National Gaelic Language Plan that Gaelic should be used more often, by more people and in more situations.

STATUS

Desired Outcome	**Logo** Aim to render the corporate logo in both Gaelic and English at the first opportunity and as part of any renewal process.
Current Practice	SFRS logo is a legally protected herald, currently no Gaelic equivalent and no plans to review it.
Actions Required	• If such a review were to take place, the addition of Gaelic will be considered in liaison with Bòrd na Gàidhlig
Target Date	Duration of the plan
Responsibility	Senior Leadership Team

Desired Outcome	**Signage** Prominent signage will include Gaelic and English as part of any renewal process.
Current Practice	Current policy is in place to have dual signage on a replacement basis in Eilean Siar, Highland and Argyll and Bute in recognition of the prominence of Gaelic.
Actions Required	• Install dual signage in the areas identified as and when required
Target Date	Duration of the plan
Responsibility	Assest Management

COMMUNICATING WITH THE PUBLIC

Desired Outcome	**Promotion** Positive message that communication from the public in Gaelic is always welcome.
Current Practice	We do not have a formal process in place, however correspondence in Gaelic from individuals, groups and communities would be responded to in Gaelic.
Actions Required	Explore during the duration of the plan what a formal process might look like.
Target Date	Duration of the plan

Responsibility	Corporate Communications and Equality and Diversity Team

Desired Outcome	**Written Communication** Written communication in Gaelic is always accepted (post, email and social media) and replies will be provided in Gaelic in accordance with the general policy.
Current Practice	Any correspondence that is received in Gaelic is responded to in Gaelic.
Actions Required	• Monitor all correspondence received in Gaelic and report on this annually • As part of our planned review of our comments, complaints and suggestion process and a review of our communications strategy, we will include how we manage communications in Gaelic
Target Date	Duration of the plan
Responsibility	Corporate Communications Team/Corporate Administration (SPPC)

Desired Outcome	**Reception and phone** Where Gaelic speaking staff can provide this service, they are supported to do so, and the service is promoted to the public.
Current Practice	No formal practice is currently in place.
Actions Required	• Explore during the duration of the plan what a formal process might look like. • We will explore opportunities on how we can better support our employees to deliver this service.
Target Date	2023 and ongoing
Responsibility	Corporate Adminstration (SPPC)/Corporate Communications/SDA West and North

Desired Outcome	**Public meetings** Opportunities to hold public meetings bilingually or in Gaelic are regularly explored and promoted.
Current Practice	No public meetings are taking place, all consultations are taking place remotely.
Actions Required	• Promote the use of Gaelic at public meetings in the areas of Argyll and Bute, Eilean Siar and Highland.
Target Date	Duration of the plan
Responsibility	Corporate Communications/Service Delivery Areas

INFORMATION

Desired Outcome	**News releases** High profile news releases and all news releases related to Gaelic are circulated in both Gaelic and English.
Current Practice	We issue news releases related to Gaelic language matters in both Gaelic and English
Actions Required	• Continue to issue news related to Gaelic, in both Gaelic and English • Produce and distribute in Gaelic and English high profile new releases that affect Gaelic speaking communities
Target Date	Ongoing
Responsibility	Corporate Communications and Equality and Diversity Team

Desired Outcome	**Social Media** Gaelic content distributed regularly through social media, guided by the level of actual and potential users.
Current Practice	Local Areas distribute Gaelic messages on their own social media feeds.
Actions Required	• Promote Gaelic and the work of local areas on our corporate social media feeds
Target Date	Ongoing
Responsibility	Corporate Communications/Equality and Diversity Team

Desired Outcome	**Website** Gaelic content should be available on the public authority's website, with emphasis given to the pages with the highest potential reach.
Current Practice	We have Gaelic content on our website
Actions Required	• Increase the presence of Gaelic on our website
Target Date	Ongoing
Responsibility	Corporate Communications/Equality and Diversity Team

Desired Outcome	**Corporate Publications** Produced in Gaelic and English, with priority given to those with the highest potential reach.
Current Practice	Gaelic Language Plan is produced in both Gaelic and English.
Actions Required	• Make local area action plans available in Argyll and Bute, Eilean Siar and Highland in Gaelic
Target Date	2022 and ongoing
Responsibility	Service Delivery Areas West and North

Desired Outcome	**Exhibitions** Opportunities to deliver public exhibitions bilingually or in Gaelic should be explored on a regular basis, with priority given to those with the highest potential impact.
Current Practice	No public exhibitions currently take place bilingually or in Gaelic
Actions Required	• Ascertain the extent to which public exhibitions taking place in the areas of Argyll and Bute, Eilean Siar and Highland can be delivered bilingually or in Gaelic • Consider the provision of Gaelic at the Fire Museum
Target Date	2024
Responsibility	Prevention and Protection

STAFF

Desired Outcome	**Internal audit** Conduct an internal audit of Gaelic skills and training needs through the life of each plan.
Current Practice	We undertook an employee survey in 2019.
Actions Required	• Undertake an employee audit of Gaelic language and skills
Target Date	2023
Responsibility	Equality and Diversity Team

Desired Outcome	**Induction** Knowledge of the public authority's Gaelic language plan included in new staff inductions
Current Practice	There has been Little or no awareness of our Gaelic commitments in our induction process for employees
Actions Required	• Include detail of our Gaelic commitments in the induction process • Explore whether completion of the Gaelic Awareness Training becomes a core induction module
Target Date	2024
Responsibility	HRPOD and training, safety and assurance

Desired Outcome	**Language training** Gaelic language skills training and development offered to staff, particularly in relation to implementing the public authority's Gaelic language plan.
Current Practice	Employees are currently signposted to websites and organisations recommended by Bòrd na Gàidhlig

Actions Required	• Use internal communications to raise awareness of Gaelic skills training
Target Date	Duration of the plan
Responsibility	Equality and Diversity Team/Corporate Communications

Desired Outcome	**Awareness training** Gaelic awareness training offered to staff, with priority given to directors, board members, councillors and staff dealing directly with the public.
Current Practice	Gaelic Language Awareness training is in place and available to all employees who wish to undertake this.
Actions Required	• Encourage completion of the Gaelic Awareness Training modules for these specific groups of employees
Target Date	2024
Responsibility	HROD/Equality and Diversity Team

Desired Outcome	**Recruitment** Recognising and respecting Gaelic skills within the recruitment process.
Current Practice	Gaelic skills are currently not recognised in the recruitment process.
Actions Required	• Seek assistance from Bòrd na Gàidhlig to identify posts where Gaelic skills are essential or desirable
Target Date	2024
Responsibility	HROD/Equality and Diversity Team

Desired Outcome	**Recruitment** Gaelic named as an essential and / or desirable skill in job descriptions in order to deliver the Gaelic language plan and in accordance with the Bòrd na Gàidhlig recruitment advice.
Current Practice	Gaelic is currently not listed as an essential or desirable skill in job descriptions.
Actions Required	• Review the appointment process for some roles to determine the usefulness of identifying Gaelic as a desirable criteria for some posts
Target Date	2024
Responsibility	HROD/Equality and Diversity Team

Desired Outcome	**Recruitment** Bilingual or Gaelic only job adverts for all posts where Gaelic is an essential skill.

Current Practice	No posts have been identified that requires Gaelic to be an essential skill.
Actions Required	• Consider bilingual job adverts within the Retained, Volunteer Duty System in the areas of Argyll and Bute, Highland and Eilean Siar • Seek assistance from Bòrd na Gàidhlig to identify posts where Gaelic skills are essential or desirable
Target Date	2023-2024
Responsibility	HRPOD/Equality and Diversity Team

GAELIC LANGUAGE CORPUS

Desired Outcome	**Gaelic Orthographic Conventions** The most recent Gaelic Orthographic Conventions will be followed in relation to all written materials produced by the public authority.
Current Practice	We have regard for the latest orthographic conventions.
Actions Required	• Maintain existing practice to only use translating services that meet the latest orthographic conventions
Target Date	Duration of the plan
Responsibility	All directorates

Desired Outcome	**Place-names** Gaelic place name advice from Ainmean-Àite na h-Alba is sought and used.
Current Practice	We work closely with Ainmean-Àite na h-Alba to ensure that correct details and advice is acquired.
Actions Required	• Monitor to ensure consistency and make any changes if recommended to do so by Ainmean-Àite na h-Alba
Target Date	Duration of the plan
Responsibility	Corporate Communications and Equality and Diversity Team

5. LINKS TO THE NATIONAL PERFORMANCE FRAMEWORK

Our Gaelic Language Plan is seen as contributing towards the following outcomes of the National Performance Framework:-

- Grow up loved, safe and respected so that they realise their full potential

The plan aims to promote the Gaelic medium and afford it equal respect. For Gaelic speaking communities this translates to respect for their culture, heritage and community.

- Live in communities that are inclusive, empowered, resilient and safe

Our plan sets out an ambitious programme of actions that we believe contribute to the aims of the National Framework.

6. LINKS TO LOCAL AND REGIONAL FRAMEWORKS

Our Gaelic Language Plan focuses on better serving the Gaelic speaking communities of Scotland. It also affords an opportunity for Gaelic speaking employees to contribute to our Gaelic Language Plan.

This correlates to the delivery of the following Scottish Fire and Rescue Service Strategic Outcomes:-

- Our collaborative and targeted prevention and protection activities improve community safety and wellbeing and support sustainable economic growth.
- We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

7. PUBLICATION

PUBLISHING AND PUBLICISING THE PLAN

This is the second iteration of our Gaelic Language Plan and will remain in force for a period of three years from the date it is approved by Bòrd na Gàidhlig. Commitments in this plan will enhance and clarify the commitments detailed in our first plan.

INTERNAL

Scottish Fire and Rescue Service will use our internal communication methods to advise all our employees and internal stakeholders about the second iteration of our Gaelic Language

Plan. We will also use these methods to encourage all our employees and other internal stakeholders to participate in the public consultation on the second iteration of our Gaelic Language Plan.

EXTERNAL

Scottish Fire and Rescue Service's Gaelic Language Plan will be published in Gaelic and in English on our website. In addition, we will:-

- issue a bilingual press release announcing the plan

- publicise the plan through a variety of social media platforms

- Inform our employees and stakeholders about our plan and how they can access it through internal communication methods and our website

- distribute copies of the plan to Contact relevant Gaelic organisations and other interested bodies and advise them on how to access our plan

- make hard copies available on request

8. RESOURCING THE PLAN

Most activities outlined in this plan will be, or have already been, incorporated and resourced through our existing budgets.

External funding may be sought for individual projects that help us to promote Gaelic, raise awareness and embed Gaelic into our day-to-day activities.

9. MONITORING THE PLAN

We will monitor the implementation of this plan by providing regular updates to our Senior Leadership Team and by completing an annual return to Bòrd na Gàidhlig.

10. THE GAELIC LANGUAGE PLAN IN THE PUBLIC AUTHORITY

OVERALL RESPONSIBILITY FOR THE PLAN

The Equality and Diversity Manager has overall responsibility for preparation, delivery and monitoring of Scottish Fire and Rescue's Gaelic Language Plan. They can be contacted as follows: -

Denise Rooney
Equality and Diversity Manager
People and Organisational Development
Scottish Fire and Rescue Service
Scootish Fire and Rescue Service Headquarters
Westburn Drive
Cambuslang
G72 7NA

0141 646 4623
Denise.Rooney@firescotland.gov.uk

DAY-TO-DAY RESPONSIBILITY FOR THE PLAN

The Equality and Diversity Manager has day-to-day responsibility for the delivery and monitoring of the Scottish Fire and Rescue Service's Gaelic Language Plan. Queries regarding the day-to-day operation of the plan should be addressed to:

Maggie Archibald
Equality and Diversity Officer
SDA West HQ
99 Bothwell Road
Hamilton
ML3 0EA

01698 402 213
Maggie.Archibald@firescotland.gov.uk

GAELIC LANGUAGE PLAN IMPLEMENTATION AND MONITORING GROUP

We currently do not have capacity to establish a Gaelic Language Implementation and Monitoring Group, however we will use already established internal working groups and directorate annual operating plans to track progress against our Gaelic Language Plan commitments.

ENGAGING WITH STAFF

We will conduct an employee audit during the second iteration of the Gaelic Language Plan and we will update our employees on a yearly basis using our internal communication methods regarding our duties in relation to the plan, it's implementation and monitoring of and progress made.

ARM'S LENGTH ORGANISATIONS AND THIRD PARTIES

Scottish Fire and Rescue Service will ensure that our emergency service and other public service partners are made aware of our second Gaelic Language Plan through community planning partnerships and the Emergency Service Collaboration Group.

APPENDIX 1 – INTERNAL GAELIC CAPACITY AUDIT

We conducted an internal Gaelic capacity audit with our employees in 2019 and 98 employees self-identified as having some Gaelic language skills ranging from basic greetings to fluent in speech, reading and writing. The detailed findings of the report are listed below.

Number of employees who have the ability to understand spoken Gaelic:

I can understand simple greetings when someone is speaking slowly and clearly	I can pick up the general meaning of simple conversations if someone is speaking slowly and clearly	I can understand most normal, daily conversations if someone is speaking slowly and clearly	I can understand fluent Gaelic speakers talking about everyday subjects at normal speed	I would be able to understand fluent Gaelic speakers in meetings talking about specialised subjects connected to my work
48	21	13	6	10

Number of employees who have Gaelic speaking ability:

I can exchange simple greetings in Gaelic	I can take part in basic conversations about everyday subjects if I fill the gaps in my Gaelic with some English words	I can take part in daily conversations on most subjects if I take my time	I can comfortably take part in daily conversations with fluent Gaelic speakers at normal speed	I would be able to comfortably discuss specialist subjects connected to my work in meetings with fluent Gaelic speakers
46	23	6	4	7

Number of employees who have Gaelic reading ability:

I can understand a few words on signs or notices particularly if there is a diagram or picture to help with the meaning.	I can understand basic Gaelic books with the help of pictures	I can understand simple Gaelic books with the help of a dictionary	I can understand and comfortably read more advanced books or articles aimed at adult readers	I would be able to understand technical writing in Gaelic on specialised subjects connected to my work
50	16	23	6	3

Number of employees who have Gaelic writing ability:

I can write a simple greeting	I can write a few simple sentences in an email to a friend with the help of a dictionary	I can write a complicated email to a friend with the help of a dictionary	I can write about most everyday subjects without difficulty (letters, reports, emails)	I would be able to write a report in Gaelic on specialised subjects connected to my work, without difficulty
20	28	2	2	2

Number of employees who speak Gaelic with members of the public and how often:

Daily	Monthly	Yearly
17	9	13

How often do members of the public initiate conversions with our employees in Gaelic:

Hourly	Daily	Monthly	Yearly
2	15	10	15

How often do our employees initiate conversations with members of the public in Gaelic:

Hourly	Daily	Monthly	Yearly
2	10	11	8

- Out of the 478 employees who completed the survey, four employees are currently learning Gaelic.

- Two of these employees work in the City of Glasgow Area, one works in East Dunbartonshire, West Dunbartonshire and Argyll and Bute area and the other works in the City of Aberdeen area.

- 22 employees said that they have Gaelic and are happy with their level of fluency at the moment.

- 198 employees would like to learn Gaelic or improve their Gaelic but have not yet had the opportunity. These employees work in the following departments/areas:-

Department/Location	Number of Employees
Finance and Contractual Services	16
People and Organisational Development	22

Prevention and Protection	12
Response and Resilience	22
Strategic Planning, Performance and Communications	16
Service Delivery Area – East	24
Service Delivery Area – North	35
Service Delivery Area - West	51

- There are currently no posts within the Scottish Fire and Rescue Service that identify Gaelic as being a desirable or essential job skill.

- There are currently no formal services or internal processes conducted through the medium of Gaelic.

APPENDIX 2 – PUBLIC CONSULTATION

Scottish Fire and Rescue Service will complete a six-week consultation process on the second iteration of our Gaelic Language Plan which commences on the 17 January 2022 and ending on 27 February 2022. We, where necessary will act upon on recommendations made and include the results of the consultation within the final plan.

Citizen Space – Gaelic Language Plan – Public Consultation

Content and Question Set

Title: Draft Gaelic Language Plan 2022 – 2025

Overview

The Scottish Fire and Rescue Service invites views on the draft of the second iteration of our Gaelic Language Plan 2022 – 2025.

Insert new plan

Why your views matter

We would like to hear your views on the second iteration of our Gaelic Language Plan. Our plan intends to further the promotion and use of Gaelic language. The consultation is open for six weeks from 17 January 2022 to 27 February 2022.

Your views matter and we hope you will help us continue to shape our approach to working with the Gaelic language medium.

Please send written responses to Denise Rooney, Equality & Diversity Manager, Scottish Fire and Rescue Service, National Headquarters, Westburn Drive, Cambuslang, G72 7NA to arrive by 04.03.2022.

What happens next

Following the closing date, all responses will be analysed and considered along with any other available evidence.

Survey Content

1. What is your Name –

2. What is your email address –

3. What is your postcode (providing the first part of your postcode is all that's required) –

4. Do you represent an organisation, group or team, if so please give its name here: -

5. Are you an employee of the Scottish Fire and Rescue Service?
    a) Yes
    b) No

6. If so which geographical area do you work in?

Aberdeen City, Aberdeenshire and Moray
City of Edinburgh
City of Glasgow
Dumfries and Galloway
Dundee, Angus, Perth & Kinross
East Ayrshire, North Ayrshire & South Ayrshire
East and West Dunbartonshire and Argyll & Bute
East Renfrewshire, Renfrewshire & Inverclyde
Falkirk and West Lothian
Highland
Lanarkshire
Mid and East Lothian & Scottish Borders
Stirling, Clackmannanshire and Fife
Western Isles, Orkney & Shetland

Our Draft Gaelic Language Plan Aims and Objectives

1. Have we chosen the right High Level Aims in our Gaelic Language Plan?

   Yes
   No
   Please provide any comments

2. Have we chosen the right Corporate Service Aims in our Gaelic Language Plan?

   Yes

   No

   Please provide any comments

3. Do you think the actions as detailed in our Gaelic Language Plan will achieve our aims?

    Yes
    No
    Tell us why

4. Please give your views on the following areas – tick the box that best represents your view

	Option A - In All Areas of Scotland	Option B - In those areas of Scotland where Gaelic is used by the local population as part of everyday life (e.g. where 10 - 20% of the population use Gaelic)
Should SFRS buildings have signage in both Gaelic and English		
Should SFRS vehicles be branded in both Gaelic and English		
Should SFRS uniforms be branded in both Gaelic and English		

5. In our next Gaelic Language Plan, where do you feel our focus should be? - tick the box that best represents your view

Option A - In all areas of Scotland	Option B - In those areas of Scotland where Gaelic is used by the local population as part of everyday life (e.g. where 10 - 20% of the population use Gaelic)

6. Have you any other views on our draft Gaelic Language Plan 2022 – 2025?

    Please provide comments

Data Protection Impact Assessment (DPIA)

GAELIC LANGUAGE PLAN

This template must be used to record your DPIA process and outcome. It follows the process set out in our DPIA Guidance, both should be read together.

Start to fill out the template at the beginning of any project/process involving the use of personal data, or if you are making a significant change to an existing process. Integrate the final outcomes back into your project plan.

STEP 1: Identify the need for a DPIA

Explain broadly what the project aims to achieve and what type of processing it involves. You may find it helpful to refer or link to other documents, such as a project proposal. Summarise why you identified the need for a DPIA.

The Scottish Fire and Rescue Service (SFRS) in preparing the second iteration of its Gaelic Language Plan, has a requirement to consult with persons appearing to it, to have an interest, as stated in Section 3(6) of the Gaelic Language Scotland Act 2005.

To satisfy Bòrd na Gàidhlig that the requirements of Section 3(6) of the act are met we should:-

- Produce and publish a Gaelic and English draft of the plan, that is freely available to the public and our employees in electronic and hard copy format
- Conduct a consultation period of between six and 12 weeks to ensure that members of the public and our employees have sufficient time and opportunity to make their views known
- Produce and publish a bilingual press release announcing the beginning of the consultation process ensure the Bord is advised
- Provide a report on the consultation exercise, explaining how it was carried out and a summary of the outcomes and the main themes that emerged. This report will form part of Appendix two of our Gaelic Language Plan

In order to gauge the views of Gaelic speakers, persons interested and Gaelic, the wider communities of Scotland and our employees, we will conduct a six-week public consultation. All participants in the consultation will be invited to complete an online questionnaire which should take no longer than 10 minutes to complete.

The questionnaire will be publicised through internal communications methods to employees via (SFRS Weekly news) and externally via social media and our website.

Hard copies may be posted out to meet specific respondent's requirements if requested.

Hard copies will be returned directly to the Equality and Diversity Team to ensure confidentiality.

In order to fully analyse the results received, some personal information will be requested to allow us to identify any data trends i.e. the geographical area of the respondent. Personal data will also be requested to enable a receipt of response or to enable feedback to any queries received.

The questionnaire will be clear that SFRS is subject to the provisions of the Freedom of Information (Scotland) Act 2002 and would therefore have to consider any request made to it under the Act for information relating to responses made to this consultation exercise.

Additionally, respondents will be required to give express permission for their comments to be published. It will be made clear that any such comments will be published anonymously.

Respondents will also be given the opportunity to comment on how we have conducted the consultation exercise. This will provide us with Stakeholder's views on what worked well and what could be improved to help inform future exercises.

STEP 2: Describe the processing

Describe the nature of the processing:
- how you collect the data;
- how you use the data;
- who you share the data with;
- retention periods;
- whether you are using any new technologies;
- which screening criteria you flagged as likely high risk

- how you store the data;
- who has access to the data:
- whether you use any processors;
- security measures;
- whether you are using any novel types of processing;

Data will be collected via the online platform Citizen Space. Hard copy versions will also be available on request and should be returned to the Equality and Diversity Team in Hamilton. Hard copy information received will then be inputted into Citizen Space to allow all feedback to be reported on. Any paper forms will be destroyed once input into Citizen Space has taken place. Personal data such as name, email address, IP address and unique reference number will not be saved as this is not required for analytical purposes.

The data will be saved in Citizen Space and only designated staff from the Equality and Diversity Team with HRPOD will be able to access the software.

Any analytical work using the data will be exported to an excel spreadsheet and saved to SharePoint that can only be accessed by designated members of the Equality and Diversity Team.

Any reports submitted to management or published on our communication platforms will be entirely anonymous. This includes redacting any identifying personal information or abusive language within free text responses.

Any personal information provided will be destroyed within 6 months of the end of the consultation.

Describe the scope of the processing:

- nature of personal data;
- sensitivity of the personal data;
- duration of the processing;
- geographical area covered

- volume & variety of the personal data;
- extent and frequency of the processing;
- number of data subjects involved;

The questionnaire will ask the following information:

Categories of personal data:

- Name
- Email address
- Organisation, or individual
- First part of postcode, e.g. DD11, G12
- Local authority area
- IP address (system generated)
- Unique response identifier (system generated)

The data will be collected over a period of six weeks. It will then be processed for a further four weeks.

The data will be collected from all over Scotland.

As this is a public consultation exercise, it is impossible to anticipate how many responses will be received.

Describe the context of the processing:

- Nature of your relationship with the individual;
- Extent to which individuals are likely to expect the processing;
- Are there prior concerns over this type of processing or security flaws;
- Current issues of public concern;
- Whether you comply with GDPR codes of or GDPR certification schemes;
- Any previous experience of this type of processing

- Extent to which individuals have control over their data;
- Do they include children or other vulnerable groups;
- Relevant advances in technology or security;
- Source of the data;
- Have you considered & complied with relevant codes of practice;

The information will come from external stakeholders and staff. All respondents will be provided with:

- Privacy Policy – a link to Citizen Space's Privacy Policy is available from every page of Citizen Space.

- Privacy statement – text within the survey will clearly states what will happen with respondent's comment…
  "By commenting on this consultation, you are agreeing that your comments can be made public in a consultation report that will be published on our website.
  We may use your comments within a press release or online (social media or website). If you are responding as an individual your responses will remain anonymous, consent may be sought from organisations to share their comments (For the benefit of staff, further information about the anonymity of the survey and how information will be used will be included in various communications methods, including SFRS News articles and iHub articles.

All respondents will have full control over the data supplied as they will be providing it themselves via Citizen Space.

Describe the purposes of the processing:
- your legitimate interests, where relevant;   •   intended outcome for individuals;
- expected benefits for you or for society as a whole

The Gaelic Language Plan consultation exercise will give members of the public and our employees the opportunity to comment on the proposed second iteration of our Gaelic Language Plan.

The consultation exercise encourages participation and involvement in our decision making processes and facilitates open dialogue which will strengthen the voice of communities, our partners and the public and assist us in meeting the requirements of the Gaelic Language Scotland Act 2005.

Proposed benefits:-
- Better understand the needs of Gaelic speaking individuals and communities
- Better understand the needs of our Gaelic speaking employees

STEP 3: Consultation process

Consider how to consult with relevant stakeholders: describe when and how you will seek individuals' views – or justify why it's not appropriate to do so. Who else do you need to involve within your organisation? Do you need to ask your processors to assist? Do you plan to consult information security experts, or any other experts?

The question set of the consultation exercise has been developed by Equality and Diversity Team and agreed by Senior Leadership Team.

The Information Governance Team were also consulted on the content of the questionnaire.

STEP 4: Assess necessity and proportionality

Describe compliance and proportionality measures, in particular:

- do your plans achieve your purpose;
- is there any other reasonable way to achieve the same result;
- lawful basis for the processing;
- how you will prevent function creep;
- how you intend to ensure data quality;
- how you intend to ensure data minimisation;
- how you intend to provide privacy information to individuals;
- how you implement & support individuals rights;
- measures to ensure your processors comply.
- safeguards for international transfers;

The system collates IP address information. This is intended to assist us in identifying suspicious responses, such as in the case of automated submissions, duplicate submissions, or where inappropriate content has been submitted.

Each participant who submits a response in Citizen Space is given a unique ID for that response. This ID is *response specific,* not user-specific, meaning that every response is given an ID not each respondent. This is designed to track and find formal submissions.

The Legal Basis for processing this information is:
<u>General Data Protection Regulation</u> Article 6(a)
- Consent – the individual has given clear consent (opted in) to process their data for a specific purpose

The Legal Basis for processing Special Category Data:
General Data Protection Regulation Article 9.2(a)
- Explicit Consent - the individual has given explicit consent to the processing of those Personal Data for one or more specified purpose

A Privacy Notice will be made available for all employees on the SFRS iHub and a separate one on the website for members of the public and other stakeholders.

SFRS employees are asked to identify themselves as employees to enable the collation of staff specific issues to inform future decisions.

STEP 5: Identify and assess risks

Describe the source of risk and nature of potential impact on individuals. Include associated compliance and corporate risks as necessary.	Likelihood of harm	Severity of harm	Overall risk
	Remote, possible or probable	Minimal, significant or severe	Low, medium or high
- Inability to exercise rights (including but not limited to privacy rights); - Inability to access services or opportunities; - Loss or control over the use of personal data; - Discrimination; - Identity theft or fraud; - Financial loss;	Remote	Minimal	Low

• Reputational damage; • Physical harm; • Loss of confidentiality; • Re-identification of pseudonymised data; • Any other significant economic or social disadvantage.			

You must make an 'objective assessment' of the risks. You might find it helpful to use a structured matrix to think about likelihood and severity of risks – see DPIA Guidance **(section 2.16).**

STEP 6: Identify measures to reduce risk

Identify additional measures you could take to reduce or eliminate risks identified as medium or high risk in step 5.

Risk	Options to reduce or eliminate risk	Effect on risk	Residual risk	Measure approved
		Eliminated, reduced or accepted	Low, medium or high	Yes/No
N/A				

STEP 7: Sign off and record outcomes

Item	Name/date	Notes
Measures approved by:	Lynne McAlonan, Information Security Officer	Integrate actions back into project plan, with date and responsibility for completion
Residual risks approved by:	N/A	If accepting any residual high risk, consult the ICO before going ahead
Info Gov Manager advice provided:	Carol Wade, Information Governance Manager	Info Gov Manager should advise on compliance, step 6 measures and whether processing can proceed
Summary of Info Gov Manager advice: 16.8.2021 Ensure Privacy Notice accompanied.		
Info Gov Manager advice accepted or overruled by:	Elaine Gerrard, Equality and Diversity Manager	If overruled, you must explain your reasons

Comments:		
Consultation responses reviewed by:	N/A	If your decision departs from individuals' views, you must explain your reasons
Comments:		
This DPIA will be kept under review by:	Maggie Archibald, Equality and Diversity Officer	The Info Gov Manager should also review ongoing compliance with DPIA

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

PART 1
BASIC INFORMATION

Policy Owner	Maggie Archibald – Equality and Diversity Officer – HRPOD Directorate
E&D Practitioner	Maggie Archibald
Title (of function/policy to be assessed e.g. name of policy, title of training course)	Gaelic Language Plan
Date Assessment Commenced	9 August 2021

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 | In line with the Gaelic Language (Scotland) Act 2005 the SFRS requires to produce the second iteration of its Gaelic Language Plan.

This legislation also requires us to conduct a minimum 6-12 week public consultation on our draft plan with our employees and the wider communities of Scotland, particularly those with an interest in Gaelic.

Following on from the consultation we require to consider any comments made and/or proposals put forward during the consultation and incorporate these into the draft plan.

Our finalised and agreed plan will then be submitted to Bord na Gaidhlig for their perusal and approval.

The plan sets out how the Board and the SFRS management Team will fulfill our statutory requirements and other best practice principles of the Gaelic Language Scotland Act 2005 with a view to securing the status of Gaelic as an official language of Scotland. |
|---|---|
| Are there any associated objectives of the function/policy (please explain)? | Not applicable |
| Does this function/policy link with any other function/policy? | The Gaelic Language Plan directly links to the SFRS Strategic Plan and in particular the following strategic outcomes:-

• Outcome one - Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth

• Outcome two - Our flexible operational model provides |

	an effective emergency response to meet diverse community risks across Scotland • Outcome three - We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services The GLP also links to three of our key values – Respect, Teamwork and Innovation
Who is intended to benefit from the function/policy and in what way?	• The general workforce of the SFRS as we continue to raise awareness and improve workplace and workforce knowledge of Gaelic. • Employees who can speak/read/write Gaelic as we normalise the use of Gaelic in the workplace • Members of the public particularly those who speak and use Gaelic, as we are committed to ensuring Gaelic has equal status to English when members of the public are engaging with the SFRS
What outcomes are wanted from this function/policy?	• To meet our legislative requirements as laid out in the Gaelic Language Scotland Act 2005 • To deliver on the high level and corporate aims as detailed within the Gaelic Language Plan • Consider the comments from the Public Consultation and amend the plan if necessary
What factors/forces could contribute/detract from the outcomes?	• Failure to meet our legislative requirements could result in the organisation being issued with a Statutory Notice from Bòrd na Gàidhlig • Lack of employee and public engagement during the public consultation on the draft plan
Who are the main stakeholders in relation to the function/policy?	SFRS and Bòrd na Gàidhlig
Who implements the policy and who is responsible for the function/policy?	SFRS Board and the Strategic Leadership Team are primarily responsible for overseeing and implementing the Gaelic Language Plan. The Equality and Diversity Team are responsible for the development of the plan and manage the day to day delivery in terms of achieving the plan aims.

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	☐	☒	☐
Caring responsibilities	☐	☒	☐
Disability	☐	☒	☐
Gender reassignment	☐	☒	☐
Marriage and civil partnership (answer this only in relation to point **a** above)	☐	☒	☐
Pregnancy and maternity	☐	☒	☐
Race	☐	☒	☐
Religion and belief	☐	☒	☐
Sex (gender)	☐	☒	☐
Sexual Orientation	☐	☒	☐
Social and economic disadvantage	☐	☒	☐

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 Gaelic Language Scotland Act 2005 is the key driver behind the requirement to have a plan as a listed authority. Bord na Gaidhlig are the public body responsible for promoting Gaelic development and are the enforcing authority with regards to the legislation.

The Gaelic Language (Scotland) Act 2005 was passed with a view to securing the status of

Gaelic as an official language of Scotland commanding equal respect to the English language, and the public sector in Scotland has a vital role to play in ensuring that Gaelic remains alive as a language and recovers in future.

Gaelic language plans are prepared to increase the capacity of an organisation to support the usage, status and acquisition of Gaelic as part of its functions.

Key to achieving this is the introduction and mainstreaming of Gaelic into policy development, service delivery and other organisational activities. The broad outcome is to make Gaelic increasingly visible and audible across Scotland.

Gaelic language plans enable members of the public who may wish to use Gaelic in conducting their daily business with the SFRS and enables employees of SFRS to use Gaelic in the workplace as part of their normal duties.

Gaelic language plans help ensure that Gaelic continues to be used and that the linguistic diversity of the whole of Scotland is enriched.

The plan has been assessed for relevance and proportionality, the protected characteristic of a person or group is incidental with regards to the development and implementation of the Gaelic Language Plan as the plans focus is to increase the use of Gaelic.

A six-week public consultation exercise will take place following the same principles as the 'Long Term Vision' consultation, however in line with Data Protection Act 2018/General Data Protection Regulations – (GDPR), a Data Protection Impact Assessment and Privacy Notice have been completed specifically for the consultation on our Gaelic Language Plan.

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.

The introduction and the delivery of the plan has no links to human rights as detailed above, the plan and its focus is to increase the use of Gaelic and this directly to the aim of the Gaelic Language Scotland Act 2005, which is to establish Gaelic as an official language of Scotland and that it commands equal respect to English.

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		Proceed to Part 3 Impact

| Equality characteristics and/or the Human Rights Act 1998 | ☐ | 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	
Caring Responsibilities	
Disability	
Gender reassignment	
Marriage and Civil Partnership	
Pregnancy and maternity	
Race	
Religion and Belief	
Sex (gender)	
Sexual Orientation	
Social and economic disadvantage	
Human Rights	
Impact on People in General not covered by specific characteristics	

Summary and Conclusion of Impact Assessment

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

OFFICIAL

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 implementation and progress made against the actions set within the Gaelic Language Plan are reported, on a yearly basis to Bord na Gaidhlig.

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

Q2 What will be monitored?

Q3 How will monitoring take place?

Q4 What is the frequency of monitoring?

Q5 How will monitoring information be used?

Board/Report/GaelicLanguagePlan2022-25/EIA   Page 8 of 9   Version 1.0: 03/12/2021

PART 5
APPROVAL

This Equality and Human Rights Impact Assessment was completed by:

Name	Maggie Archibald
Date	19 August 2021

This Equality and Human Rights Impact Assessment was approved by:

Name	
Date	

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

Report No: B/FCS/22-21

Agenda Item: 13

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
Meeting Date:	16 DECEMBER 2021
Report Title:	RESOURCE BUDGET MONITORING – OCTOBER 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 31 October 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 £1.616million.** The forecast year-end position at this stage shows an underspend of £0.290million.
3.3	The forecast position excludes costs for COP26, 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 £0.920million.
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 31 October 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	**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	**Equalities** *EIA completed: No.* An EIA was completed for the Resource Budget 2021/22. 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 Procurement advised the Board of the resource budget position for the period ending 31 October 2021. The October resource monitoring report shows a current underspend against budget of £1.616 million, with a forecast year-end underspend of £0.290million. This forecast position is on the basis that additional funding is received to support the Service's 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:	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	*30 November 2021*	*For Noting*
SFRS Board	*16 December 2021*	*For Scrutiny*

Service Variances

Appendix A

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

£000

| Period 7 | | | | 1 April 2021 - 31 October 2021 | | | | | | |

Original Budget	Virements	Revised Annual Budget	Narrative	Year to Date				Year-End Projection			Last Year's Actuals
				Budget	Actual	Variance		Forecast	Variance		
						£	%		£	%	
						(4)-(5)	(6)/(4)		(3)-(8)	(9)/(3)	
(1)	(2)	(1)+(2) (3)		(4)	(5)	(6)	(7)	(8)	(9)	(10)	(12)
226,603	(1,114)	225,489	Employee Costs	130,698	130,053	645	0.5%	225,933	(444)	-0.2%	219,067
219,091	(1,154)	217,937	*Salary and Related Costs (including overtime)*	126,434	126,492	(58)	0.0%	218,678	(741)	-0.3%	212,359
148,639	(652)	147,987	*Wholetime*	86,028	87,825	(1,797)	-2.1%	150,483	(2,496)	-1.7%	147,471
7,441	(60)	7,381	*Control*	4,281	4,268	13	0.3%	7,475	(94)	-1.3%	7,348
26,579	-	26,579	*Retained*	15,276	14,204	1,072	7.0%	24,639	1,940	7.3%	24,690
36,432	(442)	35,990	*Support*	20,849	20,195	654	3.1%	36,081	(91)	-0.3%	32,850
7,512	40	7,552	*Other Employee Costs*	4,264	3,561	703	16.5%	7,255	297	3.9%	6,708
4,010	(5)	4,005	*Early Retirement Charges*	2,297	1,907	390	17.0%	4,059	(54)	-1.3%	3,621
748	72	820	*Training*	440	356	84	19.1%	816	4	0.5%	717
1,552	(44)	1,508	*Subsistence*	852	657	195	22.9%	1,197	311	20.6%	570
1,202	17	1,219	*Other*	675	641	34	5.0%	1,183	36	3.0%	1,800
24,520	2,624	27,144	Property Costs	16,871	16,019	852	5.1%	26,396	748	2.8%	25,456
23,799	(813)	22,986	Supplies & Services	13,252	13,334	(82)	-0.6%	23,018	(32)	-0.1%	16,410
6,724	(397)	6,327	Transport Costs	3,496	3,348	148	4.2%	6,103	224	3.5%	5,144
1,621	(30)	1,591	Third Party Payments	870	787	83	9.5%	1,794	(203)	-12.8%	989
2,343	-	2,343	Financing	756	756	-	0.0%	2,343	-	0.0%	2,405
285,610	**270**	**285,880**	**GROSS EXPENDITURE**	**165,943**	**164,297**	**1,646**	**1.0%**	**285,587**	**293**	**0.1%**	**269,471**
(903)	(270)	(1,173)	Income	(416)	(405)	(11)	2.6%	(1,189)	16	-1.4%	(848)
-	-	-	Disposal of Assets	-	19	(19)	0.0%	19	(19)	0.0%	(36)
284,707	**-**	**284,707**	**NET EXPENDITURE**	**165,527**	**163,911**	**1,616**	**1.0%**	**284,417**	**290**	**0.1%**	**268,587**

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, savings in Legionella and Fire Risk Assessment initiatives, utility costs, foam tank at Newbridge, revised plans for several initiatives, decommissioning of fuel sites.
- Supplies & Services – delay to CCF system maintenance, impact of COVID on catering requirements, PPE, uniforms, advertising, staff supporting ESMCP.
- Transport - impact of COVID on travel requirements, reduced lease cars.
- Third Party Payments – PVG expenditure, access to GPs for medical reports and Board costs.
- Income – electric vehicle charging points, additional shared sites with Scottish Ambulance Service, provision of ambulance support.

Overspends

- WTFF –pay award, overtime, flexi officers, CPD, increased deferred retirals.
- Control – pay award, overtime, recovery of representative body costs.
- RVDS –pay award, COVID related payments for sickness and drill nights, vaccination programme and maintenance of equipment.
- Support – overtime, planned recruitment and agency staff, PTFAS project team.
- 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 and TUPE related pension review of Soft FM supplier, local investment.
- Supplies & Services – Network services dual running, additional equipment purchases, gym equipment and compressor maintenance, training materials' unit prices, commemorative coins, RVDS Leadership Forum.
- Transport - increased use of external contractors supporting fleet maintenance, tyres.
- Third Party Payments – PTFAS planning, employee tribunal costs.
- Income – delay in apprenticeship income, cancelled public events.
- Disposal of Assets – Sale of Thornton.

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.
- Any changes to the phasing of the Out of Pattern Rostered Reserve between January and March 2022 will impact overtime costs.

Recruitment – RVDS, Support Staff

- Changes, including delays 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 and internal capacity to process new starts.

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 continue to increase above the budgeted inflationary level.
- Worldwide shortages of semi-conductors and building materials may put pressure on the supply chain and lead to delivery delays.
- Existing suppliers may not be able to maintain their current level of service due to economic pressures.

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 externaly funded has not been secured.

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

OFFICIAL

SCOTTISH FIRE & RESCUE SERVICE
Resource Budget Monitoring Report
For Period Ending 31st October 2021

1) INTRODUCTION

The attached report covers the period 1st April 2021 – 31st October 2021. It highlights a year to date underspend of £1.616 million (1.0% of the year to date budget) with a forecast underspend of £0.290 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
November	Transfer (DACO)		1		1
January	Trainees	4	12	32	48

   Overtime
   • Group shortage activity is forecast to follow a similar phasing pattern to that seen in 2019/20 which includes a similar use of roster days from the start of the new calendar year.
   • 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%.

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.

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) Expenses

- It is assumed that maintenance costs for the new Command and Control system will not start to be incurred until April 2022.
- Fuel costs are forecast based on average monthly activity, allowing for an increase over the bonfire night period, and a further increase in prices of 2% over the remainder of the financial year.

f) 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 £535,000.
  - Test and Protect - spend year to date £247,000.
  - ESMCP- spend year to date £129,000.

BUDGET VIREMENTS

Virements this period

In October the following budget virements were made:

- £81,000 to increase the budget allocation for supporting Marauding Terrorist Attacks which increased the Wholetime Staffing budget and reduced Supplies and Services.
- £59,000 to correct the staffing budget for ICT which increased the Support Staff budget and reduced Supplies and Services.
- £3,000 to support the Cameron House fatal accident enquiry which increased the Support Staff budget and reduced Supplies and Services.
- Reallocation of the budget to support the Heritage initiative from Support Staff, Training and Property to Supplies and 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, Strategic Leadership Team (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	15	(94)	(70)	-	-	147,987
Employee Control	7,441			(51)		(0)	-	-	(9)	-	-	-	7,381
Employee Retained	26,579			(1)		0	-	-	-	-	-	-	26,579
Employee Support	36,432			54		(0)	(735)	33	-	-	175	32	35,990
Employee Pension	4,010					(5)	-	-	-	-	-	-	4,005
Employee Training	748					0	75	(2)	-	-	-	-	820
Employee Subsistence	1,552	(75)				(0)	-	32	-	-	-	-	1,508
Employee Other	1,202					0	-	17	-	-	-	-	1,219
Property	24,520					20	2,759	(155)	-	-	-	-	27,144
Supplies & Services	23,799	522		(67)	907	(29)	(2,252)	140	103	70	(175)	(32)	22,986
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	-	1	-	-	-	-	284,707

OFFICIAL

VARIANCE ANALYSIS

£000

1   WHOLETIME FIREFIGHTERS

1.1   Year to Date   **1,797 OVER**

Wholetime Firefighter (WTFF) employee costs are currently £1,797,000 overspent, representing 2.1% of budget.

Wholetime salaries and related costs are overspent by £276,000, overtime related costs, including National Insurance (NI), are overspent by £1,561,000 and seconded income is over recovered by £40,000.

The overspend in WTFF salaries includes:

- £172,000 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.
    - Increased numbers of staff that were anticipated to retire but have elected to extend their service.
- £69,000 overspend in respect of payments in lieu of holidays and notice.
- £30,000 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.
- £29,000 overspend in respect of CPD payments following the annual review of employees' eligibility combined with the impact of the increased pay award.
- £35,000 underspend in respect of training instructor allowances. Theses allowances were harmonised in July and the underspend represents vacancies within the training structure.
- £11,000 overspend in respect of other salary related costs including National Insurance.

The overspend in overtime includes:

- £1,237,000 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.

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- £135,000 overspend in respect of training related overtime, which includes additional costs to provide cover for vacancies within the training structure.
- £24,000 overspend relating to incidents that span shift change-overs.
- £41,000 underspend relating to detached duties which have been restricted due to COVID.
- £189,000 overspend relating to overtime NI.
- Other overtime costs are £17,000 overspent.

Seconded income is £40,000 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   2,496 OVER

Wholetime employee costs are forecast to be £2,496,000 overspent, representing 1.7% of budget.

WTFF Salaries and related costs are forecast to be £213,000 overspent mainly due to the pay award for uniformed employees being 0.5% higher than the budgeted rate and increased numbers of staff that were anticipated to retire but have elected to extend their service. The increased pay award accounts for a forecast overspend of £554,000. These are partly offset by:
- Fewer intakes being recruited due to COVID restrictions which limit the number of trainees that can be accommodated at the training facilities.
- Salaries for the 17 WTFF participating in the planning stage for COP26 being excluded from the forecast until January as their costs are being treated as an externally funded project.

The overspend previously forecast in respect of the MTA allowance has now been removed. This follows the payment in October of the allowance and a corresponding budget virement to account for the additional staff in receipt of it.

Overtime costs (including NI) are forecast to overspend by £2,345,000 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.

Phased Forecast
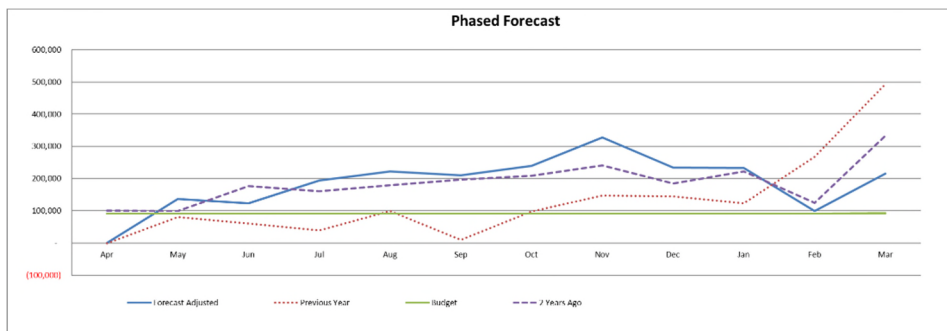
Seconded income is forecast to over recover by £62,000 as detailed in section 1.1, which includes an anticipated retiral later in the year.

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.

Consideration should be given to limiting the use of the Out of Pattern Roster Reserve between January and March to ease pressure on the 2022/23 budget.

2 CONTROL FIREFIGHTERS

2.1 Year to Date   13 UNDER

Control Firefighter costs are currently £13,000 underspent, representing 0.3% of budget.

There is an underspend in salary related costs of £182,000 due to vacancies which include; employees supporting COP26 and increased levels of maternity and sick leave. The current recruitment campaign to attract new Control staff has resulted in significantly fewer applications, with anecdotal evidence suggesting that following COVID the requirement to physically travel to our control rooms and fixed shift patterns are not considered as attractive to prospective employees who are seeking a hybrid model.

The above underspend is partly offset by additional overtime costs (including NI) of £154,000.

Seconded income is £15,000 under recovered due to a reduction in the recovery of costs for staff supporting representative bodies.

2.2 Forecast   **94 OVER**

Control Firefighter costs are forecast to be £94,000 overspent, representing 1.3% of budget.

The underspend in salary related costs is forecast to increase slightly to £188,000 which includes:
- Six new starts during October.
- 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.

Overtime (including NI) is forecast to overspend by £257,000.

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.

A review of how role within Control can be made more attractive to prospective employees is underway.

3 RETAINED AND VOLUNTEER FIREFIGHTERS

3.1 Year to Date   **1,072 UNDER**

Retained costs are currently £1,072,000 underspent, representing 7.0% of budget.

Retaining fees are £335,000 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 £379,000. 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 £244,000 underspend. The remaining underspend is a result of COVID restrictions.

Payments for attendance at drill nights are £315,000 underspent. The delay in the initiative to harmonise RVDS terms and conditions accounts

for an £162,000 underspend. The remaining underspend is due to the impact of COVID on drill night activity.

Turnout costs, including standby and bank hours are £197,000 underspent. This underspend includes the reduced attendance to calls generated by automated fire alarm signals.

Home Fire Safety Visits (HFSV) are £123,000 underspent due to COVID restrictions.

Unbudgeted costs directly attributable to COVID are causing an overspend of £186,000.   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 £47,000. The costs for providing ambulance support are expected to be recovered.

Equipment maintenance costs are £35,000 overspent with additional activity being undertaken to perform checks that would normally be carried out on Drill Nights.

Other RVDS costs are £9,000 overspent, the majority of which relates to payments to employees during periods of sickness and increased National Insurance payments.

3.2   Forecast   1,940 UNDER

Retained costs are forecast to be £1,940,000 underspent, representing 7.3% of budget.

Retaining fees are forecast to underspend by £592,000 due to the reduced number of employees within the North and West SDA continuing.

Training course activity is forecast to be £592,000 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 £174,000 underspend.

Payments for attendance at drill nights are forecast to be £758,000 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 £267,000 as detailed in section 3.1.

Costs for HFSV are forecast to underspend by £127,000 with activity levels forecast to increase as the year progresses.

Unbudgeted costs directly attributable to COVID are forecast to increase to £271,000.

Costs to support the vaccination programme and the provision of ambulance support are forecast to result in a £47,000 overspend. The costs for the provision of ambulance support are expected to be recovered in income.

Equipment maintenance costs are forecast to increase and result in a £55,000 overspend as detailed in section 3.1.

Other RVDS costs are forecast to be £23,000 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   654 UNDER

Support staff costs are currently £654,000 underspent, representing 3.1% of budget.

Vacant posts across the Service account for an underspend of £1,481,000. This is partly offset by an overspend in agency staff costs and private contractors of £827,000. Included within the support staff costs is £188,000 is respect of the project team to deliver the new People, Training, Finance and Asset System (PTFAS).

4.2   Forecast   91 OVER

Support staff costs are forecast to overspend by £91,000, 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 85 employees over the remainder of the financial year with associated costs of £1,054,000. The graph below shows the forecast recruitment profile over the financial year and reflects the work that is being undertaken to fill vacancies.
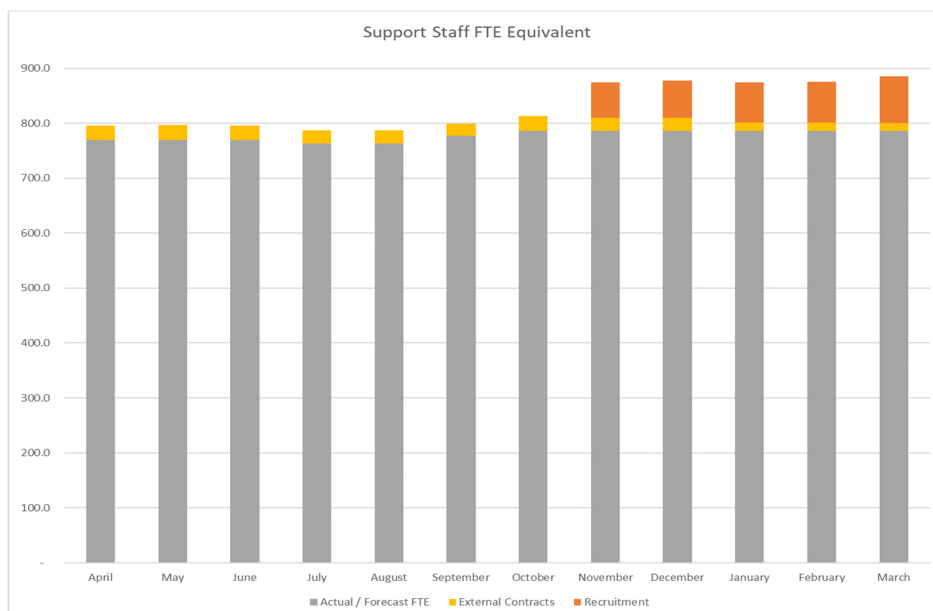
4.3 Action to be Taken

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 to ensure they remain relevant and recruitment is realistic.

5 EARLY RETIREMENT CHARGES

5.1 Year to Date   390 UNDER

Early retirement charges are currently £390,000 underspent, representing 17% of budget.

Fewer than budgeted ill health retirals account for a £415,000 underspend.

Injury benefit charges are overspent by £25,000. 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   54 OVER

Early retirement charges are forecast to be £54,000 overspent, representing 1.3% of budget.

The overspend in relation to injury benefits, as detailed in section 5.1, is forecast to increase to £54,000.

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   **84 UNDER**

Training costs are currently £84,000 underspent, representing 19.1% of budget.

External learning and development courses account for a £106,000 underspend. This is partly offset by costs for specialist training courses within Directorates which are £17,000 overspent.

Training equipment costs are £5,000 overspent, the result of equipment which was ordered in 2020/21 but was delayed until this year.

6.2   Forecast   **4 UNDER**

Training costs are forecast to be £4,000 underspent, representing 0.5% of budget.

External training course activity is forecast to increase over the remainder of the year and result in a £21,000 underspend. The forecast for specialist training is expected to remain £17,000 overspent.

The overspend in respect of training equipment is forecast to reduce and be on budget.

6.3   Action to be Taken

A review should be undertaken 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   **195 UNDER**

Subsistence costs are currently £195,000 underspent, representing 22.9% of budget.

Subsistence costs, for employees attending training courses are £238,000 underspent. This reflects internal COVID controls that currently remain in place and the reduced levels of new recruits.

Other subsistence costs are overspent by £43,000. 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   **311 UNDER**

Subsistence costs are forecast to be £311,000 underspent, representing 20.6% of budget.

The underspend in subsistence costs for employees attending training courses is forecast to increase to £358,000.

The overspend in other subsistence is forecast to increase slightly to £47,000 with future monthly spend expected to remain just above budgeted levels.

7.3   Action to be Taken

This position will continue to be monitored.

8   OTHER EMPLOYEE COSTS

8.1   Year to Date   **34 UNDER**

Other employee costs are currently £34,000 underspent representing 5.0% of budget.

Costs for optical and vision aids are £29,000 underspent reflecting the COVID restrictions that remain in place and limit the throughput at opticians.
Relocation costs are £7,000 underspent.

Employee pre-employment costs are £3,000 underspent, mainly due to reduced costs for disclosure checks relating to Protecting Vulnerable Groups (PVG).

Other staff costs are £5,000 overspent the result of higher than accrued class 1B National Insurance charges.

8.2   Forecast   **36 UNDER**

Other employee costs are forecast to be £36,000 underspent, representing 3.0% of budget.

The underspend in respect of optical vision aids is forecast to increase to £35,000 as detailed in section 8.1.

The underspend in relation to employee pre-placement costs is forecast to increase to £6,000 as detailed in section 8.1.

Relocation costs are forecast to be on budget with costs expected to increase as the year progresses.

Other staff costs are forecast to remain £5,000 overspent as detailed in section 8.1.

8.3 Action to be Taken

This position will continue to be monitored.

9 PROPERTY

9.1 Year to Date   852 UNDER

Property costs are currently £852,000 underspent, representing 5.1% of budget.

Rates are £933,000 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.

Facility management professional service costs are underspent by £45,000 due to reduced costs for the Legionella Risk Assessment and Fire Risk Assessment initiatives or £27,000 and £18,000 respectively.

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.

Utility costs are £20,000 underspent with the earlier than expected sale of Thornton accounting for savings of £11,000.
Service contracts are £7,000 underspent due to reduced costs for the Cambuslang Bio Mass initiative.

Cleaning costs are £67,000 overspent. This is due to specialist cleaning activity to ensure facilities remain COVID secure.

Property adaptations and fixtures and fittings are overspent by £50,000 and £8,000 respectively with budget holders taking the opportunity to utilise underspends in other areas of their budget to carry out minor improvements.

Property repairs and maintenance costs are £35,000 overspent. This is the result of additional costs for remedial work at a site impacted by Reinforced Autoclaved Aerated Concrete (RAAC) roof issues.

Security costs are £26,000 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.

Energy, Carbon and Environmental costs are £9,000 overspent. Within this £5,000 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.

9.2   Forecast   **748 UNDER**

Property costs are forecast to be £748,000 underspent, representing 2.8% of budget.

Rates are forecast to remain £933,000 underspent as detailed in section 9.1.

Other property costs are forecast to underspend by £68,000, mainly in respect of the foam tank at the Newbridge training facility.

Facility management professional service costs are forecast to underspend by £62,000 as detailed in section 9.1.

Utility costs are forecast to under spend by £33,000 with the earlier than expected sale of Thornton accounting for £23,000.

The early termination of fuel tanker services, following the decommissioning of fuel sites last year, is forecast to result in a £21,000 underspend.

Service contract costs are forecast to underspend by £14,000 as detailed in section 9.1.

Cleaning costs, to ensure premises remain COVID secure, are forecast to overspend by £121,000.

Property adaptations and fixtures and fittings are forecast to overspend by £110,000 and £2,000 respectively, with budget holders taking the opportunity to utilise underspends in other areas of their budget to carry out minor improvements.

Property repairs and maintenance costs are forecast to overspend by £67,000. 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 £47,000.

Soft facility management contract costs are forecast to overspend by £22,000 as detailed in section 9.1.

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 underspend by £2,000.

9.3   Actions to be Taken

This position will continue to be monitored.

10 SUPPLIES & SERVICES

10.1 Year to Date   82 OVER

Supplies and Services are currently £82,000 overspent, representing 0.6% of budget.

Communications and telephony costs are £124,000 overspent due to additional dual running costs required to facilitate the change of network service provider.

Timber and scrap car costs for training activities are overspent by £44,000 and £47,000 respectively reflecting the price increases seen across the construction industry due to material shortages and increases in the cost of scrap steel.

Cost to support the heritage initiative are £44,000 overspent.

Equipment purchases are £31,000 overspent mainly due to the replacement of thermal imaging cameras.

Gym Equipment costs are £17,000 overspent with additional costs being incurred to address outstanding maintenance requirements.

Printing costs are £16,000 overspent. The majority of which relates to the provision of address plates at high-rise sites following recommendation for the Grenfell Tower inquiry.

Equipment maintenance costs in respect of compressor repairs have resulted in a £11,000 overspend.

Postage costs are £5,000 overspent which includes increased carriage costs.

Subscriptions are overspent by £2,000 with additional subscriptions to support fire prevention activities being partly offset by savings relating to the NFCC.

Information Technology costs are £102,000 underspent due to a delay in delivery of the Command and Control Futures initiative which has resulted in dual running costs not being incurred.

Catering costs are £55,000 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.

Advertising costs are £52,000 underspent mainly due to the release of an accrual relating to 2020/21 which is no longer required. In addition, the extension to the Safe & Well initiative pilot means that advertising activity planned for this year has been delayed.

Personal protective equipment (PPE) and uniforms are underspent by £21,000 and £20,000 respectively. This reflects reduced demand caused by vacancies within the WTFF and RVDS employee groups.

Cost for staff supporting Firelink are £19,000 underspent with charges for employees allocated to the ESMCP project having been excluded as they are being treated as an externally funded project.

Other Supplies & Services are £10,000 overspent.

10.2   Forecast   **32 OVER**

Supplies and services are forecast to be £32,000 overspent, representing 0.1% of budget.

The additional communications and telephony costs to transition network service provider is forecast to result in a £240,000 overspend.

Timber costs for training activities are forecast to increase and result in a £52,000 overspend. Work is continuing to explore alternative methods of delivery and to renegotiate unit prices with the supplier.

Equipment purchases are forecast to overspend by £50,000 as detailed in section 10.1.

Scrap car costs are forecast to remain £47,000 overspent.

Corporate expenditure is forecast to overspend by £46,000. This relates to commemorative coins for staff to recognise their contribution during the COVID pandemic.

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.

Gym Equipment costs are forecast to overspend by £24,000 as detailed in section 10.1.

Equipment maintenance costs are forecast to result in a £18,000 overspend as detailed in section 10.1.

Printing costs are forecast to be £17,000 overspent as detailed in section 10.1

Postage costs are forecast to be £14,000 overspent.

Costs to support the Heritage initiative are forecast to be on budget.

The delay in delivery of the Command and Control Futures initiative is forecast to result in an underspend of £270,000 with dual running costs not expected to begin until April 2022.
Catering costs are forecast to be £81,000 underspent as detailed in section 10.1.

Advertising costs are forecast to underspend by £50,000 as detailed in section 10.1.

Uniform and PPE costs are forecast to underspend by £35,000 and £36,000 respectively as detailed in section 10.1.

Cost for staff supporting Firelink are forecast to underspend by £32,000 as detailed in section 10.1.

Subscription costs are forecast to underspend by £8,000 mainly within the POD Directorate.

Other Supplies & Service costs are forecast to overspend by £5,000.

10.3   Action to be Taken

This position will continue to be monitored.

11   TRANSPORT

11.1   Year to Date   148 UNDER

Transport costs are currently £148,000 underspent, representing 4.2% of budget.

Travel costs are £169,000 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 £19,000 reflecting a reduction in car lease users.

Fleet external contract costs are £20,000 overspent with external providers being used to supplement capacity within the workshop teams.

Tyre costs are overspent by £12,000 caused by an increase in unit prices.

Vehicle hire costs are £8,000 overspent.

11.2   Forecast   224 UNDER

Transport costs are forecast to be £224,000 underspent, representing 3.5% of budget.

The underspends in travel costs and leased car costs are forecast to increase to £271,000 and £32,000 respectively, as detailed in section 11.1.

The overspends in respect of tyres and vehicle hire are forecast to increase to £21,000 and £14,000 respectively.

Fleet external contractor costs are forecast to overspend by £44,000 due to the introduction of lone-working monitoring arrangements for fleet support technicians and the need to supplement shortages in internal capacity with external resource.

11.3 Action to be Taken

This position will continue to be monitored.

12 THIRD PARTY PAYMENTS

12.1 Year to Date   83 UNDER

Third Party payments are currently £83,000 underspent representing 9.5% of budget.

Professional fees are £97,000 underspent. The majority of the underspend, £76,000, 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 £24,000 and £4,000 respectively due to lower than budgeted activity caused by COVD-19 restrictions.

Fire Board costs are £28,000 underspent due to reduced travel and overnight accommodation caused by COVID restrictions.

Court and tribunal costs are £67,000 overspent due to an increase in the number of tribunal cases.

External audit costs ate £4,000 overspent following increased costs for the provision of online support facilities.

Other Third Party payments are £1,000 underspent.

12.2 Forecast   203 OVER

Third party payments are forecast to be £203,000 overspent, representing 12.8% of budget.

Costs for expert advice during the planning stage of the new People, Training, Finance and Asset system are forecast to result in a £250,000 overspend.

Court and tribunal costs are forecast to overspend by £139,000 with additional costs for tribunal cases expected in the second half of the year.

External audit costs are forecast to remain £4,000 overspent as detailed in section 12.1.

The underspend in professional fees is forecast to decrease slightly to £91,000 as detailed in section 12.1.

The underspends in medical reports and physiotherapy fees are forecast to increase to £36,000 and £7,000 respectively.

Fire Board costs are forecast to underspend by £55,000 as detailed in section 12.1.

Payments to other bodies are forecast to underspend by £1,000. Savings, mainly in the HR Life line project are forecast to underspend by £7,000. This offsets an overspend of £6,000 to carry out 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 **11 UNDER RECOVERED**

Income is currently £11,000 under recovered, representing 2.6% of budget.

Firefighter apprenticeship income is under recovered by £109,000. This follows clarification that additional skills in ICT and numeracy are required before Skills Development Scotland will make the final Green Phase Outcome payment for development firefighters. This has resulted in income, that was previously expected in 2021/22 being delayed until 2022/23.

Fees and Charges are under recovered by £12,000 mainly due to the cancellation of rechargeable public events caused by COVID. This is partly offset by additional income following the sale of scrap equipment.

Accrued income in respect of electric vehicle charging points accounts for an over-recovery of £58,000.

Rental income in relation to shared services is over recovered by £42,000 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 have resulted in an over recovered by £10,000.

14.2   Forecast   **16 OVER RECOVERED**

Income is forecast to be £16,000 over recovered, representing 1.4% 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 £72,000 as detailed in section 14.1.

Other income is forecast to over recover by £15,000, mainly due to the expected recovery of costs for providing ambulance support as detailed in section 3.1. The sale of scrap equipment has also contributed to this position. These over recoveries are partly offset by under recoveries in respect of cancelled public events that would normally be recharged.

Charges to third parties for hire of facilities at the Cambuslang training facility are forecast to result in an over recovery of £15,000.

The delay in the recovery of firefighter apprenticeship income is forecast to result in an under recovery of £186,000 as detailed in section 14.1.

14.3   Action to be Taken

This position will continue to be monitored.

15   DISPOSAL OF ASSETS

15.1   Year to Date   **19 OVER**

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

15.2   Forecast   **19 OVER**

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

15.3   Action to be Taken

Asset valuations should continue to be reviewed.

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

	COVID-19 Costs £000's	COVID-19 Savings £000's	Net (Cost) / Saving of COVID-19 £000's
Wholetime	(1,184)	541	(643)
Control	-	-	-
Retained	(373)	1,470	1,097
Support	-	-	-
Training	-	-	-
Subsistence	(48)	359	311
Other	-	36	36
Property Costs	(121)	-	(121)
Supplies & Services	(144)	152	8
Transport Costs	-	271	271
Third Party	-	98	98
Income	(23)	27	4
TOTAL	**(1,893)**	**2,954**	**1,061**

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

Report No: B/FCS/23-21

Agenda Item: 14

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	16 DECEMBER 2021							
Report Title:	CAPITAL MONITORING REPORT 2021/22 – OCTOBER 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 actual and committed expenditure against the 2021/22 capital budget for the period ending 31 October 2021.

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 prototype Zero Emission Fire Appliance. As part of the budget virements approved by the Board, re-allocated 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 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, 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 the 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		The 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.
2.10		Taking the above into account the revised budget is £36.622m, as shown in Section 3.1.

3   **Main Report/Detail**

3.1   **Expenditure**

Category	Approved Budget	Expenditure				
		Ordered	Received not yet Invoiced	Paid	Total	
					£0	%
Property – Major Works	6,857	1,543	0	3,284	4,827	70.4
Property – Minor Works	8,300	4,618	0	2,796	7,414	89.3
Vehicles	8,650	7,075	0	1,575	8,650	100.0
ICT	4,475	1,474	231	1,229	2,934	65.6
Operational Equipment	5,729	1,560	0	2,224	3,784	66.0
Transition to Net Zero Grants	2,611	2,456	0	155	2,611	100.0
TOTAL EXPENDITURE	36,622	18,726	231	11,263	30,220	82.5

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   The Board authorised budget virements of £3.410million last period.

3.3.2   To manage the Resource Budget underspend for the year, the costs relating to the People Training Finance and Assets Systems programme (PTFAS) have been transferred from the Capital Budget to the Resource Budget, to facilitate additional Capital Budget capacity in the year. During the month of October, a budget of £0.065m was transferred from the PTFA project to ICT Network Infrastructure and the remaining PTFA budget balance of £0.635m,

	was transferred to Operational Equipment, for the purchase of additional Powered Rescue Equipment. This additional PRE has been brought forward from the 2022-23 Capital Programme.
3.4	**Progress During the Month**
3.4.1	**Expenditure**
3.4.2	Property
3.4.3	McDonald Road Refurbishment Project. The Main Contractor confirmed that they are planning to start the decommissioning of the temporary accommodation from 15 November, for a period of 3 weeks. This is to be co-ordinated with the station's moving date, which is expected to be towards the end of November. All snagging is anticipated to be complete prior to the occupation of the building. Co-ordination of this with ICT and Comms is continuing.
3.4.4	The fibre installation is progressing well, after wayleave approval from the City of Edinburgh Council. The road works have also been completed. SFRS's telecommunications supplier is the back-up plan for network resilience.
3.4.5	The main furniture delivery is arranged for 5 November, for the key priority areas.
3.4.6	The Mechanical and Electrical works client demonstration is scheduled for 11 November. These systems have already been pre-tested by the contractor.
3.4.7	The Museum Fit Out contractor, is progressing on pre-construction stage and samples are being discussed and agreed with SFRS and the contractor.
3.4.8	The Mechanical and Electrical works associated with the museum, have been instructed and a site meeting has been arranged with their sub-contractor, to check current condition of the area. Awaiting feedback on this and programme of works.
3.4.4	Fire Station Development Programme. SFRS are undertaking a feasibility study for Uig Fire Station and have developed a draft design of hybrid model. Awaiting assessment of construction/delivery options and costs which will complete the instructed exercise.
3.4.9	Minor Works – Dignified & Development. Inverness Asset Resource Centre (ARC) Stores is in design and Dundee ARC Stores is instructed and awaiting program. Hamilton Urban Search and Rescue (USAR) is also in design.
3.4.10	Fleet An order was placed in the month for the second Management Team vehicle which will be delivered before the end of the financial year.
3.4.11	PPE & Equipment The second issue of PPE to RVDS firefighters is being rolled out.
3.4.12	Twenty-eight full sets of Ladders were delivered in October, along with forty-three sets of Powered Rescue Equipment (PRE). An order was also placed in the month for forty-three Rapid Combi Tool sets.
3.4.13	ICT
3.4.14	Command & Control Futures Project. An additional Test Analyst was appointed in the month to assist with the UAT phase of the project and it is hoped a second analyst will be recruited in November. Minimum Viable Product (MVP) workshops have now concluded and a first draft document has been compiled and shared for review. Airwave configuration work has also concluded and work has now commenced on the Modas requirements. Contract

	Variations have been issued to the System Supplier for the provision of additional hardware requirements.
3.4.15	PTFAS Programme. Moore Insight are now onboarded and are working through their standard methodology, to produce the Statement of Requirements and Business Case for the People, Payroll and Finance Project within the Programme. A series of workshops will be held with stakeholders to work through this methodology and will require the creation of a Target Operating Model, Target Essential Qualities (non-functional requirements) and Process Classification Framework (functional requirements). Interviews for the post of fixed term Project Manager have concluded and an offer been made although notice periods may mean that the resource does not start until January 2022.
3.4.16	Electric infrastructure (Grant Funded) Orders have been placed for fifty-eight sites for Electric Vehicle Charging points from Grants offered in 2020/21. Fifty-two installations have been completed to date.
3.4.17	De-Carbonisation Projects (Grant Funded) 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.
3.4.18	Works are now underway for three of the projects and these remain on schedule. Although work hasn't started on the Fort William Biomass Boiler project yet, relevant materials have been procured for the project.
3.5.1 3.5.2 3.5.3	**Progress Anticipated Next Month** **Expenditure** Property
3.5.4	Minor Works – Condition. Projects are progressing well and are expected to continue towards the end of the financial year.
3.5.5	Fleet Orders have been placed in the month for Ten Kia E-Nero Electric Cars, with expected delivery late November/early December. Deliveries are also expected in November for the first seven Rescue Pumps from the batch of nineteen ordered last financial year. The final twelve rescue Pumps are expected to be delivered before the end of December. One Fire Investigation base vehicles has been delivered and the remaining two units are also due in the coming weeks.
3.5.6	Equipment Expected deliveries in the coming months include, 4500 Torches, Gas Tight Suits, Light Portable Pumps, PRE standard and advanced sets and Rapid Combi Tool sets.
3.5.7	ICT
3.5.8	Command and Controls Future Project. Work will progress on concluding and agreeing the Minimum Viable Product (MVP) over the next month. The system supplier will continue working with Airwave / 3TC on the Modas Gateway elements of the CCMS infrastructure. They will be assisted by SFRS.
3.5.9	PTFAS Programme. Interviews for the post of a fixed term Project Manager for the Rostering Project have concluded and offer accepted. Individual has given notice and will take up post in January 2022.

3.5.10	Electric Infrastructure (Grant Funded)
	The final Six 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.
3.5.11	De-Carbonisation Projects (Grant Funded)
	Work is expected to commence on the Fort William Biomass Boiler project in January and will complete in four weeks. Completion of the other three projects is expected to be by the end of March 2022.
3.6	**Receipts - Property**
3.6.1	Missives concluded for the sale of Maddiston at the end of June and receipt completed on 1 July for £0.744m, with a net book value of £0.760m.
3.6.2	The sale of Thornton took place in April 21, earlier than expected, which resulted in a capital receipt of £0.300m and a net book value of £0.319m. The net book value has been allocated to the McDonald Refurbishment project.
3.6.3	Excess land at Cove Fire Station has been identified as surplus and was sold in July. The land was sold to a neighbouring residential owner. A capital receipt was received on 1 July for £0.007m and net book of value of £0.007m. The net book value was allocated to Property Disposal Costs in September.
3.7	**Forecast**
3.7.1	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	Total forecast expenditure in Appendix A is currently showing an overspend of £3.7m, due to a proposed change of accounting treatment for unused PPE. The balance of un-issued PPE at end of March 2022 is expected to be moved from Stock to Capital Expenditure (Assets under Construction). A business case has been submitted to Scottish Government seeking approval for this adjustment. Subject to appropriate approvals SFRS are awaiting a Capital Budget Adjustment of £3.7m in the coming months.
3.7.3	Total forecast is therefore £40.322m, which is expected to be in line with the updated budgeted figure of £40.322m.
4	**Recommendation**
4.1	The Board is asked to scrutinise the level of actual and committed expenditure for the period ended 31 October 2021.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** The condition and suitability of the majority of SFRS stations, is assessed as poor or worse. Due to experienced and expected funding constraints, the overall estate condition continues to deteriorate further, resulting in an increased risk of failure of built elements and increasing reactive maintenance costs. Capital investment plans continue to be prioritised to those elements within our buildings with the highest risk of failure, or which have the highest operational impact from failure and to address those issues of concern for the health and safety of building users. Prioritisation of funding on improving condition severely limits the services capacity to address the recognised suitability issues and in addition, it should be highlighted that, in particular instances of life expired building elements such as Reinforced Autoclaved Aerated Concrete (RAAC) roof structures, there is no cost efficient maintenance solution and only a major project such as New Build can resolve.

5.1.2	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.
5.1.3	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 authorised budget virements.
5.1.4	Strategic Leadership Team (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 reducing 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	**Training** The capital programme includes significant investment in training facilities.
5.6.2	Where training is required in relation to new assets, this is co-ordinated through project boards, overseen by the Asset Management Liaison Board.
5.7 5.7.1	**Timing** This report covers the period up to 31 October 2021 and known events just after the period end.
5.8 5.8.1	**Performance** Total forecast is £40.322m, which is expected to be in line with the updated budgeted figure of £40.322m.
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	**Equalities**
5.12.1	Equality Impact Assessments are undertaken during project development and implementation, as required.

5.13	**Service Delivery**
5.13.1	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	The Acting Director of Finance and Procurement advised the Board of actual and committed expenditure against the 2021/22 capital budget for the period ending 31 October 2021.
6.2	It is currently anticipated that the updated budget of £40.322m will be fully spent by 31 March 2022.

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	*30 November 2021*	*For Noting*
SFRS Board	*16 December 2021*	*For Scrutiny*

Scottish Fire & Rescue Service

Forecast Spend Profile – Capital Programme 2021/22   **£000**

Category	Approved Budget	Actual		Forecast				
		Apr-Jun	Jul-Oct	Nov-Dec	Jan-Mar	Total	Variance to budget	Variance (%)
Property – Major Works	6,857	1,420	1,864	755	2,818	6,857	0	0
Property – Minor Works	8,300	549	2,247	1,598	3,906	8,300	0	0
Vehicles	8,650	0	1,575	864	6,211	8,650	0	0
ICT	4,475	450	1,011	1,137	1,877	4,475	0	0
Operational Equipment	5,729	763	1,460	1,583	5,623	9,429	3,700	-64.6
Transition to Net Zero Grants	2,611	0	155	143	2,313	2,611	0	0
TOTAL EXPENDITURE	**36,622**	**3,182**	**8,558**	**6,255**	**22,327**	**40,322**	**3,700**	**-10.1**
CUMULATIVE TOTAL	**36,622**	**3,182**	**11,740**	**17,995**	**40,322**	**0**	**3,700**	**-10.1**

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

Report No: B/SPPC/21-21

Agenda Item: 15

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	**16 DECEMBER 2021**							
Report Title:	**CORPORATE RISK AND PERFORMANCE REPORT - QUARTER 2**							
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 present the Board with a quarterly progress report on how we are performing against our strategic outcomes and objectives for scrutiny.

2	Background
2.1	The Combined Risk and Performance Report was introduced in August 2020 and provides a quarterly update on how we are performing against each Strategic Outcome and Objective.
2.2	The document provides a detailed update against the actions within the Annual Operating Plan 2021/22, 15 of our Key Performance Indicators as outlined within the Performance Management Framework, and high-level Strategic Risk and Portfolio performance information.

3	Main Report/Detail
3.1	The quarterly progress report is attached as **Appendix A**. This provides details of progress made against our Strategic Outcomes between 1 July and 30 September 2021.
3.2 3.2.1	**Strategic Risks** A high-level overview of our Strategic Risk Register is included within the report. Further detail on the register is reported to the Audit and Risk Assurance Committee (ARAC). The figures in this report align with the most recent submission to ARAC and shows: • 4 Strategic Risks are noted as Very High Risk (Red RAG Status) • 5 Strategic Risks are noted as High Risk (Amber RAG Status)
3.3 3.3.1	**Annual Operating Actions** This section of the report provides details of the progress made against the actions of the Annual Operating Plan 2021/22. There are 27 Actions contained within the Plan.
3.4	At the end of Quarter 2 (2021/22), the following progress has been reported: • 16 actions were noted as progressing as planned (Green RAG Status) • 10 actions were noted as experiencing some slippage (Amber RAG Status) • 1 action is noted as not progressing as planned (Red RAG Status)

3.5	Detailed commentary on the amber and red actions which have experienced slippage is contained within section 3 of the attached report. The commentary for each of these actions also provides information on how that action will continue to be reported upon.
3.6	Section 4 (Residual AOP Action 2020/21 Reporting) provides commentary on the 10 actions that were not completed within the timescale agreed within the previous 2020/21 Annual Operating Plan. This section also includes three actions where milestone due dates extend into the 2021/22 reporting period but where it was agreed that the full action would not be included in the 2021/22 Annual Operating Plan.
3.7	Section 5 (Residual AOP Action 2019/20 Reporting) provides commentary on the four actions that have been carried forward from the previous 2019/20 Annual Operating Plan. These actions have been marked red due to the slip in original timescale. This will only change when the action is completed.
3.8 3.8.1	**Our Corporate Measures** As agreed within the Performance Management Framework, 18 measures will be reported to the Board to provide a high-level overview of our performance results.
3.9	Up to the end of Quarter 2, of the 18 measures identified: • 9 measures are on track to meet their target (Green) • 2 measures are slightly off target (Amber) • 1 measure is off track to meet their target (Red) • 6 measures have no target but are being closely monitored (Blue)
3.10	Further information on those measures which are off track or are of heightened interest are provided within the report.
3.11 3.11.1	**Our Projects** The report also provides a high-level overview of how our Portfolio Office projects are performing for interest. Further detail on these projects is reported to the Senior Management Board and the Change Committee. The information contained in this report is from the Programme Dashboard most aligned with the Quarter 2 reporting period.
4	**Recommendation**
4.1	The Board is invited to: • scrutinise the quarterly report and progress made against our strategic outcomes and objectives as detailed in Appendix A.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** This report includes high level Strategic Risk information. Links have also been made with actions of the Annual Operating Plan 2021/22 and the Corporate Risk Register. Any risks arising from any individual actions will be brought before Strategic Leadership Team (SLT) and the Board through the risk management channels.
5.2 5.2.1	**Financial** There are no financial implications arising from this report. Any financial implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.3 5.3.1	**Environmental & Sustainability** There are no environmental and sustainability implications arising from this report. The Annual Operating Plan 2021/22 contains actions which supports the Scottish Fire and Rescue Service's commitment to protecting the environment and achieving greater sustainability.

5.4 5.4.1	**Workforce** There are no workforce implications arising from this report. Any workforce implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.5 5.5.1	**Health & Safety** The Annual Operating Plan 2021/22 contains actions which supports Scottish Fire and Rescue Service (SFRS) commitment to health, safety and wellbeing.
5.6 5.6.1	**Training** There are no training implications arising from this report.
5.7 5.7.1	**Timing** This progress report covers the Quarter 2 period (1 July 2021 - 30 September 2021).
5.8 5.8.1	**Performance** Progress against the Annual Operating Plan is reported to the Senior Management Board, SLT and the SFRS Board.
5.9 5.9.1	**Communications & Engagement** Extensive engagement and consultation exercises were conducted across a spectrum of our staff, partners, stakeholders and communities to produce the Strategic Plan 2019-22 on which the Annual Operating Plan is based.
5.10 5.10.1	**Legal** Delivery of the Annual Operating Plan meets with the requirements of the Governance and Accountability Framework.
5.11 5.11.1	**Information Governance** The collation or use of personal data is not required in the preparation of the Annual Operating Plan Quarterly Progress Reports. A Data Protection Impact Assessment is therefore not applicable.
5.12 5.12.1 5.12.2	**Equalities** An Equality and Human Rights Impact Assessment (EIA) has been carried out. It will remain an open document that is further populated as the Annual Operating Plan evolves. The Impact Assessment will be further reviewed where new evidence is found, ensuring it remains applicable in light of that evidence. The EIA is a high-level document. Equality Impact Assessments will need to be considered by Directorates for each of the actions contained within the Annual Operating Plan.
5.13 5.13.1	**Service Delivery** The content of this progress report does not impact upon Service Delivery.
6	**Core Brief**
6.1	The Director of Strategic Planning, Performance and Communications presented the Corporate Risk and Performance Report for Quarter 2 to the Board for scrutiny.
7	**Appendices/Further Reading**
7.1	Appendix A – Corporate Risk and Performance Report Quarter 2 Progress Report (2021/22)

Prepared by:	Kirsty Jamieson, Planning and Performance Officer
Sponsored by:	Richard Whetton, Head of Corporate Governance, Strategy and Planning

Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications

Links to Strategy and Corporate Values

The Scottish Fire and Rescue Service is directed to produce an Annual Operating Plan through the Governance and Accountability Framework set out by the Scottish Government. The Annual Operating Plan is produced each year to support the delivery of the SFRS Strategic Plan and uphold corporate values.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Senior Management Board	*17 November 2021*	*For recommendation*
Strategic Leadership Team	*30 November 2021*	*For recommendation*
SFRS Board	*16 December 2021*	*For scrutiny*

Working together for a safer Scotland

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

CORPORATE RISK AND PERFORMANCE 2021/22

Quarter 2 Progress Report

Safety. Teamwork. Respect. Innovation.

Introduction

The Corporate Risk and Performance Quarterly Report incorporates our strategic risks, Annual Operating Plan actions, measures and transformation and major projects to provide a combined overview of how we are performing against our strategic outcomes and objectives, as detailed within our Strategic Plan 2019-22.

Section 1 – Executive Summary

This section provides an overview summary of the combined results for Strategic Risks ratings, the progress of Annual Operating Plan actions and the performance against our measures.

The Strategic Risk Register is prepared through discussion with the Strategic Leadership Team, considering the current Strategic Plan, Directorate Risks and other relevant information. For the presentational purposes of this report, each Strategic Risk has been aligned to a single Strategic Objective deemed most relevant to it. It is, however, acknowledged that other Objectives may also be impacted by how we manage our Strategic Risks. A more detailed Risk Report is provided quarterly to the Audit & Risk Assurance Committee, and other Committee's and Executive Boards, with Directorate Risks aligned to our Strategic Objectives. This can be found can be found in our quarterly Audit and Risk Assurance Committee Risk Reports.

Section 2 - Performance Dashboard

This section provides more detail on the RAG scoring of each of the actions, measures and projects.

- **Red** indicates an activity is **not progressing as planned** or data without a specified target* has a greater than 10% variance
- **Amber** suggests that an activity **is slightly off track** or indicators without a specified target* remains within the 10% threshold
- **Green** indicates everything is **progressing as planned** and data is on target.

Further details of our actions are contained in the Annual Operating Plan 2021/22. More information about our measures and their targets is contained in the SFRS Performance Management Framework.

Section 3 - Exception Report

This section provides a commentary against any actions that are not progressing as planned. This gives more detail of why there may be some delays and, if necessary, what further actions are being done to bring this back on track.

Section 4 – Residual Annual Operating Plan Action 2020/21

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

Section 5 – Residual Annual Operating Plan Action 2019/20

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

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

As outlined with the Performance Management Framework 2021/22.

Section 1: Executive Summary

Strategic Risks Ratings Totals

Strategic Risk	Strategic Risk	Strategic Risk	Strategic Risk
4	5	0	0
Extremely High	**High**	**Medium**	**Low**
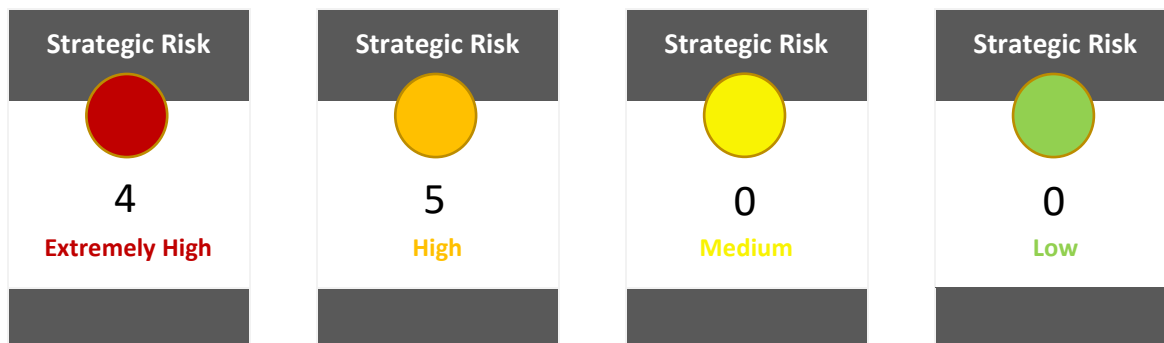
The latest Strategic Risk Update is available here.

Annual Operating Plan RAG and Status Totals

AOP	AOP	AOP
1	8	18
Ott Track	**Slightly Off Track**	**Progressing Well**
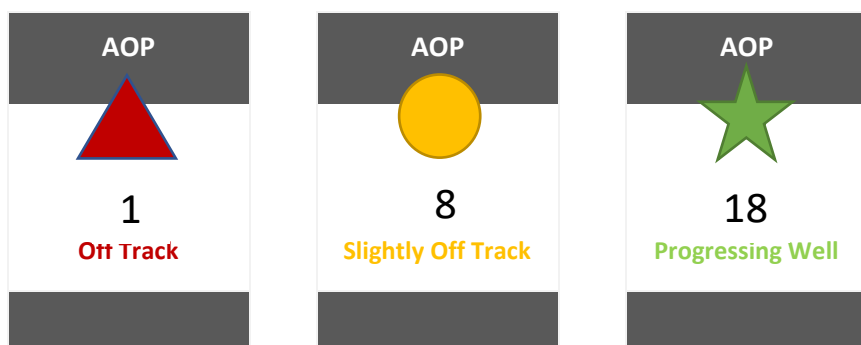
Performance Measures Target Result Totals

Measures	Measures	Measures	Measures
1	1	8	5
Off Target	**Slightly Off Target**	**On Target**	**Monitoring**
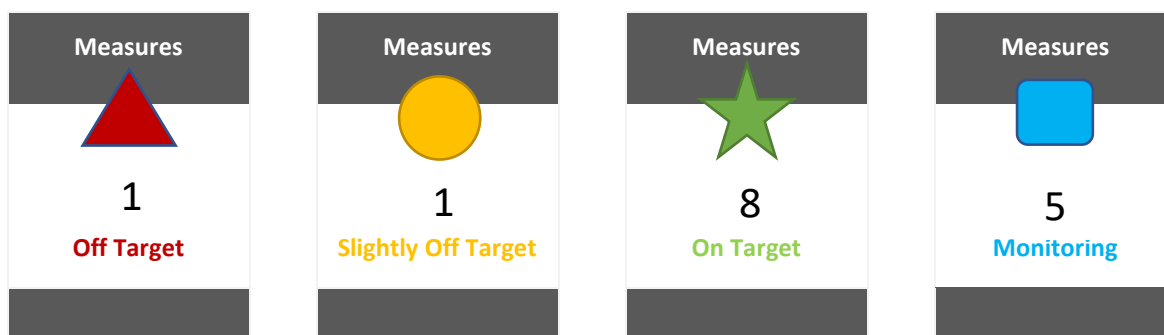
*Please note that the data supplied in this document is provisional and is only provided as a guide. Verified data will be published in our annual statistical returns at the end of August and the end of October each year.

Section 2: Performance Dashboard

Strategic Outcome 1: Prevention
Our collaborative and targeted prevention and protection activities improve community safety and wellbeing and support sustainable economic growth.

Objective 1.1 We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.

Performance Question: How effective are we at enhancing community safety and wellbeing?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences.	Service Delivery	01/04/2020	30/04/2022	75%	🟡
Manage the commissioning of the new SFRS museum.	Service Delivery	01/04/2020	31/11/2021	50%	🟡

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

The November 2021 Transformation Programme Dashboard is available here.

Strategic Risk	Risk Description	Risk Rating
1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services.	16
3	Ability to collaborate effectively with partners and communities to enhance service delivery and best value.	12

The October 2021 Risk Report is available here.

Green: Progressing as Planned   **Amber**: Slightly off track   **Red**: Not progressing as planned

Home Fire Safety Visits
⭐
20,400
On Target
YTD
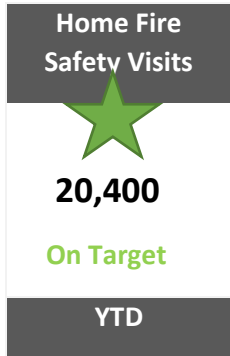
Between 1 April 21 and 30 September 21, a total of 20,400 Home Fire Safety Visits have been undertaken. Of these, 9,856 (48%) were visits carried out to 'at risk' groups.

Social distancing restrictions during 2020/21 meant almost all areas of community safety engagement were affected, with a noticeable reduction on Home Fire Safety Visits conducted. Visits conducted this year have shown significant signs of improvement with activity twice the levels of this year's measure against last. Visits to those identifies as 'vulnerable' has also doubled but based on the set objective, is almost 10% lower than target.

As Covid restrictions continue to ease, our Home Fire Safety Visits have been able to resume for a broader range of properties and we see our figures increasing. Guidance on conducting HFSVs has been provided in the SFRS Response to Scottish Government Covid-19 Protection Levels. In all cases Local Senior Officer (LSO) Areas will prioritise High Risk HFSVs. Where Low and Medium risks cannot be resourced due to the focus on High Risk visits, or as a result of Covid–19 restriction levels, consideration will be given to addressing low and medium risk requests through the 'Quick 5' questionnaire and/or directing relevant house holders to the interactive Online Home Safety Checker.

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

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

Outcome 1: Prevention
Our collaborative and targeted prevention and protection activities improve community safety and wellbeing and support sustainable economic growth.

Objective 1.2 We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth.

Performance Question: How effective are we protecting our built environment? To what extent do we contribute to economic growth?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Agree and implement a SFRS specific Fire Safety Enforcement (FSE) Competency Framework to align with national guidance.	Service Delivery	01/04/2021	31/03/2022	25%	★

Non-Domestic Fires ★ **750** **On Target** YTD	Fires in non-domestic buildings continues to achieve the required reductions across almost all Local Senior Officer Areas.

Strategic Outcome 1: Prevention
Our collaborative and targeted prevention and protection activities improve community safety and wellbeing and support sustainable economic growth.

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

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

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

ADF Casualties	Fire Fatalities
⭐	🔷
180	**17**
On Target	**Monitoring**
YTD	YTD

17 fire fatalities have been recorded during 2021-22. Twelve of those have been at accidental dwelling fires. Two incidents with recorded fatalities (1 in dwelling, 1 in vehicle) still have investigations on-going and once concluded may impact figures reported at this stage.
Fatalities recorded this year are predominantly male (90 per cent during 2021-22) with just over 50 per cent of all fatalities being male aged 40 - 79.

Fire casualties continue to show significant reductions as a whole and at incidents reported as accidental dwelling fires. The profile for fire casualties is similar to fatalities where males aged 40 - 69 account for almost one-third of all those recorded. Female casualties account for 40 per cent of all fire casualties with a similar breakdown across the age groups (0-39, 40-69, 70+).

Strategic Outcome 1: Prevention
Our collaborative and targeted prevention and protection activities improve community safety and wellbeing and support sustainable economic growth.

Objective 1.4 We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our Service.

Performance Question: To what extent are we reducing Unwanted Fire Alarm Signals? How well do we work with our partners to reduce and manage their impact?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Review and revise the Unwanted Fire Alarm Signal (UFAS) Strategy.	Service Delivery	01/14/2020	31/03/2022	75%	★

Strategic Risk		Risk Description	Risk Rating
2	15	Ability to reduce the number of unwanted fire alarm signals and associated occupational road risk.	15

The October 2021 Risk Report is available here.

Unwanted Fire Alarm Signals	Unwanted Fire Alarm Signals (UFAs) reported a 2.5% reduction based on the current 3-year average versus the previous 3-year average. Based on total vehicle mobilisations to UFAs, blue light journeys were at their highest over the last few years. However, average vehicle attendance per incident was at its lowest.
★ **13,711** **On Target** **YTD**	

Green: Progressing as Planned   **Amber**: Slightly off track   **Red**: Not progressing as planned

Strategic Outcome 2: Response
Our flexible operational response provides an effective emergency response to meet diverse community risks across Scotland.

Objective 2.1 We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.

Performance Question: How well do we understand community risk? How will we have the right resources in the right places at the right time?

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

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Community Risk Impact Model (formerly Futures Vision)	★	★	★	▲

Pathway to Green / Next Steps:

- Confirm ability to run risk metric independently, this includes finalising computing capacity via Amazon Web Services.
- Identification and agreement of built and natural environment risk variables from CRIM 2.
- Appointment of Public Involvement and Engagement Team.

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Station and Appliance Review	★	★	★	▲

Pathway to Green / Next Steps:

- Appoint the remaining 1 x Watch Commander to the Service Delivery Model Programme (SDMP) Business Case Impact Assessment Team.
- Develop model and analyse a prioritised list of station and appliance change scanarios based on addressing community risk.
- Develop outline business cases and impact assessment for viable risk based station and appliance Change Options aligned to the SDMP Criteria for Change.

The November 2021 Transformation Programme Dashboard is available here.

Green: Progressing as Planned   **Amber**: Slightly off track   **Red**: Not progressing as planned

Strategic Risk		Risk Description	Risk Rating
8	12	Ability to anticipate and adapt to a changing environment through innovation and improved performance.	**12**
9	16	While Covid-19 remains a threat to health, the ability of SFRS to protect staff, partners and the public while meeting service delivery demands.	**16**

The October 2021 Risk Report is available here.

Incidents Attended

50,559

Monitoring

YTD
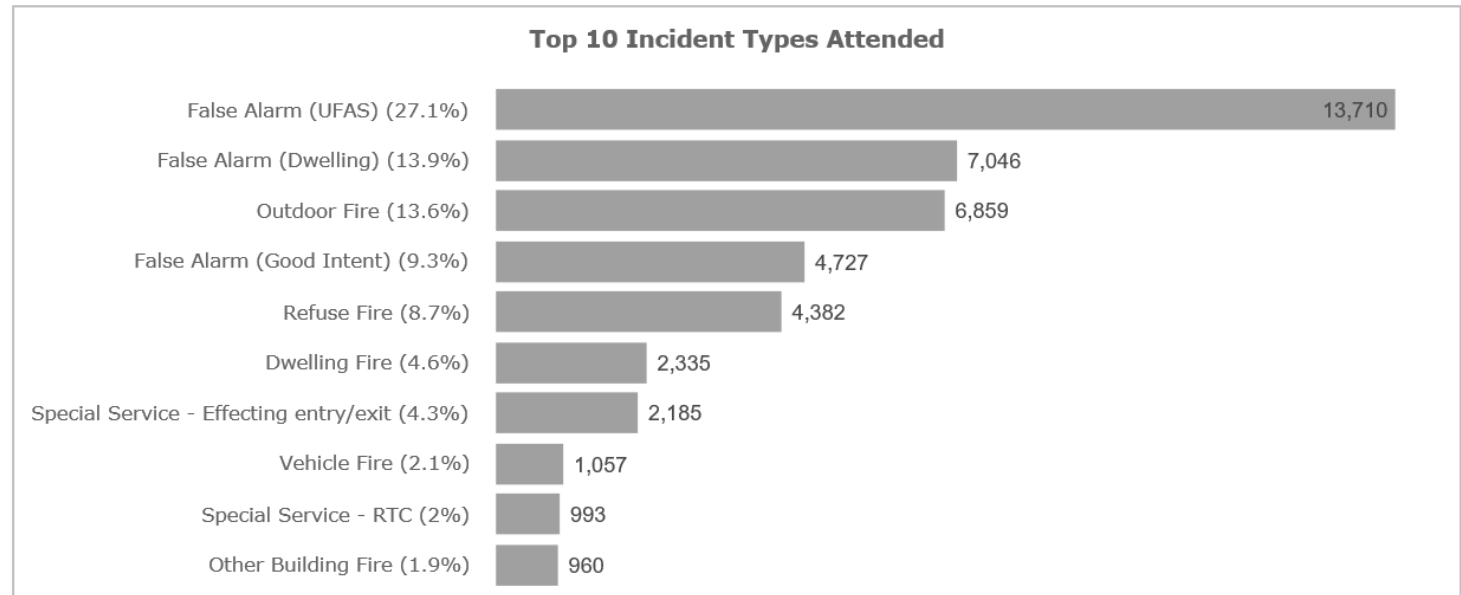
Top 10 Incident Types Attended

Incident Type	Count
False Alarm (UFAS) (27.1%)	13,710
False Alarm (Dwelling) (13.9%)	7,046
Outdoor Fire (13.6%)	6,859
False Alarm (Good Intent) (9.3%)	4,727
Refuse Fire (8.7%)	4,382
Dwelling Fire (4.6%)	2,335
Special Service - Effecting entry/exit (4.3%)	2,185
Vehicle Fire (2.1%)	1,057
Special Service - RTC (2%)	993
Other Building Fire (1.9%)	960

Strategic Outcome 2: Response
Our flexible operational response provides an effective emergency response to meet diverse community risks across Scotland.

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

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22	RAG
Complete the development phase to produce and publish an SFRS Operations Strategy.	Service Delivery	01/07/2020	30/03/2022	50%	★
Plan and deliver a number of national events taking place across Scotland during 2021/22 to ensure that SFRS Operational Response remains resilient throughout these events.	Service Delivery	01/10/2019	31/03/2022	80%	★
Introduce a Clinical Governance regime for Operational Care.	Training, Safety & Assurance	01/04/21	28/02/2022	100%	★

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Demand Based Duty System	★	★	★	▲
Pathway to Green / Next Steps: • Appoint the remaining 1x Watch Commander to the Service Delivery Model Programme (SDMP) Business Case Impact Assessment Team. • Develop, model and analyse a prioritised list of duty system change scenarios based on addressing community risk and demand. • Develop outline business cases and impact assessments for viable risk and demand-based duty system Change Options aligned to the SDMP Criteria for Change.				

The November 2021 Transformation Programme Dashboard is available here.

Green: Progressing as Planned   **Amber**: Slightly off track   **Red**: Not progressing as planned

ADF Low Severity	ADF Medium Severity	ADF High Severity
⭐	⭐	⭐
989	**993**	**125**
On Target	On Target	On Target
YTD	YTD	YTD

All categories of fire severity in accidental dwelling fires achieved the objectives set for the first half of 2021-22. During quarter 2, high and medium severity incidents remain on a downward trajectory but a slight increase (ten% versus 2020-21) in low severity fires has been recorded.

SFRS Median Response Time (mins)

Fsc Year	Response times	Response times (East)	Response times (North)	Response times (West)
2017-18	7.40	7.70	8.30	7.00
2018-19	7.70	8.00	8.70	7.20
2019-20	7.60	8.00	8.50	7.10
2020-21	8.00	8.20	9.50	7.30
2021-22	8.20	8.50	9.60	7.60

The response time is the time it takes from the call being logged to the time at which the first responding vehicle arrives at the incident. The response time therefore includes the call-handling time.

Response times for Scotland (median) increase by 0.20 (12 seconds) with increases in all 3 areas ranging from 0.10 (6 seconds) to 0.30 (18 seconds).

Median response time for the country as a whole is currently 8 minutes and 12 seconds. This reflects an increase of exactly one minute since 2016-17.

Strategic Outcome 2: Response
Our flexible operational response provides an effective emergency response to meet diverse community risks across Scotland.

Objective 2.3 We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.

Performance Question: How will we demonstrate we have maintained a strong presence across Scotland? How will we, with our partners, demonstrate we have improved community resilience?

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

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Retained Volunteer Duty System (RVDS) Improvement Programme	●	★	★	★
Pathway to Green / Next Steps: • Shape the five objectives detailed in the Overarching Programme Dossier into individual project work packages/individual dossiers. • Project leads will be allocated for each of the five objectives. • These individual elements will form the basis of the National Retained Volunteer Leadership Forum (NRVL) Agenda moving forward.				

The November 2021 Transformation Programme Dashboard is available here.

RDS Appliance Availability

75%

Off Target

Latest

WT Appliance Availability

97%

On Target

YTD

Green: Progressing as Planned   **Amber**: Slightly off track   **Red**: Not progressing as planned

Strategic Outcome 2: Response
Our flexible operational response provides an effective emergency response to meet diverse community risks across Scotland.
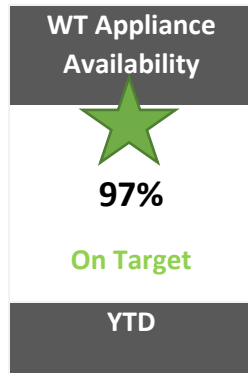
Objective 2.4 We will make our frontline service delivery more effective by enhancing our command, control and communication arrangements.

Performance Question: How will we demonstrate increased effectiveness of service delivery through improved 3C arrangements?

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

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Command and Control Futures (phase 2)	🟡	🟡	🟡	🟡

Pathway to Green / Next Steps:

- The delivery of all aspects of Systel's rectification plan alongside a re-map of the delivery timeline. An updated project dossier and change request previously provided.
- Stability being seen and measured, defects addressed and the next iterations of software being tested and bedded-in.
- The provision of a rectification plan, as instructed to Systel on 11 March 2021.
- Delivery of all aspects of the rectification plan, as instructed to Systel on 11 March 2021.

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Emergency Services Network	★	Unknown	🟡	★

Pathway to Green / Next Steps:

- Securing funding from the Scottish Government will be a clear path to recruit resources and purchase assets. Meetings with the SG Finance have taken place, still no assurance regarding funding, being managed as in year pressure by Sponsor body.

Green: Progressing as Planned   **Amber**: Slightly off track   **Red**: Not progressing as planned

Median Call Handling Times (mins)

Fsc Year ▲	Call handling times	Call handling times (East)	Call handling times (North)	Call handling times (West)
2017-18	1.17	1.17	1.45	1.07
2018-19	1.22	1.17	1.52	1.15
2019-20	1.22	1.12	1.52	1.12
2020-21	1.32	1.22	1.77	1.22
2021-22	1.27	1.22	1.82	1.20

Call handling time is the time it takes from an emergency call being logged on our systems to the first station being alerted. The median (or middle) values of the set of call handling times this quarter for each Service Delivery Area are shown, together with the total number of incident attendances counted.

Call handling times for Scotland (median) reduced by 0.05 (3 seconds) with similar reduction in WSDA. ESDA remained the same as the previous second quarter and NSDA increased by 0.05.

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

Objectives 3.1 We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.

Performance Question: How do we demonstrate our workforce is supported? How will we demonstrate strong leadership levels at all levels? How will we know we have built capacity at all levels? How much have we improved the diversity of our workforce?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	People and Organisational Development	01/10/2019	30/09/2023	20%	●
Deliver Strategic Workforce Planning and Resourcing.	People and Organisational Development	01/04/2020	31/03/2023	40%	★

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

Objectives 3.2 We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.

Performance Question: How will we demonstrate we have inclusive learning and development arrangements? How will we demonstrate the quality of our learning and development arrangements? How will we know if our learning and development arrangements are efficient and have improved capability?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Develop, implement and review the SFRS approach to Talent Management and Development which identifies and develops capacity and capability at all levels.	People and Organisational Development	01/10/2019	30/09/2022	40%	★

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

Objectives 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

Performance Question: How effective are our health, safety and wellbeing arrangements?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Implement the Mental Health Strategy to promote and mainstream positive mental health.	People and Organisational Development	01/04/2021	30/03/2023	40%	★
Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Training, Safety and Assurance	01/04/2021	28/02/2022	30%	▲
Strengthen arrangements to help support and improve staff general wellbeing to safely and effectively undertake their roles.	People and Organisational Development	01/04/2020	31/03/2024	60%	●

Strategic Risk	Description	Risk Rating
5	Ability to have in place a suitable skilled, trained and motivated workforce that is well supported both physically and mentally.	**16**

The October 2021 Risk Report is available here.

RIDDOR Injuries		Accidents & Injuries		Work-related Covid transmission
🟦		🟦		🟦
X		X		X
Target?		Target?		Target?
YTD		YTD		YTD

Green: Progressing as Planned   **Amber**: Slightly off track   **Red**: Not progressing as planned

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

Objectives 3.4 We will engage with our people, and other stakeholders, in an open and honest way ensuring all have a voice in our Service.

Performance Question: How effective are we at engaging in an open and honest way? How will we demonstrate that all have a voice in our Service?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Develop a SFRS Communications and Engagement Strategy for 2021 – 2023.	Strategic Planning, Performance and Communications	01/07/2021	30/03/2022	75%	★

Green: Progressing as Planned   **Amber**: Slightly off track   **Red**: Not progressing as planned

Strategic Outcome 4: Public Value
We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Objectives 4.1 We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.

Performance Question: To what extent do we contribute to sustainable development? How effective are we at reducing our impact on the environment?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Implement robust sustainable arrangements for the mainstreaming of equality, diversity, inclusion and human rights.	People and Organisational Development	01/04/2020	31/03/2022	75%	★
Implement Year 2 Actions from the Carbon Management Plan 2020-2025.	Finance and Contractual Services	01/04/2021	31/03/2022	60%	●
Develop formal Fleet Strategy 2022-2032 with clear links to the Carbon Management Plan 2022 – 2025 and associated strategies.	Finance and Contractual Services	01/05/2021	31/01/2022	10%	●
Complete decommissioning of fuel sites identified as environmental concerns surplus.	Finance and Contractual Services	01/02/2021	28/02/2024	75%	★

Strategic Outcome 4: Public Value
We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Objectives 4.2 We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.

Performance Question: How effective are we at reducing organisational risk? How will we demonstrate levels of business compliance?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Maintain and develop robust Cyber Security minimising the opportunity for cyber-attack on SFRS ICT architecture and systems.	Service Development	01/04/2021	31/03/2022	40%	★
Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Finance and Contractual Services	01/04/2021	31/03/2022	30%	★
Review the SFRS Corporate Governance Framework.	Strategic Planning, Performance and Communications	01/04/2021	31/03/2022	50%	★

Strategic Risk		Risk Description	Risk Rating
4		Ability to ensure legal and regulatory compliance.	**12**

The October 2021 Risk Report is available here.

FOIs responded to within timescale	
88% **Slightly Off Track** **YTD**	Although slightly off the 95% target, there has been significant improvement on the pre-Covid figures of 70-75% returned within 20 days to 88% across Quarters 1 and 2. This follows a review of our Freedom of Information processes. The introduction of Single Points of Contact and the regular reporting on Information Recording System completion by Performance Data Services has contributed to this improvement. Information Governance are working with Corporate Admin to embed a 10-day checking process and this should impact further on our performance against the 20-day deadline.

Green: Progressing as Planned   **Amber**: Slightly off track   **Red**: Not progressing as planned

Strategic Outcome 4: Public Value
We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Objectives 4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.

Performance Question: To what extent do we invest in our infrastructure to improve our services to the public?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Implement the new Wide Area Network.	Service Development	01/04/2021	31/03/2022	45%	★
Develop and publish the SFRS Digital Strategy 2021-2024.	Service Development	01/04/2021	31/12/2021	90%	★
Implement Employee Self Service (ESS) for all employees within iTrent as a precursor to future development within the PTFA project.	Finance and Contractual Services	01/03/2021	31/12/2021	60%	★

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
People, Training, Finance and Asset System	●	★	★	●
Pathway to Green / Next Steps:				

- Onboard Moore Stephens Insight Ltd.
- Deliver Statement of Requirements for February 2021 to allow Procurement of solutions to begin.
- Agree Project Board membership and Terms of Reference.

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
McDonald Road Redevelopment and Museum of Fire	★	★	●	●
Pathway to Green / Next Steps:				

Green: Progressing as Planned   **Amber**: Slightly off track   **Red**: Not progressing as planned

- The effect of COVID secure measures adopted on site continue to be monitored against the programme and the project board meet monthly to discuss progress and potential issues.

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
West Asset Resource Centre	★	★	★	★

The November 2021 Transformation Programme Dashboard is available here.

Strategic Risk		Risk Description	Risk Rating
6		Ability to have in operational use the necessary assets, equipment, supplies and services to enable the smooth running of the organisation, that exploit available technologies and deliver public value.	**20**
7		Ability to deliver a high quality, sustainable service within the funding envelope.	**12**

The October 2021 Risk Report is available here.

Green: Progressing as Planned   **Amber**: Slightly off track   **Red**: Not progressing as planned

Strategic Outcome 4: Public Value

We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Objectives 4.4 We will strengthen performance and management and improvement arrangements to enable robust scrutiny, challenge and decision-making nationally and locally.

Performance Question: To what extent have we strengthened performance management and improvement arrangements? How will we demonstrate scrutiny, challenge and decision-making is robust?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Develop the structure of the Service Development Directorate to support the delivery of the SFRS change ambitions and change portfolio.	Service Development	01/04/2021	31/03/2022	65%	🟡
Implement Phase 1 of a Portfolio, Programme and Project approach to managing change across the SFRS. ***Amended action***	Service Development	01/11/2020	31/03/2022	30%	🟡
Create a structure for Service Delivery that recognises the relationship between its Functions.	Service Delivery	01/09/2020	31/03/2022	75%	★

Section 3: Exception Reporting: Annual Operating Plan Actions 2021/22

This section provides a commentary against any actions that are not progressing as planned. This gives more detail of why there may be some delays and, if necessary, what further actions are being done to bring this back on track.

Objective	Annual Operating Plan Action	Directorate	Due Date	RAG	Commentary Update
1.1	Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences to ensure compliance with relevant legislation.	Service Delivery (Prevention & Protection)	30/04/2022	🟡	The Firesetters Intervention and Re-Education Scheme has been updated to become Fire Safety Support and Education. This change reflects a trauma informed approach and includes guidance on children and the law. Training to Service Delivery Areas was carried out in September 21 and delivery of resources have been obtained from the National Fire Chiefs Council. Throughout the reporting period, the Child and Adult Safeguarding procedures have been updated to include the process to be followed if allegations are made towards a member of staff or a SFRS volunteer. Some recommendations of the Safeguarding Paper, which highlighted gaps in training for SFRS staff and volunteers, will be captured in the Community Safety Education training needs briefing paper and action plan. Other recommendations still require attention. **As the Safeguarding work was due for completion by September 21 and timescales have slipped, this overall action has been marked amber.**
1.1	Manage the commissioning of the new SFRS Museum.	Service Delivery (Prevention & Protection)	30/11/2021	🟡	The Museum layout and exhibits have been identified and agreed and the tender process to identify the contractor to fit out the museum has been undertaken. The Museum Manager and Volunteer Experience Team leader have been recruited and the recruitment process for Heritage Ambassadors is underway, with a second advert planned for December. Construction and fit out of Museum will now commence in October/November 21. It is anticipated that the opening of the Museum to the public will slip from November 2021 to early 2022. **This action has been marked amber due to the slip in timescales. This action will not be completed until early 2022 due to a delay in the construction and fit out of the building.**

Green: Progressing as Planned   **Amber**: Slightly off track   **Red**: Not progressing as planned

3.1	Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	People & Organisational Development	30/09/2023	🟠	Early workstream scoping and the development phase of the Building the Future Together Programme workstreams has commenced, albeit at a reduced pace due to concurrent Service priorities. Additional workshops for the remaining workstream leads will be progressed on a one-to-one basis. Progress of the programme development phases has been impacted by staff availability due to the ongoing pandemic and concurrent priorities. Flexible support enables work to continue as the Building the Future Together Programme implementation is kept under review. **This action is marked amber due to the pace reduction caused by concurrent Service priorities.**
3.3	Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Training, Safety and Assurance	28/02/2022	🔺	The development of modules for the SFRS Health and Safety Management System is ongoing. Technical issues have been encountered with the reporting functionality for each module. This technical issue has resulted in delays. It is anticipated the technical issues will be resolved in Quarter 3, allowing the full programme to resume. **This action has been marked red due as the reporting function technical issues faced have resulted in delays which will impact upon the timescales of subsequent milestone activity.**
3.3	Strengthen arrangements to help support and improve staff general wellbeing to safely and effectively undertake their roles.	People and Organisational Development	31/03/2024	🟠	Phase two of the Fireground Fitness Research Project was completed in Quarter 2 and a draft report was produced by the appointed researchers. This will help enable the planning of the new fireground fitness assessments to be implemented. In years 1-4 of the 5-year clinical governance action plan, 98 actions of 144 are complete with 3 completed in Quarter 2. Conflicting work priorities continue to impact on the ability to deliver all actions due for years 1-4 by the end of Quarter 4, with priorities focussing on delivering recruitment and routine health assessments and supporting staff referred to Health and Wellbeing. **Due to the concern over conflicting work priorities and ability to deliver against existing timescales, this action has been given an amber status.**
4.1	Implement Year 2 Actions from the Carbon Management Plan 2020-2025.	Finance and Contractual Services	31/03/2022	🟠	Work is progressing well, however, we do have some funding challenges. Of the £12m identified in the Carbon Management Plan for Year 2 we have currently secured £3.4m (£1.35m internally and £2.1m Scottish Government Grant) and are currently negotiating with Transport Scotland regarding a Grant for Electric Vehicle Chargers. Delays on Transport Scotland's side and the lack of resources and materials will severely impact ability to deliver within the financial year. **This action has been given an amber status to reflect the concerns raised regarding the ability to deliver within the financial year.**

4.1	Develop formal Fleet Strategy 2022-2032 with clear links to the Carbon Management Plan 2022 – 2025 and associated strategies.	Finance and Contractual Services	31/01/2022	🟡	The recently appointed Asset Governance & Performance Manager is working on a stakeholder engagement plan for the Fleet Strategy. The formal Fleet Strategy is now scheduled for completion in March 2022. **This action has been given an amber status to reflect the slip in timescales.**
4.4	Develop the structure of the Service Development Directorate to support the delivery of the SFRS change ambition and change portfolio.	Service Development	31/03/2022	🟡	The new Portfolio Head of Function has been in place from April 21. Ongoing recruitment for a Change Centre of Excellence Manager is progressing well with a conditional contract offer signed by the candidate. We are waiting on validation of background checks to confirm planned onboard date, although it is anticipated this is likely to be Jan 22 due to a three-month notice period. A new appointment of Area Commander to lead the Service Improvement & Quality Management Team with the intention to renew our strategic intent specific to Continuous Improvement and strengthen current capabilities has been made. The recruitment for a Public Consultation Manager and two Consultation Officers has proven to be a challenge in attracting the right level of candidates from the first round of recruitment. We are now going through a second round of recruitment, with the hope of recruiting by December 21. **This action has been given an amber status to reflect the recruitment challenges being faced to employ the Public Consultation Manager and two Consultation Officers.**
4.4	Implement Phase 1 of Portfolio, programme and project approach to managing change across the SFRS.	Service Development	31/03/2022	🟡	This is a proposed amended action within the Annual Operating Plan 21/22. The action was previously entitled: Implement Portfolio, Programme and Project approach to managing change across the SFRS. The amended title and milestones make it more reflective of the work being carried out. It also replaces a residual action from the previous plan (SO4:7) which was no longer relevant following the review by the new Head of Function. The amended action is reflective of a phased approach to the implementation of Portfolio, Project and Programme capabilities. Short to Mid-Term objectives and priorities have been formed as part of the Portfolio Office roadmap. The immediate (short-term) priority will focus on the design of a new Business Change Lifecycle and some key capabilities that will provide enablement which include Integrated Governance and Tooling. Preparation activity has now started for upcoming workshops scheduled for October 21 and beyond. **This action is currently amber.**

Section 4: Residual AOP Action 2020/21 Reporting

Some actions in this residual reporting section are also included in this year's plan (where the action spans more than one year). This section of the report details the outstanding activities from the previous year's Annual Operating Plan (2020/21). Where this is the case, to offer further clarity, the outstanding milestones associated with the action from the 2020/21 reporting year have been detailed to allow scrutiny of the overdue work packages.

This section also includes uncompleted actions from last year's AOP (2020/21) that were not carried forward into this year's Plan (2021/22)

Objective	Annual Operating Plan Action: Outstanding Milestone	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
1.3	**Undertake a review of the structure of the Fire Investigation section to ensure the most effective and efficient model is in place.** *Action not carried forward into AOP 2021/22 but was not fully completed in 2020/21. Included within this section of the report for completeness reporting.*	Service Delivery	30/0 9/2021	30/04/2022	🟡	On 1 October 21 work on the restructure commenced. A working group reports to a Restructure Board. The Fire Brigades Union have been involved and are engaging with Fire Investigation staff around restructure matters. The group is working towards an implementation date of April 2022, it is proposed a revised due date of April 22 is agreed. **This action is 50% complete and has been marked amber due to the slip in milestone timescales. A revised due date of 30 April 22 is proposed.**
3.1	**Review, revise and implement Pay and Reward Frameworks which ensure SFRS pay, terms and conditions are fair, transparent and attractive and remain fit for purpose**: *Progress consultation and negotiation to implement harmonised terms and conditions for Retained Duty System (RDS) staff.*	People & Organisational Development	31/03/2021	31/03/2022	🟡	Work continues to seek conclusion to the harmonisation of Retained Duty System (RDS) terms and conditions following further discussions with the Fire Brigades Union (FBU) and the subsequent issue of an improved offer. The unexpected delays experienced will impact on proposed implementation dates and timescales to introduce revised terms and conditions. Employees have been kept updated with communications in July and September 2021. Further engagement with employees and representative bodies will take place once the FBU's position is confirmed. **This action is now 95% complete but remains amber due to the slip in original timescales. It is also expected that new delays will impact upon revised due date.**

	Outstanding milestone from 2020/21				
3.4	**Implement recommendations from the internal communications review.** *Full action overdue*	Strategic Planning, Performance & Communications	31/03/2021	31/12/2021	🟡	A stock take review of progress under the Internal Communications and Engagement review action plan was completed within Quarter 2 as some actions have now been overtaken or subsumed by other pieces of work. Amendments to the action plan were suggested and approved by the Good Governance Board. All quick wins outlined in the original action plan have now been completed and significant progress has been made towards completing the remaining short-term actions - one is on target and the other has been subsumed into a larger piece for work with People and Organisational Development to develop a staff engagement framework. Medium term actions are on target to be completed by the end of the year. One action will be moved into the long-term action plan regarding the re-development of iHub. The action regarding digital signage has been postponed as this is a low priority, particularly given the likely impact of agile working moving forward. The remaining action regarding the redevelopment of iHub is being progressed with a tender process for a development company to review exiting provision and make recommendations planned before the end of the financial year. **Despite good progress being made this quarter, this action remains amber due to the slip in original timescales. It is now 45% complete.**
4.1	**Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values:** *Implement the outcomes of a review of the SFRS approach to Bullying, Harassment and Discrimination and develop a plan to address the culture of bullying and harassment suggested within the 2018 staff survey results.*	People & Organisational Development	31/03/2021	31/03/2022	🟡	The revised Dignity and Respect Policy and supporting procedure was issued for final consultation in July 2021. Following approval at the People Committee, work will commence in Quarter 3 to promote the role of the Contact Advisers. **Despite good progress being made this quarter, this action remains amber due to the slip in original timescales. It is now 80% complete.**

	Outstanding milestone from 2020/21					
4.2	**Maintain and develop robust Cyber Security minimising the opportunity for cyber-attack on SFRS ICT architecture and systems:** *Roll out multi-factor authentication.* *Outstanding milestone from 2020/21*	Service Development	30/09/20	31/10/2021	▲	Procurement of tokens for Multi Factor Authentication in Control is nearing completion, however, implementation will be delayed until 2022/23. **This action is red as the revised due date provided at last report period of 31 October 21 will no longer met. It is 90% complete.**
4.3	**Review and implement the New Fleet Strategy, including charging infrastructure, in dealing with Climate Change across SFRS.** *Full action overdue*	Finance & Contractual Services	31/03/2021	TBC	●	This is progressing well, however, we have encountered several challenges with Transport Scotland and securing the additional funding required to continue the roll out of Electric Vehicle Chargers. **This action awaits a revised due date and has been marked amber due to the slip in original timescales. It is 75% complete.**
4.3	**Deliver the Phase 1 of the Portlethan Refurbishment Programme.** *Full action overdue*	Finance & Contractual Services	31/03/2021	31/07/2021	★	The main project has been completed, handed over, and the property is in use. Some additional minor ancillary post-contract works are being progressed, such as adaptations required for compliance with the revised site Traffic Management Plan. **This action is now complete.**
4.4	**Implement Portfolio, Programme and Project approach to managing change across the SFRS:** *Implement Project Management Module.* *Outstanding milestone from 2020/21*	Service Development	31/03/2021	N/A		This action and the accompanying milestone to: *Implement a Project Management Module* have been revisited as part of the new Portfolio Office Roadmap. Although the action remains relevant, the milestone does not and it is proposed that this residual action is closed off and the existing action SO4:5 is amended to: *Implement Phase 1 of the Portfolio, Programme and Project approach to managing change across the SFRS* to encompass the outstanding milestone from 2020/21. In the interim, this amended Action has been reported upon in section 2. **It is proposed that this residual action is closed off and action SO4:5 is amended to better reflect the work now being carried out. As such, no RAG status has been provided.**
4.4	**Review our approach to the recording and use of incident data,**	Service Development	31/05/2021	31/03/2022	●	An interim solution to meet requirements for the Command and Control Futures (CCF) Project is 80% complete and will meet CCF go-live timescales. A replacement solution is not time bound and will be delayed

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	including our use of the Incident Recording System (IRS).					into 2022/23. **This action is amber due to the slip in original timescales. It is 80% complete.**
4.4	**Coordinate the statutory review of Local Fire and Rescue Plans***: Support Local Senior Officers to revise and publish Local Plans in line with review outcomes.* **Outstanding milestone from 2020/21*	Strategic Planning, Performance & Communications	31/03/21	31/12/2021	🟡	20 of the 32 Local Plans have been approved at local Scrutiny and have been published on the SFRS website. The remaining have all been developed but are awaiting approval at Scrutiny/Council level. **This action is 60% complete and remains amber due to the slip in original timescales.**

Section 5: Residual AOP Action 2019/20 Reporting

Objective	Annual Operating Plan Action	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
1.2	Design and implement revised Fire Investigation (FI) Delivery Model.	Service Delivery	31/03/2020	31/03/2023	▲	The implementation phase of a revised Fire Investigation model commenced on 1 April 2021 and ISO requirements are being introduced to provide robust, sustainable, consistent and reliable Fire Investigation services across Scotland. **Although work is now progressing and is 60% complete, this action remains red due to the slip in original timescales.**
2.1	Ensure resilient command cover throughout Scotland by monitoring, reviewing and updating our Flexible Duty Officer (FDO) policies and procedures.	Service Delivery	31/03/2020	30/09/2021	★	The Flexi Duty Officer (FDO) Policy and procedures have performed to expectations to ensure resilient command cover during our pandemic response. Interim amendments have supported the existing Policy and Procedures and subsequently there is no requirement to continually review these documents. **This action is now closed.**
2.3	Deliver updated documentation to ensure effective uniformed staffing management.	Service Delivery	31/03/2020	31/03/2022	▲	This action is nearing completion, with one of the remaining two milestones completed during the reporting period. Due to the Covid-19 pandemic, rostering Safe Systems of Work and procedures were continually monitored and reviewed to protect the Health & Safety of personnel. The updated 5 Watch Duty System Policy and Guidance went live in January 2021. The CCF project outcomes supported by work of stakeholder teams and refresh of Resource Based Crewing V11 has been carried out. The outstanding milestone - review and make recommendations for overall responsibility of management of uniform staffing - sits at 90% complete with a business case for restructure of Central Staffing progressed through required governance routes. It is expected the restructure will be in place by April 22. **This action is now 90% complete but remains red due to the slip in original timescales.**
3.3	Facilitate the implementation of the SFRS Management of	Training, Safety and Assurance	31/03/2020	31/03/2022	★	The proposals for the implementation of the Framework have been finalised and a review of Analytical Risk Assessment and Operational Dynamic Risk Assessment has been completed. Operational Assurance

	Risk at Operational Incidents Framework.					arrangements have been adopted at the incident ground to manage risk against the Management of Risk Framework and actions have been agreed with the Training, Safety and Assurance Director. Further organisational enhancements regarding the management of risk have been identified, however, these are out with the scope of this action. **This action is now complete.**

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
Special Board 24 February 2022	• Chair's Welcome • Apologies For Absence • Consideration of/Decision on Private Items • Declaration of Interests • Date of Next Meeting	•	•	•	• Budget Strategy 2022-23
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 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 2022/23 Development • Final Report for Grenfell Fire	•	• Resource Budget 2022/23 • Capital Programme 2022-2025 • Digital Strategy
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	• Safety and Assurance Strategy	• Combined Risk and Performance Report Q3 Progress Report • CCF 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

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
30 June 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	- 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		
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

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
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)	•	• 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) • 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	•	• Budget Strategy 2023-24

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
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