24 March 2022

TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Dear Member

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

Date: Thursday 31 March 2022

Time: 1000 hours

Venue: Conference Facilities

The business for the meeting is detailed overleaf.

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

Yours sincerely

Kirsty L. Darwent

KIRSTY DARWENT
Chair

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

PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 31 MARCH 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 MEETINGS: *F Thorburn*
5.1   Thursday 16 December 2021 *(attached)*
5.2   Thursday 13 January 2022 – Special Board *(attached)*
5.2   Thursday 24 February 2022 – *Special Board (attached)*

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

6   ACTION LOG *(attached)*   *Board Support*

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

7   DECISION LOG *(attached)*   *Board Support*

The Board is asked to note the Decision Log.

8   CHAIR AND DEPUTY CHAIR'S REPORT *(attached)*   *F Thorburn*

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 AND DEPUTY CHIEF OFFICER'S REPORT *(attached)*   *R Haggart*

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

10   COMMITTEE REPORTS:

The Board is asked to note the following updates:
10.1 ***Change Committee***
- *Draft Minute of Meeting: 3 February 2022 (attached)*   *F Thorburn*
- *Command and Control Futures Project Update (verbal)*   *R Haggart*
10.2 ***Audit & Risk Assurance Committee***   *B Baverstock*
- *Draft Minute of Meeting: 20 January 2022 (attached)*
- *Update of Meeting: 30 March 2022 (verbal)*
10.3 ***People Committee:***
- *Approved Minute of Meeting: 2 December 2021 (attached)*   *M Wylie*
- *Draft Minute of Meeting: 2 March 2022 (attached)*   *M Wylie*
- *Measurement of Asbestos Fibres During Live Burn (*link*)*   *J Dickie*
10.4 ***Service Delivery Committee:***
- *Approved Minute of Meeting: 24 November 2021 (attached)*   *N Barr*
- *Draft Minute of Meeting: 23 February 2022 (attached)*
- *Grenfell Tower Fire Update Report Update (*link*)*   *S Stevens*

11   RESOURCE BUDGET 2022-23 *(attached)*   *J Thomson*

The Board is asked to approve the report.

12   CAPITAL PROGRAMME 2022/23 – 2024/25 *(attached)*   *J Thomson*

The Board is asked to approve the report.

13   SFRS CHARGING POLICY APRIL 2022 *(attached)*   *J Thomson*

The Board is asked to approve the report.

14   DIGITAL STRATEGY 2022-25 *(attached)*   *S Fox*

The Board is asked to approve the report.

15   GAELIC LANGUAGE PLAN *(attached)*   *L Barnes/*
                                                      M Archibald
The Board is asked to approve the report.

16   RESOURCE BUDGET MONITORING REPORT – FEBRUARY 2022
(attached)   *J Thomson*

The Board is asked to scrutinise the report.

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

17 **CAPITAL MONITORING REPORT 2021/22 – FEBRUARY 2022**
(*attached*) *J Thomson*

The Board is asked to scrutinise the report.

18 **COMBINED CORPORATE RISK AND PERFORMANCE REPORT -
QUARTER 3 2021/22** *(attached)* *M McAteer*

The Board is asked to scrutinise the report.

19 **REPORTS FOR INFORMATION ONLY:**

The Board is asked to note the following reports:
19.1 ***Race Equality Update** (attached)* *L Barnes*
19.2 ***Equality Improvement Update** (attached)* *L Barnes*

20 **RISK THEMES** *(verbal)* *F Thorburn*

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

21 **FORWARD PLAN** *(attached)* *Board Support*

The Board is asked to note the update.

22 **DATE OF NEXT MEETING**
Thursday 28 April 2022

PRIVATE SESSION

23 **MINUTES OF PREVIOUS MEETINGS:** *F Thorburn*
23.1 Thursday 16 December 2021
23.2 Thursday 13 January 2022 – Special Board

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

24 **PRIVATE ACTION LOG** *Board Support*

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

25 **BUSINESS CASE FOR ECONOMIC SETTLEMENT OF** *L Barnes*
EMPLOYMENT TRIBUNAL

The Board is asked to approve the report.

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

Agenda
Item 5.1

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 16 DECEMBER 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

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

IN ATTENDANCE:

Martin Blunden (MB)	Chief Officer
Ross Haggart (RH)	Deputy Chief Officer
Liz Barnes (LBa)	Director of People and Organisational Development
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Iain Morris (IM)	Acting Director of Asset Management
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
John Thomson (JT)	Acting Director of Finance and Procurement
Roy Dunsire (RD)	Group Commander, Prevention and Protection (Item 11 only)
Marysia Waters (MWa)	Head of Corporate Communications (Item 11 only)
Alasdair Cameron (AC)	Group Commander Board Support
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

Richard Gorst, HMFSI

1   CHAIR'S WELCOME

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

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

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

2   APOLOGIES

2.1   John Dickie, Assistant Chief Officer, Director of Training, Safety and Assurance

3   CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE
3.1   The Board agreed that the Liability Claim Against SFRS would be taken in private due to confidential matters relating to an individual (Standing Order 9A).

4   DECLARATION OF INTERESTS
4.1   There were no declarations of conflict of interests made.

4.2   For transparency, LB advised the Board of her role as Board Member within the West Lothian Partnership and Wheatley Solutions Limited, which are subsidiaries of the Wheatley Group who had consulted on the Automatic Fire Alarms Consultation (Item 11). It was agreed that there was no conflict of interest which would prevent her full participation in any discussions.

5   MINUTES OF PREVIOUS MEETING: THURSDAY 28 OCTOBER 2021
5.1   The minutes were agreed as an accurate record of the meeting.

5.2   **The minutes of the meetings held on 28 October 2021 were approved as a true record of the meeting.**

6   ACTION LOG
6.1   There were no outstanding 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 28 October 2021. The following key points were highlighted:
• Joint meeting with Tom Steele and Martyn Evans, Chairs of Scottish Ambulance Service and Police Scotland, respectively, as part of the Reform Collaboration Group to help drive forward collaboration opportunities. SFRS will resume the role of facilitating the meetings from Spring 2022.
• Regular meetings with Robert Scott, HMFS Chief Inspector and the Chief Officer, which are valued by both parties as an opportunity to share future aspirations.
• Attendance at upcoming Graduation Ceremony on 17 December 2021.

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 28 October 2021. In addition to the written report, the Chief Officer provided a verbal update on the following key areas:
• Condolences had been extended to the family and friends of Watch Commander Colin Speight, who sadly passed away at the weekend.
• Final Annual Report and Accounts for 2020/21 were signed on 15 December 2021. An unqualified audit opinion had been received from Deloitte.
• Agreement had been reached to resolve the potential financial impact arising from unissued fire kit and resulted in a one-off in year adjustment being received. Thanks were extended to all those involved.
• Congratulations were extended to the Carbon Management and Environmental Team who have, and are continuing to, secure external funding (circa £6.5million to date) to support the Service's aim to be carbon neutral. Through a joint venture with Scottish Futures Trust, the Service would commence an 18-month trial of a low emission electric fire appliance. This trial period was anticipated to commence in summer 2022. Further updates would be provided as and when available.

9.2   SS advised the Board that the Service had re-established structures to respond to the Omicron variant and this supports the guidance from Scottish Government. The Tactical Action Group have reinstated some measures from the Level 4 guidance to minimise the impact of Covid. Current advice to staff is pragmatic, proportionate, scalable and builds on the previous work in response to Covid. The Deputy Chief Officer was regularly meeting with the Strategic Resilience Partnership as advice is provided through to Scottish Government. Close links would be maintained throughout the Christmas period adjusting our guidance/advice to staff in conjunction with the impact of this variant on our ability to function as an organisation as well as the guidance coming from Scottish Government. SS highlighted the high transmission rates, increased absences within the Service and the immediate steps taken to bolster resilience over the forthcoming holiday period.

9.3   The Board asked whether the absences were due primarily to confirmed cases or self-isolation. SS indicated that it was a combination of both alongside the normal seasonal absences. SS advised the Board that the Service could apply to Scottish Government to request an exemption (self-isolation) should absence levels become critical.

9.4   The Chief Officer provided a verbal update on the following key risks:
   • Health and wellbeing of staff which was a continual and increasing risk.
   • Pressure on Capital Budget in future years.
     - The flat cash capital budget of £32.5million presents significant challenges over the coming year, particularly in light of the increase in material costs.
     - Significant investment required to repair, rebuild or relocate 14 fire stations with Reinforced Aerated Autoclaved Concrete (RAAC) panels. Service Delivery Model Programme/Community Risk Index Model (SDMP/CRIM) analysis to be used to support any proposals. Discussions have already commenced with Scottish Government due to the potential capital requirements. Opportunities to maximise partnership working would be sought.
   • Revenue Budget 2022/23 increased by £9.5million (3.3%) based on the pre-Covid 2019/20 budget. Note of caution expressed that we were still in Covid and the Service was in Year 1 of a 3 year Covid recovery programme. Future significant financial impact was anticipated from the recovery programme, increased National Insurance contributions and inflation rates. Potential budget shortfall anticipated for the coming year. Budget Strategy 2022/23 was currently being developed and would be presented to the Board in February 2022.

9.5   The Board noted the importance of financial planning, pressures on public spending and efficiencies. MB commented on his concerns regarding the budgetary situation facing the Service in the coming year and the difficulties in managing an annual budget without the ability to carry reserves. MB advised the Board that Scottish Government would be producing a 3-year Revenue Budget Framework which would provide some indication on future budgets, however, this would not address the issues faced during the coming year. MB noted the potential long term implications regarding recruitment, retirement profile and Covid recovery resourcing.

9.6   In regard to RAAC panels, the Board sought assurance on the measures in place to monitor the condition of the 14 stations affected. MB assured the Board that the Estates team and station personnel regularly assessed the stations, they were safe and secure and the situation was being managed appropriately. As and when necessary, minor repairs were undertaken to ensure the stations remained watertight.

9.7   In regard to broadening the role, MB advised the Board that the scheduled meeting on 18 November 2021 was cancelled due to ill health and a new date had yet to be identified. MB reminded the Board that these discussions were pre-set with the proviso that no additional monies was available, however, following an agreement on the role

both the Service and the Fire Brigades Union (FBU) would approach Scottish Government to seek support.

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

10   COMMITTEE UPDATES
10.1   **Change Committee (CC)**
10.1.1 FT reported that the Committee held a public meeting on 4 November 2021 and referred the Board to the attached draft minutes. FT highlighted the following:
- Robust discussion regarding major projects including West Asset Resource Centre (ARC), SDMP, etc.
- Progress update on the People, Training, Finance and Assets System (PTFAS) programme including the People, Payroll and Finance and Rostering projects.
- Progress update on the Portfolio Office including the successful recruitment of a Change Centre of Excellence Manager, who will formally take up their role in January 2022.
- Discussion re risk appetite.
- Progress update and assurances on Command and Control Futures project.
- Spotlight on risk POD010 (Project Support) identified for next meeting. It was noted that although POD010 was POD specific resources, there was a general challenge with capacity across the Service particularly considering the developing situation with Omicron.

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

10.2   **Audit and Risk Assurance Committee (ARAC)**
10.2.1 BB reported that the Committee held a public meeting on 14 October 2021 and referred the Board to the attached draft minutes, noting that a full verbal update had been provided at the previous meeting.

10.2.2 BB acknowledged the work that had been undertaken to develop risk across the organisation and noted that there was now a need to understand how this was being operationalised, what the benefits were and the scrutiny being applied. BB invited Committees to provide feedback at future meetings on their reflections of the new tabular format with succinct narrative and whether this supported the ability to scrutinise risks effectively.

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

10.3   **People Committee (PC)**
10.3.1 MW reported that the Committee held a public meeting on 2 December 2021 and provided a verbal update, highlighting the following:
- Discussion took place regards the contents of both the People and Organisational Development and Training, Safety and Assurance Performance and Risk Reports and the Committee would consider and consolidate their position prior to any changes being requested.
- Update on Audit Inspection Action Plan for Training of Retained Duty System (RDS) Personnel.
- Update on RDS Terms and Conditions.

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

10.4   **Service Delivery Committee (SDC)**
10.4.1 NB reported that the Committee held a public meeting on 24 November 2021 and provided a verbal update, highlighting the following:
- Service Delivery update report which included an update on the successful Conference of Parties (COP26) event and were provided with assurances on recent

issues and action taken within Operations Control. The recent attacks on firefighters during the bonfire period were highlighted and condemned by the Committee.

- Quarterly Performance Report included scrutiny of the live dashboard.
- HMFSI Action Plans and 2 closing reports were scrutinised.
- Update on Automatic Fire Alarms Consultation.
- Update on the clinical governance Memorandum of Understanding with Scottish Ambulance Service.
- New standing agenda item on climate change with the focus for this meeting being Climate Change Report and Preparedness for Flooding and Water Rescue Incidents. The focus for the next meeting would be wildfires.
- Welcomed Robert Scott, HMFSI to his first meeting as an attendee.
- Discussion re a potential future workshop to discuss benchmarking.

10.4.2   The Board noted the assurances provided following the successful delivery of the COP26 event. The Board recognised the outstanding efforts and high quality of work undertaken to ensure the event was successful.

10.4.3   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 9 presented to the Committee, noting 8 actions remained outstanding. Of which, one action was on track for completion, 7 actions had been extended due to further testing/exercising being required and 8 actions have been closed.
- Since the meeting, further testing/exercises had taken place on 8 December 2021. New procedures and guidance would now be rolled out early 2022 with a detailed familiarisation period and further training events would be scheduled. Anticipated that the closing report would be presented to the next SDC meeting.
- Grenfell Phase 2 Enquiry has commenced. Scottish Government have established a Phase 2 Working Group, which the Service is represented on. Internally, the Service's Fires in Tall Buildings Working Group would be closely following the enquiry. Expectation that the Phase 2 enquiry would produce a broad range of recommendations.

10.4.4   SS briefed the Board on the successful and safe delivery of COP26, noting his pride in the hard work and efforts of the dedicated team and volunteers throughout the preparation and during the event itself. SS noted that the cost recovery process had commenced and a full evaluation, including lessons learnt, would be undertaken.

10.4.5   **The Board noted the draft minutes and verbal updates.**

(R Dunsire and M Waters joined the meeting at 1050 hrs)

11   **REDUCING UNWANTED FIRE ALARM SIGNALS: CONSULTATION RESULTS AND RECOMMENDATIONS FOR RESPONDING TO AUTOMATIC FIRE ALARMS**

11.1   SS presented a report to the Board which contained the results of the public consultation and sought approval of the recommendations as noted below:

- That Option A is adopted as the preferred model for responding to Automatic Fire Alarms (AFA);
- That the automatic exemption applied to hospitals is increased to a pre-determined attendance (PDA) of 2 appliances regardless of 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.

11.2   SS reminded the Board that Unwanted Fire Alarm Signals (UFAS) averaged circa 29,000 calls per annum and resulted in over 57,000 blue light journeys.   With approximately 97% of all AFAs being UFAS calls, the Service could reinvest this time to focus on additional preventative and training activities as well as other emergency responses.

11.3   The Board sought assurance that a generic national response would not adversely affect remote and rural communities and questioned to what extent was consideration given and assurance provided to these communities that their position had been understood. The Board also commented on the difference in risk perceptions across educational facilities due to the age ranges involved.

11.4   RD reminded the Board that the Equality Impact Assessment (EIA) contained a detailed section on the Scottish Islands impact and the engagement and consultation carried out by the Local Senior Officer (LSO). RD assured the Board that the Service were aware of the risks noting that it was minimal, although not insignificant, and a suite of measures to monitor and address the impact would be developed as part of the implementation plan.

11.5   The Board welcomed the 12-month delay which would provide the opportunity to raise awareness of dutyholders responsibilities, provide training and support.

11.6   With regard to sleeping risks properties, RD noted that an exhaustive list of exemption property types was contained within the Consultation report.   RD confirmed that sheltered housing, student halls of residence and prisons were included within the exemption list. Any police stations with holding cells would be classed as a sleeping risk if this information was presented to Operations Control.

11.7   SS confirmed that recommendations arising from Rosepark Care Home incident have been taken into consideration and addressed in the proposals.

11.8   The Board sought clarification on the FBU's comment regarding not being formally consulted on the proposed arrangements. RD confirmed that the FBU have been fully appraised throughout the options appraisal process. As part of the options appraisal process, the FBU were invited and attended the Staff and Stakeholder Workshop in February 2021 which tested and evaluated the response options. Throughout the options appraisal process, Deputy Assistant Chief Officer Ali Perry continued to engage with the FBU on a regular 2-weekly basis to provide updates on progress. Following this Board meeting, the FBU would be informed of the Board's decision.

11.9   The Board noted Judicial Review was the most likely mechanism for challenge and sought assurance that the Service's decision making process had been robust. In his opinion, SS noted that the entire consultation and engagement process had been exemplary.   MWa agreed and confirmed that the Service had undertaken a robust process, followed best practice, recognised impact of Covid, consulted as appropriate throughout the process and noted that feedback from the consultation had been used to refine the options presented today.

11.10   SS confirmed that Operations Control already call challenge AFAs, including premises with PDAs, and would always mobilise if there was any doubt.

11.11   The Board asked for an agreed review strategy including timelines to be developed. SS noted that review periods would be built into the implementation process. SS further noted that the Operational Assurance process would also be used to identify any issues. RD indicated that the quarterly NHS Fire Safety meetings would provide an opportunity

to review and raise any issues. However, RD noted that it would be prudent to identify a formal review period would be identified.

11.12   The Board welcomed the clear presentation of dutyholder legal responsibilities within the report but noted the lack of awareness which had been highlighted through the consultation. SS agreed that the lack of awareness had been highlighted and advised that a high-profile campaign and guidance would be developed to raise awareness, educate and support dutyholders. SS also noted the need to raise awareness within the alarm reporting centres.

11.13   In regard to enhanced technology solutions, SS informed the Board that the Fire Safety Enforcement teams do encourage the adoption of technological solutions.

11.14   SS confirmed that the UFAS element was included within Systel's scope of procurement and build.

11.15   The Board noted that the potential savings would be reinvested into prevention and training, however, it was queried whether more strategic discussions would be appropriate to identify how this could be deployed. MB noted that one of the outcomes of the failed broadening the role exercise was the personnel's concern regarding capacity for training and being properly equipped to take on these roles. MB stated that this had been taken on as a strategic priority as firefighters undertaking an all risks and hazards approach to preventing/responding to active unintentional harm across Scotland was a priority within our Strategic Vision. MB noted that there were two aspects in terms of capacity, the first relating to being unsuccessful in upskilling firefighters for additional roles and the second relating to the successful negotiation and development of a compelling business case to seek funding to broaden the role. The business case would be presented to Scottish Government and would highlight the benefits and value to both the Service and the wider public sector.

11.16   The Board requested further analysis on the potential extra hours for firefighters and this would be circulated outwith the meeting.

ACTION: SS

11.17   SS agreed to the Implementation Plan, including timelines and milestones, would be provided to Service Delivery Committee when finalised.

ACTION: SS

11.18   **The Board approved the recommendations to adopt Option A as the preferred model, delay implementation to April 2023 and for the current Covid interim response to remain in the interim period.**

(Meeting broke at 1133 hrs and reconvened at 1145 hrs)

12   GAELIC LANGUAGE PLAN 2022-2025
12.1   LBa presented a report to the Board seeking approval for the 2nd iteration of the SFRS Gaelic Language Plan (GLP) ahead of the public consultation (commencing mid-January 2022) in line with the Gaelic Language (Scotland) Act 2005. LBa highlighted the following:
- Since the first iterations of the GLP, the Service undertook an Employee Survey and 98 respondents self-identified as having some Gaelic language skills ranging from basic greetings to fluent in speech, reading and writing.
- 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 the Service to work in partnership with a leading Gaelic speaking trainer, to develop a suite of Gaelic

Awareness modules. These awareness training modules had been extended to other emergency services and local authorities.

- UFAS public consultation was produced in both Gaelic and English with the aim to take this approach with future consultation.
- Bòrd na Gàidhlig have developed a set of standardised Corporate Service Aims and whilst implementing the 2nd 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.
- New key actions identified in the 2nd GLP included reviewing processes for communicating in Gaelic, encourage Gaelic within the workplace, dual signage replacement, consideration of Gaelic skills within job profiles and all corporate publications to be produced in Gaelic and English.

12.2   The Board sought clarification on the learning outcomes from the Gaelic Awareness training, how was this training being promoted and was there anything further the Service could or should be considering. LBa reminded the Board that the Service were building on the previous GLP to embed activities and awareness into all decision-making processes. It was recognised that more could still be done. LBa confirmed that the training was to raise awareness only.

12.3   The Board commented on the important role the Service has in promoting the use of Gaelic for cultural and heritage purposes. It was noted that in some areas, Gaelic was the first and only language spoken within communities.

12.4   LBa informed the Board that the Service had been lobbied to replace all existing signage with dual signage (via normal replacement programme), publish public consultation in Gaelic and provide written correspondence in Gaelic when appropriate.

12.5   In regard to the public consultation, LBa confirmed that the consultation would inform the public of the Service's intentions, request feedback and seek agreement for the proposals.

12.6   LBa informed the Board that part of the promotion process to raise awareness, the Service would be inviting staff to broaden their view on Gaelic, encourage uptake on training both internally and externally available and promote more Gaelic speaking in Operations Control.

12.7   With regard to Operations Control, it was noted that some place names, or descriptions of locations, depend on a knowledge of Gaelic. LBa confirmed that the Service would continue to encourage control personnel to have an understanding of Gaelic . SS reminded the Board that the Service had use of the emergency translation services which could be used in operational delivery.

12.8   LBa noted that consideration would be given to funding a specific Gaelic language training programme.

12.9   The Board noted the variety of languages spoken across Scotland and queried whether consideration would be given to make similar adjustments. LBa reminded the Board that the Service were required to adhere to the legislation, which focused on the promotion of Gaelic heritage and cultural.

12.10   In conclusion, the differing views of the Board were noted, however, it was agreed that the consultation, except for one amendment, was approved for public consultation. The Board requested that reference to the Highland counties should be removed.

ACTION: LBa

12.11   **The Board approved the Gaelic Language Plan, subject to one amendment, and the proposed public consultation questionnaire.**

13   RESOURCE BUDGET MONITORING REPORT – OCTOBER 2021

13.1   JT presented a report advising the Board of the resource budget position for the period ending 31 October 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 an underspend of £1.616million and a forecast year-end underspend of £0.290million. This forecast position was on the basis that additional funding would be received to support the Service's investment in COP26, Test & Protect and Emergency Services Mobile Communications Programme (ESMCP). Spend to date for these projects were (£0.920million). Subsequent to this report being issued, Scottish Government have confirmed that the Service would receive additional funding of £0.261million (Resource) and £0.112million (Capital) for ESMCP. Anticipated spend for COP26 event was less than forecast and this significantly reduces the risk around expenditure for this event. The following key points were highlighted:

- Three budget virements during this period: Marauding Terrorist Attacks (MTA) training increased by £0.081mllion, Support Staff (ICT) budget increased by £0.059million and Cameron House fatal accident enquiry increased by £0.003million.
- Key risks relate to overtime, recruitment, holiday pay/time off in lieu accruals and the ongoing impact of Covid.
- Forecasted variations related to:
  - Wholetime costs forecasted overspend (£2.496million) due to pay offer, increased overtime and reduced recruitment rates. Strategic Leadership Team have recently approved accelerated recruitment plans.
  - Support Staff costs forecasted overspend (£0.091million) due to increased recruitment however, it is anticipated that this will be brought back into line by the end of the financial year.
  - Retained/Volunteer Duty System (RVDS) costs underspend (£1.940million) due to delay in harmonising terms and conditions and reduction in training activities.
  - Subsistence costs underspend (£0.311million) due to Covid restrictions and localised training delivery.
  - Property costs underspend (£0.748million) due to reduction in rates and sale of legacy sites. Additional costs for remedial works relating to RAAC panels have been included in this forecast.
  - Transport costs underspend (£0.244million) due to the ongoing reduction in travel.
  - Third party payments overspend (£0.203million) due to the PTFAS programme being adjusted to resource budget. This allowed previous capital budget for PTFAS to be used to purchase powered rescue equipment.

13.2   The Board sought further clarification whether the forecasted overspend on Wholetime costs was temporary or a long-term issue. JT noted that the Service were anticipating being under the Target Operating Model (TOM) until August 2024 due to reduced recruitment and anticipated retiral rates, therefore this would be long term. Although the Service was currently under the TOM, the overtime costs have increased which attribute to the forecast overspend. As previously discussed, the Service have committed to resourcing the recovery activities and these have been factored in to the overall financial position. JT reminded the Board of the budgetary challenges facing the Service relating to Wholetime and RVDS costs to maintain business as usual activities.

13.3   The Board queried whether some of the measures introduced due to Covid would be adopted in the long term, ie reduced travel, etc. JT noted the aspirations not to automatically revert to previous practices and Digital First supported this approach. RH reminded the Board that the Recovery, Reset and Renew Programme would review

and identify opportunities for the Service. A future Strategy Day session would be scheduled to provide a full update to the Board.

13.4   With reference to the Chief Officer's early comment regarding Scottish Government's 3-year Revenue Budget Framework, the Board asked whether this would provide the Service with more flexibility to manage budgets. JT noted that although the resource spending review and the potential multi year budget would be welcomed, the Service would still retain the inability to carry forward reserves.

13.5   **The Board scrutinised the resource budget position for the period ending 31 October 2021.**

14   CAPITAL MONITORING REPORT 2021/22 – 31 OCTOBER 2021

14.1   JT presented a report advising the Board of the actual and committed expenditure against the 2021/22 capital budget position for the period ending 31 October 2021. It was anticipated that the revised budget of £40.322 million would be spent by the end of the financial year. The following key points were highlighted:

- Excellent work by the Environmental Team who have secured another £1.5million funding from Transport Scotland for electric charging with the agreement that this would be carried forward into 2022/23.
- Budget virements within October related to budget transfers from PTFAS project to ICT Network Infrastructure (£0.065million) and Operational Equipment (£0.635million) for the purchase of powered rescue equipment.
- Progress update on the capital programme:
  - McDonald Road progressing well, station personnel have decanted back into the station, main contractor expected to be off site by 29 December 2021. Work to commence on the Museum in January 2022 and anticipated completion by March 2022.
  - Fire station development – Potential hybrid model being considered for Uig (Isle of Lewis) Fire Station.
  - Minor works and dignified facilities – This programme has been impacted by the damaged caused by Storm Arwen.
  - Fleet – Some slippage with the delivery of chassis but overall positive position.
  - PPE & Equipment - Various logistical issues but confident on the ability to deliver against the budget.
- New risk relating to the asset condition and suitability of the estate has been added to the Strategic Risk Register.

14.2   With regard to the known risk relating to hydraulic rescue equipment (HRE), the Board sought assurance on what mitigations were in place. IM advised the Board that there were strict HRE protocols in place, as well as a servicing, maintenance and checking regime. IM noted that although this does not entirely mitigate the risk, confidence and reassurance could be taken from the heighted awareness and increased control measures.

14.3   The Board queried whether the CRIM and risk analysis was proving helpful given the earlier update on the estates. IM noted that he was actively working with the SDMP group to look at the 14 stations with RAAC panels, Uig Fire Station as well as other stations. IM further noted that opportunities were starting to arise with partner agencies in regard to shared services and this would be considered alongside the CRIM work. Additional engagement opportunities had been identified through Hubs and Scottish Futures Trust.

14.4   The Board acknowledged the efforts and commitment from all those involved in this complex McDonald Road Refurbishment project and expressed their gratitude to the station personnel, who continued to maintain operational delivery throughout the duration of the project. IM welcomed the Board's support and noted that a specific

Residents Open Day would be arranged to thank the local community for their patience and support during the project.

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

(Meeting broke at 1125 hrs and reconvened 1140 hrs)

15   COMBINED RISK AND PERFORMANCE Q2 2021/22 PROGRESS REPORT
15.1   MMcA presented a report advising the Board of the quarterly progress made against the strategic outcomes and objectives. He noted that individual Committees undertake detailed scrutiny of performance and risk and this report presented a high-level overview to the Board. The following key points were highlighted:
- Increased number of risks reporting Red, which is reflective of the more dynamic risk management across the Service. This has been subject to detailed discussion by the Audit and Risk Assurance Committee.
- Review of Annual Operating Plan (AOP) noted good progress, however, this was prior to the escalating Omicron situation. The AOP would continue to be kept under review.
- Within Quarter 2, key performance indicators have shown a return to normal patterns.
- During a quality assurance process, an anomaly had been identified within the reporting of Fire Casualties data and processes have since been put in place to address this issue.

15.2   In regard to Objective 2.1 (Resources), MMcA reminded the Board of the ongoing work and recruitment within the Portfolio Office which should bring this objective back on track within Quarter 3.

15.3   MMcA advised the Board that the health and safety data relating to RIDDOR injuries, accidents and injuries, etc was unavailable at the time the report was prepared and would be included in future reports.

15.4   The Board commented on the 4 Very High risks and 5 High risks. MMcA advised that the Very High risks related to Covid and financial issues during the year. These were discussed at ARAC and it was recommended that the Service should actively highlight these risks as Red in an attempt to use a more dynamic understanding of risk management. The Board commented on the importance of transparency relating to the mitigations to reduce the impact of any risks. MMcA noted that it was the Committees' role to undertake detailed scrutiny of risk with a summary overview being presented to the Board for awareness.

15.5   It was noted that the high level risk analysis would now benefit from further explanation within the narrative of the report. From a governance perspective, it was important that the scrutiny and challenge, undertaken by Committees, should be captured within this performance report. The Committee updates at Board meeting also give an opportunity for any areas that have recently been spotlighted at Committee to be highlighted.

15.6   MMcA noted that a risk appetite session was scheduled for the next Strategy Day (27 January 2022).

15.7   RH confirmed that all High risks and mitigations were scrutinised and discussed at Board or Committee level but agreed that this detail was not necessarily captured within the summary report presented. RH advised the Board that a further review, with a focus on the contents, of the risk register and as part of our continuous improvement.

15.8   **The Board scrutinised the Combined Risk and Performance Quarter 2 Progress**

Report.

16   RISK THEMES
16.1   There were no other new or emerging issues identified during this meeting.

16.2   The Board noted the risks highlighted during the meeting were already captured within the risk register and would continue to be discussed at future meetings. These risks were health and wellbeing of staff, capital and revenue budget challenges.

17   FORWARD PLAN
17.1   The Forward Plan was noted and would be kept under review.

18   DATE OF NEXT MEETING
18.1   A Special Board meeting would be scheduled on Thursday 24 February 2022 @ 0930 hrs to discuss the Budget Strategy 2022-25.

18.2   The next formal meeting of the Board is scheduled to take place on Thursday 31 March 2022 at 1000 hrs.

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

PRIVATE SESSION

19   MINUTES OF PREVIOUS PRIVATE MEETING: THURSDAY 28 OCTOBER 2021
19.1   The private minutes were agreed as an accurate record of the meeting.

19.2   **The minutes of the private meetings held on 28 October 2021 were approved as a true record of the meeting.**

20   PRIVATE ACTION LOG
20.1   The Board considered the private action log noting the updates and agreed the removal of completed actions.

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

21   LIABILITY CLAIM AGAINST SFRS
21.1   JT presented a report to the Board seeking approval for the settlement of a Liability claim raised against the Service. Brief details of the incident, reasons for recommendation of settlement and subsequent investigation/lessons learned were noted.

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

There being no further matters to discuss in private, the meeting closed at 1325 hours

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC SPECIAL MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 13 JANUARY 2022 @ 1030 HRS

BY CONFERENCE FACILITIES

PRESENT:

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

IN ATTENDANCE:

Martin Blunden (MB)	Chief Officer
Ross Haggart (RH)	Deputy Chief Officer
Liz Barnes (LBa)	Director of People and Organisational Development
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Iain Morris (IM)	Acting Director of Asset Management
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
John Thomson (JT)	Acting Director of Finance and Procurement
Alex Lane (AL)	National Property Manager
Claire Owens (CO)	Property Development Manager
Scott Morrison (SM)	Regional Fleet Workshop Manager (West)
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Alasdair Cameron (AC)	Group Commander Board Support
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

Corrinne Gallagher, Communications Officer
Robert Scott, Chief Inspector HMFSI

1   CHAIR'S WELCOME

1.1   The Chair opened the special meeting and welcomed those present and participating via MS Teams.

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

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

2   APOLOGIES

2.1   None

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

3.1   The Board agreed the Command and Control Future Update would be taken in private due to confidential commercial and financial matters subject to consultation (Standing Order 9E).

3.2   No further private items were identified.

4   DECLARATION OF INTERESTS

4.1   None.

5   WEST ASSET RESOURCE CENTRE: PROJECT FUNDING LEVEL

5.1   IM presented the Board with a report seeking approval to increase the budget allocation and proceed with the delivery of the West Asset Resource Centre (ARC) at Scottish Fire and Rescue Services (SFRS) Headquarters (HQ)/National Training Centre (NTC), Cambuslang based upon costs received from the Framework Contractor at £13.0million. The following key points were highlighted:

•   Part of the 2013 Strategic Intent Programme to rationalise legacy workshops facilities. Originally due to commence in 2016 under Phase 4, however this was delayed due to a reduction in Capital DEL allocation within that fiscal year.

•   Further delayed in 2018 due to site contamination and utility issues on site. Options appraisal undertaken to identify potential alternative sites.

•   In July 2020, Board approved the original site at SFRS HQ as preferred option with an estimated project cost of £10.5m. At the time, further cost certainty and clarification were requested due to the impact of several external factors, ie Brexit, Covid, etc. Contract had been transferred to a different model to obtain cost certainty.

•   Ongoing deteriorating condition of the existing Cowcaddens facilities and the limitations to develop the site.

•   Potential significant capital receipts from the sale of the existing Cowcaddens site. Opportunity to reinvest monies to replace Reinforced Autoclaved Aerated Concrete (RAAC) panels and replacement of Blackness Road site.

•   Further revalidation of the options appraisal/specification including reviewing customer needs and inclusion of new carbon/energy management elements.

•   Current financial commitment of £0.8m to date which is included within the estimated overall project costs (£13.0m).

•   If approved, the additional capital (£2.5m) would be transferred from Fleet Capital Allocation. Due to the current extended production period, there would be minimal impact.

5.2   The Board sought clarification on the level of contingency associated with this project. IM advised the Board that there was no contingency on the overall build due to cost certainty being obtained and, based on this tendering model, all risks were associated with the Contractor. However, due to the volatility of the market, IM noted that a contingency sum would be held for pre-construction works in case of any potential delays in agreement of the contract. IM acknowledged that there was still a minimal risk of increased costs, however, once the contract is signed the Service would have clear identified cost.

5.3   The Board commented on the identified risk, potential for further increased costs and governance route for further approval.

5.4   MB agreed that a contingency should be identified and included within the budget, as this would avoid any further delays or approval being sought from the Board.

5.5   The Board acknowledged that some contingency elements no longer applied, however there was still uncertainty with the overall cost and affordability of the project and there should be contingency identified for this. It was noted that this uncertainty should be reflected in any decision made today.

5.5   AL provided clarification of the Contractor Priced Risk (£0.361m) costs. No contingency for client risk has been identified, however, the Service were aware of the risk. Due to the limitation within the capital budget, the decision was made not to ring fence monies for this project and if necessary, the minor works programme could be adjusted to fund any contingency costs.

5.6   The Board welcomed the recognition of the potential risk and the identified route to address this which offered maximum flexibility.

5.7   For full transparency and governance purposes, it was confirmed that the Board were being asked to approve the increased project costs of £13.0m plus a potential contingency.

5.8   The Board sought assurance that any potential operational impacts resulting from the contingency being used were capable of being managed, ie no critical implications. The Board commented on the importance of minor works particularly the significant people/ operational issues associated with this area. IM provided reassurance to the Board of the flexibility of the capital programme and that there would be no impact on the operational activities.

5.9   The Board sought further assurance of any potential impact on service delivery due to the reallocation of fleet capital monies. IM confirmed that there would be no reduction in fleet investment and reiterated the number of chassis currently on order/in production. Future orders, and subsequent payments, would be adjusted to allow for budget realignment for the West ARC project.

5.10   The Board enquired on the potential risk of flooding to the proposed site. IM stated that he had confidence in the site information provided and there was no risk associated to the new build due to the site being raised.

5.11   IM confirmed that the revalidation exercise provided an opportunity to review the options, customer needs and design specification to ensure the project costs were accurate.

5.12   JT commented on the need to identify the contingency element and provide an explaination of how this would be funded. IM noted that a contingency figure (5%) was detailed within the covering report, the funding of any contingency would be managed through cash flow movements across the overall capital programme and assurances had been provided that there would be no adverse impact on operational activities.

5.13   The Board acknowledged the benefit of not restricting the ability to find additional contingency funding to minor works programme.

5.14   To ensure good governance and transparency, the Board agreed that the contingency would be 10% and that this could be accommodated within the overall capital programme without resulting any significant operational implications.

5.15   MB commented on the ongoing significant challenges within the capital programme and recognised the efforts of the team involved to achieve the best results for the Service. MB reminded the Board of extensive discussions with Scottish Government (SG) regarding RAAC panels and noted that this keystone project was currently the only way the Service could begin to address this issue. Further discussions were scheduled with

SG to discuss future budgets and seek reassurance on the Service's retention of any capital receipts from the sale of Cowcaddens.

5.16 **The Board approved the recommendation to increase the budget allocation and proceed with the West Asset Resource Centre at SFRS HQ based on the cost received from the Framework Contractor at £13.0m with an identified contingency of 10%. The Board agreed the governance route for this project through the Change Committee.**

6 **DATE OF NEXT MEETING**
6.1 The next meeting of the Board is scheduled to take place on Thursday 24 February 2022 at 1000 hrs.

6.2 There being no further matters to discuss in public, the meeting closed at 1125 hours.

PRIVATE SESSION

7 **COMMAND AND CONTROL FUTURES UPDATE**
7.1 MB provided a verbal update to the Board on the current position regarding the Command and Control Futures project. MB informed the Board that this update would build on previous discussions held through the Change Committee and Integrated Governance Forum.

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

PUBLIC SPECIAL MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 24 FEBRUARY 2022 @ 0915 HRS

BY CONFERENCE FACILITIES

PRESENT:

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

IN ATTENDANCE:

Ross Haggart (RH)	Deputy Chief Officer
Liz Barnes (LBa)	Director of People and Organisational Development
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Iain Morris (IM)	Acting Director of Asset Management
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
John Thomson (JT)	Acting Director of Finance and Procurement
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Desmond Donnelly (DD)	Group Commander Business Support
Alasdair Cameron (AC)	Group Commander Board Support
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

Robert Scott, HM Chief Inspector

1   CHAIR'S WELCOME

1.1   The Chair opened the special meeting and welcomed those present and participating via MS Teams.

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

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

2   APOLOGIES

2.1   Fiona Thorburn, Board Member
        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   No further private items were identified.

4   DECLARATION OF INTERESTS
4.1   None.

5   BUDGET STRATEGY 2022-23
5.1   JT presented the Board with a report seeking approval of the amended Budget Strategy for 2022-23 after receiving feedback at the Board Strategy Day on the 27 January 2022. The following key points were highlighted:

- Budget Strategy provides sufficient information to understand the factors that impact on the overall budget, key decisions and the assumptions made to develop the budget.
- Amendments to the Budget Strategy since the Strategy Day on 27 January 2022 included:
  - Inclusion of Support Staff pay award
  - Increased costs associated with gas and electricity.
  - Additional details on efficiencies.
  - Inclusion of reference to Service Delivery Model Programme (SDMP) following feedback from Scottish Government (SG).
- Specific impact due to lack of funding on the capital programme would be discussed further during a further additional Strategy Day session directly after this meeting.
- Following feedback from the Strategic Leadership Team on 22 February, some further minor amendments would be made.

5.2   With reference to the key objective of reaching the Target Operating Model (TOM) by August 2024, the Board queried whether it would be more cost effective to achieve this objective earlier. JT reminded the Board of the physical constraints and practicalities of the recruitment process as well as the additional Covid recovery activities required. JT noted that additional funds would be attributed to overtime budget to accommodate increased costs.

5.3   RH provide a brief update on recovery activities and reminded the Board that there was a Recovery, Reset and Renew session scheduled to be presented at the Strategy Day directly after this meeting.

5.4   With regard to income from shared services/sites, the Board queried whether this was proportionate and whether the Service received a percentage of capital receipts from other agencies. JT confirmed that the Service recovered the running costs only. There was no contribution or investment in capital or from capital receipts. JT noted that SG were aware of the Service's willingness to share premises, the need for capital investment to support this and the future potential opportunities for new build shared premises. JT advised the Board that further shared sites/services had been identified and were being progressed.

5.5   IM informed the Board that within the shared services contract, the Service retained the right to terminate agreements, subject to due notice being served. IM advised that all costs associated works within areas solely occupied by other agencies were fully recoverable. Within communal areas, the appropriate percentage of costs was also recoverable.

5.5   With regard to the budget assumption for the uniformed pay award (2%), KD confirmed that she was content with this assumption and noted that the Service had not yet received any claim from the National Joint Council relating to the pay award

5.6   The Board requested that further consideration be given to clearly articulate that the Service was and would remain fully commitment to protect both staff and communities

to new/emerging risks, despite the financial challenges. JT confirmed that Service was fully committed to protecting staff/communities and agreed to review the language/nuance within the report.

ACTION: JT

5.7   In terms for the Budget Strategy, JT noted that the strategy provided details on how the budget would be formulated and developed for the 2022-23 budget but acknowledged that it was not a medium or long-term strategy.

5.8   With regard to the additional £9.5million funding from SG, JT noted that the Service have outlined their priorities and intentions within the Budget Strategy. JT noted that further significant funding would be necessary from SG to fully modernise the Service.

5.9   With reference to the process for monitoring efficiencies, JT noted that this would be provided through the routine monitoring reports but acknowledged this could have been clearer.

5.10   The Board enquired whether the Service were content that the TOM was still relevant. RH noted that the TOM, which was agreed with the Fire Brigades Union in September 2017 and based on the 11th version of the resource based crewing model, was still deemed as appropriate. RH reminded the Board of the ongoing operational and financial challenges faced by the Service due to not operating at the TOM. Should circumstances deem it necessary to revise the agreed TOM prior to its implementation (August 2024), the Service would need to follow due process ie consultations, engagement, etc.

5.11   The Board commented on the time lapse since the agreement of the TOM, the new/emerging risks facing the Service and the potential outcomes of the SDMP. RH reminded the Board that the timelines for the SDMP where running in conjunction with the timelines for the recovery of the TOM. RH noted that the plans in place to recover the TOM and for the SDMP. These plans would speak to each other and if any adjustments were required, these would be progressed through due process.

5.12   PSt reminded the Board that the SDMP was predicated on risk, resource and demand and although there would be financial implications, the SDMP is not being driven by finance.

5.13   **The Board approved the Budget Strategy 2022-23, subject to minor amendment relating to the commitment to delivery and challenges around financial constraints.**

6   DATE OF NEXT MEETING

6.1   The next meeting of the Board is scheduled to take place on Thursday 31 March 2022 at 1000 hrs.

6.2   There being no further matters to discuss in public, the meeting closed at 0950 hours.

SFRS BOARD MEETING – ROLLING ACTION LOG

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

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

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

Board Meeting: 16 December 2021						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
Item 11.16	**Reducing UFAS: Consultation Results and Recommendations for Responding to AFAs:** Further analysis on the potential extra hours for firefighters and this would be circulated outwith the meeting.	**SS**	**March 2022**		**January 2022**	**Completed (31/03/2022):** Details of the estimated extra hours for firefighters was circulated to the Board by email on 12 January 2022.
Item 11.17	**Reducing UFAS: Consultation Results and Recommendations for Responding to AFAs:** SS agreed to the Implementation Plan, including timelines and milestones, would be provided to Service Delivery Committee when finalised.	**SS**	**March 2022**		**February 2022**	**Completed (31/03/2022):** A detailed implementation plan would be presented at the next Service Delivery Committee (23 February 2022).
Item 12.10	**Gaelic Language Plan 2022-2025:** Reference to the Highland counties should be removed.	**LBa**	**January 2022**		**January 2022**	**Completed (31/03/2022):** The reference to Highland Counties was removed, the plan updated and we are now ready to commence with the public consultation on Monday 17 January 2022.

Board Meeting: 24 February 2022 (Special Board)						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
Item 5.6	**Budget Strategy 2022-23:** JT confirmed that Service was fully committed to protecting staff/ communities and agreed to review the language/nuance within the report.	**JT**	**March 2022**		**March 2022**	**Completed (31/03/2022):** Report reviewed, updated version issued to Board Support and uploaded on 4 March 2022.

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: 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 arrangements within SFRS which link to the Service's purpose, outcomes and risks.	**The Board approved the Internal Audit Plan 2021/22.**	**October 2021**
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 - 06/2022):				
ITEM 7	SCOTTISH FIRE AND RESCUE SERVICE LONG TERM STRATEGIC VISION UPDATE (PRIVATE)	The Director of Strategic Planning, Performance and Communications presented to the SFRS Board a final draft of the Long Term Vision for the Service for approval.	The Board approved the final Draft Long Term Vision "SFRS Our Future: Your Service" subject to the comments made and with the expectation that these would be reflected in the document prior to wider consultation.	November 2021
Impact Assessment for Board Decision (Review Date - 06/2022):				

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):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 16 December 2021				
ITEM 11	**REDUCING UNWANTED FIRE ALARM SIGNALS: CONSULTATION RESULTS AND RECOMMENDATIONS FOR RESPONDING TO AUTOMATIC FIRE ALARMS (AFA)**	The Director of Service Delivery presented the SFRS Board with the results and findings of the consultation on options for responding to AFA actuations and sought approval of 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.	**The Board approved the recommendations and implementation of the new AFA strategy**	**June 2022**
Impact Assessment for Board Decision (Review Date - 12/2022):				
ITEM 12	**GAELIC LANGUAGE PLAN 2022 – 2025**	The Director of People and Organisational Development presented to the Board with the 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 for approval	**The Board approved the Gaelic Language Plan 222-2025, with one minor amendment, and the public consultation questionnaire**	**June 2022**
Impact Assessment for Board Decision (Review Date - 12/2022):				

ITEM 21	LIABILITY CLAIM AGAINST THE SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)	The Acting Director of Finance and Procurement provided the Board with a report on a legacy asbestos related claim requesting Board authority to settle in line with recommendations from Clyde & Co Solicitors.	**The Board approved the recommendation to instruct Clyde & Co to settle the claim.**	**June 2022**
Impact Assessment for Board Decision (Review Date - 12/2022):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 13 January 2022 (Special Board)				
ITEM 5	**WEST ASSET RESOURCE CENTRE: PROJECT FUNDING LEVEL**	The Acting Director of Asset Management presented the SFRS Board seeking approval to develop a West Asset Resource Centre at the National HQ/Training Centre site in Cambuslang with an increased funding level of £13.0m. The Board is asked to approve the following recommendation; • To increase the budget allocation and proceed with the delivery of the West Asset Resource Centre at SFRS HQ/National Training Centre, Cambuslang based upon costs received from the Framework Contractor at £13.0m. • Subject to agreement of the Board, the Acting Director of Asset Management will progress through the governance route a Change Request and updated Dossier for approval of the Change Committee.	**The Board approved the recommendation to increase the budget allocation and proceed with the West Asset Resource Centre at SFRS HQ based on the cost received from the Framework Contractor at £13.0m with an identified contingency of 10%. The Board agreed the governance route for this project through the Change Committee**	**July 2022**
Impact Assessment for Board Decision (Review Date - 01/2023):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 24 February 2022 (Special Board)				
ITEM 5	**BUDGET STRATEGY 2022-23**	The Acting Director of Finance and Procurement asked the Board, to approve the Budget Strategy for 2022/23, 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 2022-23, subject to minor amendment relating to the commitment to delivery and challenges around financial constraints**	**August 2022**
Impact Assessment for Board Decision (Review Date - 02/2023):				

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 31 MARCH 2022**

CHAIR'S UPDATE: JANUARY-MARCH 2022

Thursday 6 January 2022
Regular meeting with Robert Scott, HMFSI and CO Blunden

Monday 10 January 2022
Integrated Governance Forum Pre-Agenda meeting
Employee Partnership Forum – Further Discussions

Thursday 13 January 2022
Special Board Meeting

Monday 17 January 2022
Chair's Reform Collaboration Group meeting with Martyn Evans, Scottish Police Authority and Tom Steele, Scottish Ambulance Service
Regular Chair/Chief Officer meeting
Regular meeting with Wendy Wilkinson, Deputy Director Safer Communities, Tom Hardy, Head of Fire and Rescue Safer Communities Division and CO Blunden

Tuesday 18 January 2022
Meeting with Ash Regan, Minister of Community Safety and CO Blunden

Wednesday 19 January 2022
Regular Chair/Board Support Team meeting

Thursday 20 January 2022
Audit and Risk Assurance Committee meeting
Integrated Governance Forum meeting

Tuesday 25 January 2022
Service Delivery Committee Annual Governance Review Workshop
Regular 1:1 meeting with Fiona Thorburn, Deputy Chair
Regular meeting with Fiona Thorburn, Deputy Chair and CO Blunden

Wednesday 26 January 2022
Catch up meeting with Martyn Evans, Scottish Ambulance Service
Regular Chair/Board Support Team meeting
Chairs Manifesto meeting with CO Blunden, DCO Haggart and Mark McAteer, Director of Strategic Planning, Performance and Communications

Thursday 27 January 2022
SFRS Board Strategy Day
Integrated Governance Forum Annual Governance Review Workshop

Monday 31 January 2022
SFRS Mid Year Performance Review meeting
Regular meeting with Wendy Wilkinson, Deputy Director Safer Communities, Tom Hardy, Head of Fire and Rescue Safer Communities Division and CO Blunden

Tuesday 1 February 2022
Informal Committee Chairs meeting
Board Appraisal/Re-Appointment meeting

Friday 11 February 2022
Service Delivery Committee – Performance Management Workshop

Tuesday 15 February 2022
National Joint Council/Fire Brigade Union meeting with CO Blunden and Liz Barnes, Director of People and Organisational Development

Wednesday 16 February 2022
Audit and Risk Assurance Committee Annual Governance Review Workshop

Thursday 17 February 2022
Regular Chair/Chief Officer meeting
Initial Shortlisting: Assistant Chief Officer

Friday 18 February 2022
SFRS Board Strategic Planning Workshop

Monday 21 February 2022
Joint Shortlisting: Assistant Chief Officer
Command and Control Mobilising System Sounding Board
West Asset Resource Centre: Breaking Ground event
Dying at Works Charter: Public Signing Event

Tuesday 22 February 2022
Employer Lead Member Pre-Meet
National Joint Council Lead Members meeting

Wednesday 23 February 2022
Service Delivery Committee meeting
Catch up call with Area Commander Hilary Sangster

Thursday 24 February 2022
SFRS Special Board meeting
SFRS Board Information/Development Day

Monday 28 February 2022
Board Member Appraisals (x3)
Meeting with DCO Ross Haggart and John Thomson, Director of Finance and Procurement

Tuesday 1 March 2022
Resource Spending Review meeting with Don McGillivray, Director of Safer Communities, DCO Ross Haggart and John Thomson, Director of Finance and Procurement
Joint Shortlisting: Assistant Chief Officer

Wednesday 2 March 2022
Regular Chair/Deputy Chief Officer meeting
Regular Chair/Board Support Team meeting
Regular meeting with Ash Regan, Minister of Community Safety and DCO Ross Haggart
Partnership Advisory Group meeting
Regular meeting with Wendy Wilkinson, Deputy Director Safer Communities, Tom Hardy, Head of Fire and Rescue Safer Communities Division and DCO Ross Haggart

Tuesday 3 March 2022
Remunerations, Appointments and Nominations Sub Committee meeting
Regular meeting with Don McGillivray, Interim Director of Safer Communities and DCO Haggart
Regular 1:1 meeting with Don McGillivray, Interim Director of Safer Communities

Friday 4 March 2022
NHS Education for Scotland, Cross Board Mentoring Scheme
Meeting with Donna Manson, Chief Executive and Cllr Margaret Davidson, Leader, The Highland Council with DCO Ross Haggart

Tuesday 8 March 2022
Board Members Only Session
SFRS Board Strategy Day (Additional)

Thursday 10 March 2022
Board Member Appraisals (x3)

Tuesday 15 March 2022
Board Member Appraisals (x2)

Wednesday 16 March 2022
Regular 1:1 meeting with Fiona Thorburn, Deputy Chair
Meeting with DCO Ross Haggart, Mark McAteer and Liz Barnes

Friday 18 March 2022
Integrated Governance Forum Pre-Agenda meeting
Board Member Appraisals (x2)

Tuesday 22 March 2022
SFRS Board Pre-Agenda meeting
Board Member Appraisals (x2)

Wednesday 23 March 2022
Regular meeting with Wendy Wilkinson, Deputy Director Safer Communities, Tom Hardy, Head of Fire and Rescue Safer Communities Division and DCO Ross Haggart

Friday 25 March 2022
Strategic Plan discussion with Mark McAteer, Director of Strategic Planning, Performance and Communications
Catch up meeting with DCO Ross Haggart

Monday 28 March 2022
Cheapside Street Memorial

Wednesday 30 March 2022
Regular 1:1 meeting with Fiona Thorburn, Deputy Chair
Audit and Risk Assurance Committee meeting
Integrated Governance Forum meeting

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

THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 31 MARCH 2022

Agenda
Item 9

CHIEF & DEPUTY CHIEF OFFICER'S UPDATE – January to March 2022

Monday 3 January – Wednesday 5 January 2022
Annual Leave

Thursday 6 January 2022
Regular meeting with HM Chief Inspector R Scott
Meeting to discuss Long Term Comms Strategy
Occupational Health Advisor Group Meeting

Friday 7 January 2022
Technical Reading
Meeting with National Joint Council Advisor G Gittins

Monday 10 January 2022
Capital Budget Meeting
Integrated Governance Forum Pre-Agenda Meeting
Meeting with Lead Occupational Health Advisor L Muir
Regular Director Meeting
Technical Reading

Tuesday 11 January 2022
National Fire Chiefs Council Steering Group Meeting
Command and Control Future Workshop

Wednesday 12 January 2022
Fire Brigade Union Reps introductory meeting
Finance-only Strategic Leadership Team meeting
Regular meeting with Commissioner of London Fire Brigade
Regular Director meetings x 2
Regular meeting with Chair

Thursday 13 January 2022
Special Board Meetings (Public, Private)
Gold Meeting
Reform Collaboration Group Meeting

Friday 14 January 2022
Monthly Continuing Professional Development
Visit to Cowcaddens Workshop

Monday 17 January 2022
Meeting re staff secondment to Scottish Government
Address to new trainees
Regular Meeting with Sponsor Unit
Regular Director 1:1
Meeting with Her Majesty's Fire Service Inspector

Tuesday 18 January 2022
Address to new trainees
Budget Meeting with Minister for Community Safety
Retiral Presentation
Comms video recording for Anthony Nolan Supporters Awards

Wednesday 19 January 2022
Regular meeting with B Baverstock
Regular meeting with Chair
Finance meeting

Thursday 20 January 2022
Regular weekly meeting with Staff Officer
Audit and Risk Assurance Committee Meeting
Retiral Presentation
Integrated Governance Forum Meeting

Friday 21 January 2022
Regular Director 1:1 meeting
Technical reading

Monday 24 January 2022
Water Safety Pre-Meet
Regular Director 1:1
Meeting with Chief Officer Hampshire Fire and Rescue Service

Tuesday 25 January 2022
Strategic Resilience Board meeting
Regular meeting with Sponsor Unit
Meeting with Mordern Solutions Ltd
Regular meeting with Chair & Vice Chair

Wednesday 26 January 2022
Scottish Government Capital and Spending Resource meeting
Strategic Leadership Team Formal Meeting
Chairs Manifesto meeting

Thursday 27 January 2022
Ministerial Stakeholder meeting re Water Safety
Board Strategy Day
Integrated Governance Forum Governance Workshop
Regular weekly meeting with staff officer

Friday 28 January 2022
Regular catch up with Sponsor Unit
Meeting with Health & Safety Executive C Downes
Technical Reading

Monday 31 January 2022
Meeting with Chief CEO of East Renfewshire
Mid Year Performance Review meeting
Regular Chief Chair meeting with Sponsor Unit

Tuesday 1 February 2022
Meeting with Director
Advisory Forum Meeting
Operations Control Systems meeting

Wednesday 2 February 2022
Technical Reading

Thursday 3 February 2022
Asset Management Directorate Review meeting
Meeting with Deputy Assistant Chief Officer to discussion forthcoming Assistant Chief Officer position
Visit to Burntisland Community Fire Station

Friday 4 February 2022
Director 1:1
Regular weekly catch up with Staff Officer
Technical reading

Monday 7 February 2022
Strategic Leadership Team Informal Meeting
Travel down to Windsor

Tuesday 8 – Wednesday 9 February 2022
Future Vision course in Windsor

Thursday 10 February 2022
Regular Director 1:1 meeting
Regular meeting with sponsor unit

Friday 11 – Monday 14 February 2022
Annual Leave

Tuesday 15 February 2022
National Joint Council Meeting - Edinburgh

Wednesday 16 February 2022
Audit and Risk Assurance Committee
Regular monthly meeting with Business Support team

Thursday 17 February 2022
Regular weekly meeting with Staff Officer
Meeting with Acting Director of Finance
Regular Director 1:1

Friday 18 February 2022
Regular Director 1:1
Technical Reading

Monday 21 February 2022
Command and Control Mobilising System Sounding Board
SOD Photo Call
Public Signing Ceremony for Dying to Work Charter
Systel Pre-Meet

Tuesday 22 – Wednesday 23 February 2022
National Fire Chiefs Council Meeting, London Fire Brigade HQ

Thursday 24 February 2022
Board Development Day

Friday 25 February 2022
CRP Meeting
Retirement Presentation
Strategic Planning Workshop

Monday 28 February 2022
Strategic Group Meeting
Regular meeting with Fire Brigade Union
Regular Director Meeting

Tuesday 1 March 2022
Resource spending review meeting
International Women's Day meeting

Wednesday 2 March 2022
Regular meeting with Chair
Regular Ministerial meeting
Regular meeting with Sponsor Unit

Thursday 3 March 2022
Finance Meeting
Remuneration, Appointments and Nominations Sub Committee
Regular Director meeting
Regular meeting with sponsor unit

Friday 4 March 2022
Meeting with Highland Council Chief Executives & Leaders
Regular meeting with Directors

Monday 7 March 2022
Annual Leave

Tuesday 8 March 2022
Regular National Fire Chiefs Council Chief Fire Officer call
Regular Director 1:1

Wednesday 9 March 2022
Strategic Leadership Team informal meeting
Scottish Fire and Rescue Service and Fire Brigade Union Meeting

Thursday 10 March 2022
National Fire Chiefs Council CRP Roundtable event

Friday 11 March 2022
Regular Director 1:1
Review of Exec Governance Meeting

Monday 14 March 2022
Regular Director 1:1
Scottish Fire and Rescue Service / Scottish Public Pensions Agency Engagement meeting

Tuesday 15 March 2022
Meeting with Strategic Counter Terrorist Board
Regular meeting with Strategic group

Wednesday 16 March 2022
Regular meeting with Chair

Thursday 17 March 2022
Scottish Fire and Rescue Service and Fire Brigade Union meeting
Staff appraisal meeting

Friday 18 March 2022
Regular Director 1:1 x 2
Meeting with Her Majesty's Inspector

Monday 21 March 2022
Fire Standards Board Chairs Visit to Scottish Fire and Rescue Service

Tuesday 22 March 2022
SFRS Board Agenda Pre-Meet
Strategic Leadership Team Formal Meeting

Wednesday 23 March 2022
Regular meeting with Sponsor Unit
National Fire Chiefs Council Trustees meeting

Thursday 24 March 2022
Regular meeting with Chair

Monday 28 March 2022
Cheapside Street Memorial
Long Service Presentation Ceremony, HQ

Tuesday 29 March 2022
Firefighters Pensions Meeting
Strategic Group Meeting
Market Allowance Panel Meeting

Wednesday 30 March 2022
Audit and Risk Assurance Committee
Integrated Governance Forum

Thursday 31 March 2022
SFRS Board Meeting
SFRS Board Strategy Day

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 3 FEBRUARY 2022 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Fiona Thorburn, Chair (FT)	Brian Baverstock, Deputy Chair (BB)
Stuart Ballingall (SJB)	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
Curtis Montgomery (CM)	Change Centre of Excellence Manager
David Lockhart (DL)	Head of Service Development
David Farries (DF)	Head of Operations (Item 8.1)
Paul McGovern (PMcG)	PTFA Programme Manager (Item 9.1 and 9.2)
Liz Barnes (LBa)	Director of People and Organisational Development (Item 10.3)
Scott Semple (SSe)	Head of People and Organisational Development (Item 10.3)
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Leanne Stewart	Portfolio Office
Siobhan Hynes	Portfolio Office
Lynn Gow	Project Manager Safe and Well Project

1   WELCOME

1.1   The Chair opened the meeting and welcomed those participating via MS Teams, in particular Curtis Montgomery, Change Centre of Excellence Manager following his recent appointment and Lynn Gow, Project Manager (Safe & Well).

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

John Dickie, Assistant Chief Officer, Director of Training, Safety and Assurance

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

3.1   The Committee agreed that 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).

4   DECLARATION OF INTERESTS

4.1   None

5   MINUTES OF PREVIOUS PUBLIC MEETING: 4 NOVEMBER 2021

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

5.1.1   **The minutes of the meetings held on 4 November 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.

7   SENIOR MANAGEMENT BOARD (SMB) ACTION LOG

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

7.2   RH informed the Committee that further work would be undertaken to broaden the scope of the Low Carbon Appliance project dossier and this would potentially be submitted through normal governance processes to the next Committee meeting (May 2022).

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 (SDMP) (3 projects) – Red for Skills and Resources.
- Emergency Services Mobile Network Programme (ESMNP) - Amber for Costs and Time.
- Retained/Volunteer Duty System (RVDS) – Three dossiers and framework document being presented under item 8.1.
- People, Training, Finance and Assets Systems Programme (PTFAS) – Updates on the 2 projects (Rostering Item 8.1 and People, Payroll & Finance Item 8.2) later in the agenda.
- Safe and Well (S&W) project: Overall Green for project health, however there were some delays in milestones. Assurances had been received that this will not impact on the overall delivery timeline at this stage.
- Command and Control Futures (CCF): Amber for Time, Cost, Quality and Skills & Resources. Update to be provided later in the agenda (Item 15).
- Refurbishment of McDonald Road: Amber for Costs, Quality, Skills & Resources.

8.1.2   AM highlighted the Capacity to Deliver section within the covering report had been updated in line with the action raised at the previous meeting.

8.1.3   The Committee noted the dashboard was helpful. However, the Committee requested that financial information/scale be provided against each project to assist in providing an overall sense of perspective on the size of the project.

ACTION: PO

8.1.4   AM reminded the Committee that work had commenced to develop a financial tool across the whole portfolio to identify a total cost associated for individual projects. However, due to capacity and other priority work commitments, this work has currently stalled but would resume in due course.

8.1.5   In regard to the SDMP recruitment, it was noted that this was impacted by both inhouse processes/capacity and the current external market place. DL updated the Committee on the ongoing recruitment of the Public Involvement and Engagement Team and the recent appointment of the Team Manager, the revision of the Senior GIS Analyst job description and subsequent re-advertisement and the potential opportunities to recruit post graduates were being explored.

8.1.6   With regard to the dashboard, the Committee noted that further clarity was required to help understand whether implementation dates had been revised and the reasons why, any interdependeny implications and how rigorous the RAG status was being applied/monitored. AM provided assurance that the Portfolio Office (PO) were currently considering how the dashboard could be revised to provide further clarity on revised dates, milestones, etc. AM noted the work being undertaken to introduce dependency management. AM further noted that the standardisation of RAG status and how this was being used was also being considered.

8.1.7   With regard to baseline dates, AM informed the Committee that further work was required to enhance the understanding of re-baselining projects and identifying baselines at the outset.

8.1.8   RH provided assurance to the Committee that the Senior Management Board (SMB) applied rigour to the RAG status on all projects. Due to the sequence of meetings, there may be some discrepancies in the information being provided.

8.1.9   People Training Finance and Assets Systems Programme (PTFAS) Rostering Brief
PMcG presented the Project Brief to the Committee and highlighted the following key points:
- Second project within the PTFAS programme, with similar themes to People, Payroll and Finance (PPF) project.
- Several legacy rostering systems were still being used for Retained Duty System (RDS) personnel.
- Rostering project would have a direct impact on mobilising.
- Examples of ongoing issues were:
  - Management of Time off in Lieu (TOIL): No standardised recording system and lack of visibility on financial implications.
  - Limited access to KRONOS therefore the Central Staffing Team were handling a high number of (leave/rostering) enquiries from staff.
  - Challenges with the lack of integration which impacts on recording skills competency ie no automation of input. This could impact on rostering and mobilisation.

8.1.10   The Committee commented on the potential negative connotations of the word *compromise* when comparing off the shelf and bespoke solutions. PMcG noted the comment and would take this into consideration.

8.1.11   The Committee noted the benefits of hearing the example of current working practices/processes to truly understand the situation. It was noted that awareness of the

benefits in the formative stages of the project would be helpful albeit may be difficult to quantify. It was noted that in order to make sensible business decisions and prioritise resources, it was critical that the Service were aware of what required to be fixed, any cost implications and anticipated benefits.

8.1.12　　AM informed the Committee that the format of providing update reports on major projects was being reviewed along with the benefits of using business architecture to give an illustrative view of change.

8.1.13　　With regards to the extension of legacy contracts, PMcG noted that contracts would have to be extended beyond December 2022 however, until the procurement process had been completed a definitive timescale was unknown.

8.1.14　　Retained/Volunteer Duty Strategy – Improvement Framework Document
DF presented the Improvement Framework Document to the Committee and highlighted the following key points:
- Framework document clearly articulates the nature of the programme, approach and aims throughout the lifetime of the programme.
- Five overarching objectives and 3 individual projects.
- Programme Overview which outlines the outcome aims for each individual strand.
- Resources and management of same for the programme of work. Individual project leads identified, who would use their current teams/resources as a bolt on to BaU and would be supported by the RVDS Support Team.
- Governance: National Retained and Volunteer Leadership Forum (NRVLF) which the Retained Firefighters Union (RFU) attends, through the RVDS Improvement Programme Board, SMB, Strategic Leadership Team (SLT) and Committee.

8.1.15　　DF confirmed that the Fire Brigades Union (FBU) had been invited to attend however, they declined the invitation.

8.1.16　　The Committee queried how the bolt on activities and associated project costs would be captured. AM advised the Committee that there were plans to track the resources within projects going forward however this was an area of work that was still in development.

8.1.17　　The Committee noted the challenges surrounding recruitment, retention, community based demand/risk and queried whether there was sufficient data available to progress.
DF commented on the amount of data available, the challenges to align the relevant data with the local challenges, ie recruitment, training, etc. DF commented on the interdependencies within the 3 projects presented today and how this would help to understand risks within the local area and match resources accordingly.

8.1.18　　**The Committee scrutinised and noted the Improvement Framework Document.**

8.1.19　　Retained/Volunteer Duty Strategy – Duty System Relationship Dossier
Retained/Volunteer Duty Strategy – Attract and Recruit Improvement Dossier
Retained/Volunteer Duty Strategy – Variable Contracts and Station Establishment Dossier

8.1.20　　DF presented the 3 Project Dossiers to the Committee and highlighted the following key points:
- Duty System Relationship - Links directly to CCF, PTFAS and SDMP. Objectives, milestones and benefits were detailed in Sections 2, 8 and 17 respectively. RVDS Retention (8%) is baselined on the average rate of leavers.
- Attract and Recruit Improvement Dossier - Innovation being used within the community to attract and prepare candidates for recruitment. Process mapping exercise undertaken to understand the processes applied across the Service.
- Variable Contract and Station Establishments - Variable contract options, dependent upon outcomes of harmonisation of RVDS Terms and Conditions. Potential to attract a more diverse and inclusive workforce with local communities.

8.1.21   The Committee thanked DF for the quality of the framework document and report, however, noted the possibility of the project being over governed. As Senior Responsible Officer, DF noted that the requisite level of decision making would be applied to the relevant group and not necessarily progressed through to the top of the governance route.

8.1.22   **The Committee scrutinised and noted the Dossier.**

(D Farries left the meeting at 1105 hrs)

8.2   **People, Training, Finance and Assets Systems Programme Update**
8.2.1   PMcG presented an update to the Committee on the PTFAS programme, highlighting the following key points:
- Engagement sessions held with Service Delivery and 5 key themes have been identified. These include simpler processes, easy to use systems, integrated systems, ability to use personal devices and visibility of personal data ie TOIL.
- Ongoing development of the Business Case for the PPF project including identifying deliverable benefits.
- Ongoing development of the Statement of Requirements for the PPF project to ensure that it aligns with relevant UK standards and principals.
- Project Executive and Manager has been appointed for the Rostering project and the project brief has been developed. Engaging with other UK FRS to scope out their approach/processes prior to commencing the procurement process.
- Working closely with Finance colleagues to understand the associated budget costs for the PTFAS programme and any potential savings.

8.2.2   With regard to the PPF project, PMcG confirmed that he was engaging with other non-FRS organisations to review their systems/processes and that consideration would be given to engage both FRS and non FRS in regard to the rostering project.

8.2.3   PMcG outlined the next stages and timescales for the completion of the business case. A Scottish Government Digital Assurance Office Business Justification gateway review was scheduled to take place on 28 February 2022.

8.2.4   PMcG advised the Committee of the rigorous nature of the business case gateway review process and noted that the statement of requirement would undergo a similar process pre-procurement. PMcG noted that the 4 stages of the gateway review (initial business justification, pre-procurement, delivery and go-live) and confirmed that a Red Stop Assessment could be given at any stage. An independent health check was carried out on the business case prior to the gateway review and a similar check could be undertaken for the statement of requirement, if deemed necessary.

8.2.5   The Committee requested clarification on the governance route for the business case and when this will be brought back to the Committee.

ACTION: PO

8.2.6   The Committee commented on the potential need to adapt current practices for any new systems being introduced and queried the level of support and understanding for any future changes. PMcG noted that part of the procurement process was business readiness and engagement. AM reminded the Committee that at the Executive/SLT level, the general principal was for an off the shelf/commercially available product and this was fully supported. Any issues raised during the implementation phase would be managed through the management of change process.

8.2.7   RH reminded the Committee that the responsible Executive Board (SMB) consisted of all Directorates and Heads of Functions therefore there was sufficient opportunities for senior

leaders to be involved at all stages. RH commented on previous experiences with bespoke systems which the Service were keen to avoid in the future.

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

(P McGovern left the meeting at 1130 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 PO in developing new and existing capacity specific to Portfolio, Project and Programme management. The following key points were highlighted:
- Strategy Awareness Sessions have been concluded and were well received.
- Portfolio Office Function Strategy document has been drafted and would be submitted to the SMB for approval. Following corporate branding, the strategy would be shared with the Committee for review/input. **(ACTION: AM)**
- Business Change Lifecycle Design Phase 1 internal workshops held and subsequent sub-processes workshops would now be held. Spotlight session to be scheduled with the Committee.
- Portfolio Office Function Recruitment update including the recent appointment of Curtis Montgomery. Benefits Management and Master Planning roles were being progressed and currently being evaluated.
- Portfolio Level Financial Reporting: Work was progressing.
- Portfolio Strategic Roadmap Development: First draft of Functional Roadmap for the PO had been developed along with a Strategic Timeline Roadmap for the Change Portfolio.
- Internal Audit (Azets) have commenced their audit on the PO function. Due to preparatory work undertaken in advance to identify known gaps within the function, Azets have agreed to take an advisory approach to their findings and recommendations.

9.1.2 AM to discuss potential spotlight sessions with FT regarding Business Change Lifecycle Design update.

ACTION: AM

9.1.3 With regard to the Internal Audit report, it was acknowledged that the report should be submitted to both the Audit and Risk Assurance Committee and Change Committee. Timelines for the Internal Audit report to be reviewed to identify and ensure that it is submitted to both Committees.

ACTION: PO

9.1.4 AM advised the Committee that PTFAS were working with Moore Insights to develop the business case to ensure alignment with the guidance for the 5-case model from the HM Treasury. In terms of progress and next steps, AM noted that Committee workshops and spotlight sessions would be scheduled to engage, update and review assurance levels. Work has commenced on a draft benefits framework which aligns with the Business Change Lifecycle.

9.1.5 The Committee noted the previous benefits tracking process and queried whether/how these historical projects would continue be monitored.

9.1.6 AM noted that the previous method for identifying and monitoring benefits was not supported by any tangible framework or robust process. AM confirmed the intention was for the benefits framework, once finalised, to be used for all future projects. This would ensure good practice and a standardised approach being adopted.

9.1.7 AM reiterated the issues with the previous method of benefits management, ie no standardised or clear understanding for identifying benefits. The Committee noted this

position, however, clarification was requested on where historical projects/benefits would continue to be monitored. PSt noted the Committee's scrutiny in this area, reiterated the future direction to improve benefits management and the limited resources available to develop the new approach and monitor historical/inflight projects.

9.1.8 PO to look at how to manage the gap around benefits realisation for projects currently in progress.

ACTION: PO

9.1.9 **The Committee noted the report.**

9.2 **Protection of Vulnerable Groups Scheme, End of Project Spotlight Review**

9.2.1 AM presented an end of project spotlight report to the Committee which outlined the learning and lessons learnt from the Protection of Vulnerable Groups Scheme (PVG). The following key points were highlighted:

- Over 6,000 positions were required to join the PVG Scheme, overall completion rate was 99%.
- Primarily identified as Business as Usual, however, the decision was made to adopt the framework and procedures from the PO to apply to help manage and standardise process.
- The project was subject to 3 change requests during its lifetime and was delivered within budget.
- Value of post implementation reviews for all projects to ensure that the PO identify opportunities for learning and embedding lessons for future projects and where appropriate, light touch review to be undertaken.
- Lessons identified during the project, the multiple changes of project manager (4) and the potential risk to the successful delivery of the project. This has been raised at the People Board to consider transition planning.
- Change control effectively and consistently applied.
- Opportunity for PO to consider more trend based reporting to mitigate for prolonged periods of the project being in a potential risk state.
- Opportunity to introduce a measurable approach to benefits.

9.2.2 **The Committee welcomed this approach and 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 and noted that the areas of change were highlighted within the covering report.

10.1.2 GB reminded the Committee of the intention to adopt the revised format, similar to the aligned directorate risk report, for future meetings.

10.1.3 **The Committee noted the report.**

10.2 **Committee Aligned Directorate Risks**

10.2.1 PS presented the Aligned Directorate Risks report to the Committee.

10.2.2 With regard to SDMP3/004 (Communication and Engagement), the Committee noted both the current risk rating (25) and target risk rating (4) and asked for an estimated timescale for this to be realigned. PS advised that the Public Consultation Team had been identified and it is anticipated that the Team will be in place by March 2022.

10.2.3 Brief discussion took place on the Committee's role to scrutinise strategic/directorate risks as well as the separate project risks and the ability to deep dive/spotlight the effectiveness of risk management process to seek assurance.

10.2.4 **The Committee noted the report.**

(L Barnes and S Semple joined at 1205 hrs)

10.3 **Risk Spotlight: POD 010 (Project Support)**
10.3.1 LBa provided a verbal update to the Committee and noted the following key points:
- Imminent proposals to reduce the overall risk rating from 16 to 12.
- Secured additional resources within POD.
- Continue to focus on the Annual Operating Plan to ensure quality of delivery and avoid over commitment of resources.
- PTFAS programme was a significant and critical project for the directorate.
- Early engagement was critical to support other change programmes.
- Overall number of vacancies (10) within the directorate. Ongoing challenges with external recruitment market and the need to identify early intervention required, ie market allowance.

10.3.2 **The Committee noted the report.**

(L Barnes and S Semple left at 1210 hrs)

11   COMMITTEE ROLLING FORWARD PLAN
11.1 **Committee Forward Plan**
11.1.1 No items were identified.

11.2 **Items for consideration at Future IGF, Board and Strategy Day Meetings**
11.2.1 The Committee were reminded that a Budget Strategy/Development session was scheduled to be brought to the Board on 24 February 2022 and then formally to the Board meeting on 31 March 2022.

11.2.2 The following items were noted:
- PO Risk Register and the value of linking to Committee Aligned Directorate Risks. FT/NB to discuss further and confirm.

ACTION: FT/NB

12   REVIEW OF ACTIONS
12.1 HG confirmed that seven formal actions were recorded during the meeting.

13   DATE OF NEXT MEETING
13.1 The next meeting is scheduled to take place on Thursday 12 May 2022 at 1000hrs.

13.2. There being no further matters to discuss, the public meeting closed at 1232 hrs.

PRIVATE SESSION

14   MINUTES OF PREVIOUS PRIVATE MEETING: 4 NOVEMBER 2021
14.1 The minutes of the meeting held on 4 November 2021 were approved as a true record of the meeting.

15   COMMAND AND CONTROL FUTURES (CCF) PROJECT
15.1 **Command and Control Futures Project Update**
GMacK presented the Periodic Update Report to the Committee providing an overview of the project timeline, progress against critical pathways and relevant events and issues.

15.2 **The Committee noted and thanked GMacK for the update.**

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE

THURSDAY 20 JANUARY 2022 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Brian Baverstock, Chair (BB)	Lesley Bloomer, Deputy Chair (LBl)
Paul Stollard (PS)	Mhairi Wylie (MW)

IN ATTENDANCE:

Martin Blunden (MB)	Chief Officer
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
John Thomson (JTh)	Acting Director of Finance and Procurement
David Johnston (DJ)	Risk and Audit Manager
Matthew Swann (MS)	Internal Audit (Azets)
Caroline Jamieson (CJ)	External Audit (Deloitte)
Robert Scott (RS)	HMFSI
Kirsty Darwent (KD)	Chair of SFRS Board
Ally Cameron (AC)	Group Commander Board Support
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS:

Des Donnelly, Group Commander Business Support
Lynne McGeough, Acting Head of Finance and Procurement
Karen Horrocks, Assistant Verification and Risk Officer
Pamela Nicol, Corporate Admin
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   Tim Wright, Board Member
        Gary Devlin, Internal Audit (Azets)
        Gillian Callaghan, Internal Audit (Azets)
        Pat Kenny, External Audit (Deloitte)

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

3.1   The Committee discussed and agreed that Item 18 (Cyber Security Penetration Testing Update) and Item 19 (Organisational Security Update), would be heard in private session due to matters considered of a confidential nature in line with Standing Orders (Item 9G).

3.2   No further items were identified.

4   DECLARATION OF INTERESTS

4.1   None.

5   MINUTES OF PREVIOUS PUBLIC MEETING:

5.1   **Thursday 14 October 2021**

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

5.2   **Matters Arising**

5.2.1   There were no matters arising.

5.3   **The minutes of the meeting held on 14 October 2021 were approved as a true record of the meeting.**

6   ACTION LOG

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

        Item 7.1.6 Final Audit Report on Remote Working (14/10/21): Subject to further consideration following discussions later in the meeting. Content to close

        Item 7.2.3 Progress Update – Internal Audit Recommendations (14/10/21): Subject to further discussion later in the meeting. Content to close.

        Item 7.2.4 Progress Update – Internal Audit Recommendations (14/10/21): Subject to further discussion later in the meeting. Content to close.

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   MS 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:

- For clarification purposes, the number of days allocated for each audit within the 2021/22 Audit Plan Progress Report refer to the original agreed days. Going forward any changes to the original agreed timescale would be highlighted within the report.
- Further updates since the circulation of the report: ICT/Data Security Follow Up had entered the review process and Environmental Sustainability had entered the fieldwork stage.
- In consultation with management, the Workforce Planning audit has been deferred and would be considered for 2022/23. Time allocated for this audit would now be utilised for an investigation relating to misappropriation of Trauma Bags (further details to be provided in the private session).
- Assurance given that the deferment of the Workforce Planning audit would not impact on the ability to issue an annual opinion at the end of the year.

7.1.2   The Committee sought assurance that the Service would be in a position for the Workforce Planning (RDS Firefighters) audit to be undertaken next year and the proposed timescale. JT informed the Committee that this audit was deferred to allow ongoing work to be finalised and embedded within the Service. The Committee noted that it would be helpful to be kept informed of timescales of audits being deferred. It was noted that the draft audit plan 2022/23, which is due to be presented at the next meeting, would confirm the revised date.

ACTION: Azets

7.1.3   <u>Final Report – SFRS Fire Safety Enforcement</u>
7.1.4   MS advised the Committee of the outcome of the audit, noting the following key issues:

- Overall conclusion noted elements of good practice and areas of improvement.
- Use of hybrid programme during the year, which offered greater flexibility and no notable difference from onsite reviews.
- Areas of improvement included centralised training records, clarity and accessibility of fire safety hazards particularly relating to the general public and timely review/update of procedures.

7.1.5   MB welcomed the report and commented on the potential missed opportunity for the audit to review and identify whether the Service were correctly and effectively applying their legislative power. MS accepted the comment and noted the difficulty in judging the Service's use of legislative power to its full extent, however, it may be possible to provide reasonable judgement on appropriate usage. MS advised that could be considered going forward for future audits.

7.1.6   With regard to Control Objective 3 reporting on fire safety hazards, the Committee queried whether the grading of recommendation was appropriate and noted the management response to review the public facing website. MS advised the Committee that the recommendation grading was appropriate and the issues did not meet the criteria for a higher rating. The Committee were reminded of the previous HMFSI Thematic Review on Fire Safety Enforcement and noted the similarity in the findings. RS advised the Committee that the work of internal audit in this area would be useful when undertaking the new service delivery area inspections. Further discussions to be held between HMFSI, Azets and management regarding future investigations, both broader scope and adding value, and a brief verbal update to be provided at the next meeting.

ACTION: HMFSI/Azets/JT

7.1.7   The Committee noted the recommendations and the management actions being taken. In particular, the Committee commented on how the Service would ensure the consistent application of procedures to address fire safety hazards being reported. A fuller update on recommendations/actions to be given at the next meeting.

ACTION: Azets

7.1.8   The Committee noted that benchmarking against other fire and rescue services would have been useful and could have been identified during the approval of the terms of reference for this audit.   The Committee's workshop (16 February 2022) would be used as an opportunity for further discussion on the Committee's role in relation to agreeing terms of reference for individual internal audit reviews.

7.1.9   With regards to the Fire Safety Enforcement Officer's training records, MS stated that the records accessed confirmed the appropriate training had been undertaken. MS reminded the Committee that the style of audit reporting was by exception only.

7.1.10   **The Committee scrutinised the progress report and the final report on the Fire Safety Enforcement.**

7.1.11   Final Report – SFRS Learning and Development
7.1.12   MS advised the Committee of the outcome of the audit, noting the following key issues:
- Overall good performance in this area, particularly leadership programme and financial planning.
- Areas of improvement include processes for collating feedback and evaluation of the programme and how this feedback is being used to improve the programme.

7.1.13   MS confirmed that the audit considered how the training improved job performance as part of the progress report and noted that no issues were identified.

7.1.14   With regard to the overall effectiveness of leadership improvement programme, MB confirmed that the benefits were being seen. MB commented on the possible additional benefits had the audit looked at how the leadership training programme impacted on the organisation, its operation and contributions to the strategic objectives.

The Committee the final report on Learning and Development.

7.1.15

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:
- High number of outstanding actions, however progress was being made to reduce these.
- Meeting held on 12 January 2022 to discuss approach to address long term outstanding actions for 3 audits: Performance Management Arrangements, Fraud Risk Management Arrangements, Water Planning Arrangements.
- Agreed in principle to jointly consider reviews to ensure ongoing relevance and additional changes regarding implementation.
- Encouraging progress being made, increased oversight by Strategic Leadership Team (SLT) and continue collaborative engagement with management.

7.2.2   JT updated the Committee on the recent review of the process to address any actions and the increased rigour applied by the executive Good Governance Board. JT acknowledged the importance of addressing any internal control matters highlighted within audits with an interim measure, rather than waiting on the final solution/new system being available.

7.2.3   The Committee noted that further assurance was required regarding timescales as there was still uncertainty whether this continued to be a significant issue or an impact of Covid and that no large-scale issue was going unnoticed by management. The Committee reiterated the importance of setting realistic timescales.

7.2.4   With regard to the RAG status, the Committee commented on the lack of clarity due to how the information was being presented, particularly as the RAG status is automatically adjusted to Amber after 3 revision dates. The Committee welcomed the revised dates being highlighted in red.

7.2.5   MS noted the comments made and that further consideration would be given to the RAG status and to ensure that the key message is communicated.

7.2.6   JT noted that through active discussions with Azets, management were aware and intervening, where appropriate, in order to improve the process to address actions. The Committee further commented on the realistic assessment of original/revised timescales and whether there was a competency/experience issue in understanding and managing workloads within the Service.

7.2.7 The Committee requested that consideration be given to include narrative within the covering report around management's considerations of the key recommendations outstanding including any interim measures being taken to address control weaknesses and route to resolution.

ACTION: Azets/JT

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

8   INDEPENDENT AUDIT/INSPECTION ACTION PLAN UPDATE

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

- Audit and Inspection overview dashboard
- Audit Scotland Report (May 2018) Action Plan: One outstanding action (Retained Duty System Terms and Conditions). After the circulation of this report, a meeting has been scheduled with the Fire Brigades Union to progress this matter.

8.2 RS requested that Appendix B be amended to remove "HMFSI" from the heading.

ACTION: MMcA

8.3 **The Committee scrutinised the report.**

9   EXTERNAL AUDIT

9.1 **Annual Report to Members and Auditor General for Scotland**

9.1.1 CJ presented the final report on the external Audit of the 2020/21 financial statements to the Committee for information. CJ noted that the issues preventing the earlier finalisation of the report, which had previously been highlighted to the Committee, were now resolved.

9.1.2 CJ confirmed the Unmodified Audit opinion, as previously issued on 15 December 2021, the four uncorrected errors within the financial statements relating to pensions, uniforms and Local Authority pension funds are unchanged and there were no disclosure misstatements identified within the final financial statements.

9.1.3 CJ further confirmed that there were no outstanding matters and any recommendations raised would be addressed as part of the planning process for next year's audit.

9.1.4 **The Committee noted the report.**

9.2 **Deloitte - Audit Dimensions and Best Value for the Year Ended 31 March 2021**

9.2.1 JT presented the report to the Committee outlining the progress on the Deloitte Audit Dimensions and Best Value Report. The following key points were highlighted:

- Total of 28 recommendations were made and, with one exception (rec 1.7), were accepted and management actions were agreed.
- Deloitte would review progress against these actions on an interim basis.
- Quarterly update reports would be presented to the Committee in the format of the detailed progress report and summary dashboard.
- One recommendation had been completed.
- Revised timescales had been identified for three recommendations.

9.2.2 With reference to Recommendation 1.3 (Financial Reporting), the Committee noted the revised date and suggested that consideration be given to identifying milestones to allow progress to be assessed. JT to consider identifying appropriate milestones.

9.2.3   With reference to Recommendation 1.4 (Savings Plans), the Committee noted the revised date and asked whether work was to be done in relation to the 2022/23 budget. JT reminded the Committee that the Budget Strategy 2022/23 would be presented at a future Board Strategy Day (24 February 2022) and this would include an indicative medium term financial model for future years and this would be further developed as part of the Scottish Government Resource Spending Review (May 2022).

9.2.4   With reference to Recommendation 2.1 (Capital Planning and Asset Management), the Committee requested clarification on the development of the interim strategy and the dependence on the Service Delivery Model Programme (SDMP) project. JT informed the Committee that detailed asset strategies were being developed and these would sit behind the overall management strategy. Although not dependent on the SDMP project, the strategies need to be developed in conjunction with this. Within future reports, the Committee requested that consideration be given to the narrative to provide assurance on work being progressed, ie interim strategy position.

9.2.5   The Committee requested that the quarterly report on this action plan include an update to the *Progress to Update* narrative in order to assess progress being made.

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

10   INTERNAL CONTROLS UPDATE
10.1   a) Overview of Strategic Risk Register and Aligned Directorate Risk
10.1.1   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. The following key points were highlighted:
- Strategic risk reviewed quarterly by the SLT and subsequently reassessed, if applicable.
- Assurance of continual review process of risk noting that this is undertaken by Heads of Functions and also Directorate Management Team level to support the process.
- To ensure consistency in risk reporting, discussion has been undertaken to re-align Portfolio Office risks into the new format.

10.1.2   In regard to Strategic Risk 7 (Financial Sustainability), JT confirmed that the increased risk rating related to the current budget proposals for capital and the overall investment profile.

10.1.3   The Committee were reminded that a Risk Appetite session was scheduled for the next Strategy/Information and Development Day (24 February 2022).

10.1.4   The Committee commented on the ability to fully understand and scrutinise the status (RAG and percentage complete) information being presented within the succinct version of the register. DJ noted the comments and would consider how to further develop the register in order to provide clearer information to the Committee. It was noted that the Strategy/Information and Development Day Risk Appetite session would provide an opportunity to discuss the presentational aspects. The Committee clarified that there was no request to change the format, it was more on how the Committee used the format and the need for a greater awareness of its use.

10.1.5   BB to raise and discuss at the Integrated Governance Forum later today (20 January 2022).

10.1.6   **The Committee scrutinised and supported the continued development of the report.**

10.2   b) Anti-fraud/Whistleblowing Update
10.2.1   JT advised the Committee that two separate potential fraudulent activities had been identified since the last Committee meeting and further investigations would be undertaken by Azets. Further details would be provided in the private session.

10.2.2   Regarding whistleblowing, JT advised the Committee that two complaints had been received, investigated and actions undertaken to resolve. JT noted that a further complaint had been received on 18 January 2022 and this would also be investigated.

10.2.3   It was noted that the Whistleblowing Policy was scheduled to be presented at the next meeting (30 March 2022). There was some dubiety whether this was accurate as the Whistleblowing Policy was an HR policy and would be presented to the People Committee. Clarification to be provided on the Committee's role in relation to the whistleblowing policy and when this would be submitted.

ACTION: Board Support

10.2.4   **The Committee noted the verbal report.**

11   **QUARTERLY UPDATE REPORT ON HMFSI BUSINESS**
11.1   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 Argyle & Bute was published on 24 December 2021. Six recommendations, one of which was national context, were made. Local recommendations would be progressed locally by the Local Senior Officer and the national recommendation would be considered by SLT/SMB and scrutinised by the Audit & Risk or Service Delivery Committee.
- LAI for Angus had commenced but due to the increased restrictions was experiencing delays, however, it was anticipated that this would still be concluded by the end of the financial year.
- Going forward the current LAIs would be replaced with the new Service Delivery Area Inspections. The new process was currently under development and would go live from April 2022.
- Thematic Inspection on the Service's plans and preparedness for the UN Climate Change Conference of Parties had been published.
- Thematic Inspection on Firefighting in High Rise Buildings was nearing completion however some delays due to Covid restrictions had been experienced. The Committee were reminded that the inspection would focus on the Service's response to high rise buildings and associated risks in Scotland. However, it was considered prudent to observe and examine processes across the UK with the knowledge that the built environment within Scotland differed from the wider UK.
- Thematic Inspection on Health and Safety – An Operational Focus was nearing completion with informal discussions being held with key stakeholders prior to formal consultation and the report being laid before parliament. The report contains recommendations, areas for consideration and areas of good practice.
- Reiteration of the independent nature of HMFSI Inspection regime. Notwithstanding the willingness to avoid any unnecessary duplication of effort with Internal Audit.
- Restructure of HMFSI team to align with specific remits/references and Assistant Chief Inspector Graham Fraser to attend future meetings.

11.2   The Committee noted and supported the Chief Inspector's independence inspection regime and Assistant Chief Inspector Fraser's future attendance.

11.3   With regard to High Rise Buildings thematic report, RS confirmed that the nature and context of the building stock in Scotland would be included within the report. Similarly, the report would also capture limitations on firefighting abilities, evacuation processes, use of breathing apparatus and risks associated with this.

11.4   With regard to potential international benchmarking opportunities, RS noted that due to different regulations it was not possible to benchmark however, it was appropriate and important to compare with other UK fire and rescue services.

11.5   The Committee were reminded that, upon receipt of the High Rise Buildings thematic report, the SLT would review the recommendations and recommend which Committee would undertake scrutiny of the action plan.

11.6   **The Committee noted the report.**

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 3 2021/22.

12.2   DJ reminded the Committee that work continues to raise awareness of the policy and individual's responsibilities throughout the Service. Discussions were ongoing at station level to encourage awareness and to gain a fuller understanding of their experiences, ie low monetary value items. A dedicated Learning Content Management System (LCMS) awareness package was currenting under development and would be finalised by the end of March 2022. Benchmarking against other UK fire and rescue services policies and reporting methods had been undertaken.

12.3   The Committee noted their concerns on the low number of declarations being made and the overall effectiveness of the Declaration of Interests element within the policy. However, the Committee did recognise that the revisions to the policy were new and were still being embedded into the Service.

12.4   DJ confirmed that the LCMS package would be finalised by the end of March 2022. Discussions were ongoing regarding fraud and GHI packages becoming part of the mandatory core competency. It was acknowledged that the LCMS package in isolation was not enough and further work/discussions were required to ensure awareness and the importance of reporting were fully understood.

12.5   **The Committee noted the report.**

13   REVIEW OF ACTIONS
13.1   HG confirmed that six formal actions were recorded during the meeting.

14   FORWARD PLANNING
14.1   **a) Committee Forward Plan Review**
14.1.1   The Committee considered and noted the Forward Plan.

14.1.2   The following items were noted:
   - Final Report - Workforce Planning would be deferred to the July 2022 meeting
   - Fraud Investigation report to be added to the March 2022 meeting
   - Whistleblowing Policy to be confirmed

14.2   **b) Items for Consideration at Future IGF, Board and Strategy Days Meetings**
14.2.1   The following items were noted for discussion at the next IGF:
   - Risk Appetite/Register

15   DATE OF NEXT MEETING
15.1   The next meeting is scheduled to take place on Wednesday 30 March 2022 at 1000 hrs.

15.2   There being no further matters to discuss the public meeting closed at 1225 hrs.

PRIVATE SESSION

16   MINUTES OF PREVIOUS PRIVATE MEETING:
16.1   **Thursday 14 October 2021**
16.2   The minutes of the private meeting held on 14 October 2021 were approved as a true record of the meeting.

17   PRIVATE ACTION LOG
17.1   The Committee noted the updated Action Log and approved the removal of completed actions.

18   CYBER SECURITY PENETRATION TESTING UPDATE
18.1   PSt presented the report to the Committee to advise the outcome and results from the annual Cyber penetration testing (PEN Test) activity for 2021/22 which took place between the 6-16 July 2021 and the remediation action plan.

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

19   ORGANISATIONAL SECURITY UPDATE
19.1   MMcA presented the report to the Committee to provide an update on progress to improve the Service's approach and co-ordination of Organisational Security and referenced the update provided at a previous Strategy/Information and Development Day (July 2021).

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

PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 2 DECEMBER 2021 @ 1300 HOURS

BY CONFERENCE FACILITIES

PRESENT:

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

IN ATTENDANCE:

Liz Barnes (LB)	Director of People and Organisational Development
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Stuart Stevens (SSt)	Assistant Chief Officer, Director of Service Delivery
Bruce Farquharson (BF)	Head of Training
Lyndsey Gaja (LG)	Head of People and Organisational Development (POD)
Jim Holden (JH)	Deputy Head of Safety and Assurance
Kenneth Barbour (KB)	Area Commander, Training Delivery
Geri Thomson (GT)	Deputy Head of People and Organisational Development
Kirsty Darwent (KD)	Chair of SFRS Board
Karen Lewis (KL)	Human Resources and Organisational Development Manager (For item 9 only)
Mary Corry (MC)	People and Organisational Development Business Manager (For item 12 only)
Alasdair Cameron (AC)	Group Commander, Board Support
Marion Lang (ML)	Corporate Business and Admin Manager
Heather Greig (HG)	Board Support Executive Officer
Karen McGrenaghan (KMc)	Corporate Admin / Minutes

OBSERVERS:

Pamela Nicol	Corporate Admin Support

1   WELCOME

1.1   The Committee Chair opened the meeting and welcomed those present. She welcomed Lyndsey Gaja and Bruce Farquharson as new attendees at this Committee.

1.2   The Committee were reminded to keep their microphones on mute unless speaking and raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.

2   APOLOGIES

2.1   Scott Semple, Head of People and Organisational Development
       Julie Harkins, Acting Head of Safety and Assurance

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

3.1   The Committee discussed and agreed that the Key Case Summary Report would be heard in private session due to the small number of individuals involved and confidentiality in line with Standing Orders (Item 9F). The draft minutes/verbal update of the Remuneration, Appointments and Nominations Sub Committee and the verbal update on the Employee Partnership Forum and Partnership Advisory Group would also be taken in private due to the confidential nature of business taken to this meeting. The Employee Voice report would also be taken in private as this is subject to restrictions relating to confidentiality; in line with Standing Orders (Item E).

3.2   No further items were identified.

4   DECLARATION OF INTERESTS

4.1   None.

5   MINUTES OF PREVIOUS MEETING: 9 SEPTEMBER 2021

5.1   The minutes of the meeting held on 9 September 2021 were approved as a true record of the meeting.

5.2   Matters Arising

5.2.1   None

6   ACTION LOG

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

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

7   PERFORMANCE AND RISK REPORT QUARTER 2 2021/22
7.1   People and Organisational Development (POD)

7.1.1   LG presented the Committee with the POD Progress and Performance Report Quarter 2 2021/22. The following key areas were highlighted:
- The content of the report is being reviewed with the Business Intelligence (BI) team to improve the presentation of the report.
- Section 1:
  - Work continues to seek conclusion to the harmonisation of Retained Duty System (RDS) terms and conditions
  - There has been a successful conclusion to negotiations regarding harmonisation of terms and conditions for national and local training instructor pools
  - Support staff pay negotiations are with Scottish Government and an update is awaited
  - Good progress is being made on the backlog of routine Health and Fitness Assessments
  - 388 employees have attended the Lifelines Mental Health and Wellbeing Training module
- Section 2
  - Training is being provided to Managers to assist with code of conduct breaches
  - There has been a 5.2% increase in absence, mainly due to COVID and this is in line with Scottish Government national figures.

7.1.2   The Committee asked for further detail on the Mental Health Strategy Thematic Subgroups and their role and impact. GT provided further detail on these groups and the role of mental health champions. A further summary on the work of these groups would be included within the report to the next meeting.

ACTION: LG

7.1.3   The Committee commented that this was a comprehensive report but could be in a shorter format. LG explained that the work being progressed with the BI team should assist.

7.1.4   The Committee asked about the impact of events in 1.4.1. Positive Action Events. LG explained that the impact is hard to assess as the current wholetime process is a rolling process. They have received positive feedback from participants in terms of information and onward support provided. The plan is now to focus on more detailed engagement and outreach to reach those who are finding potential barriers to application. Further evaluation will be needed in terms of detailed impact and where we can direct our activity.

7.1.5   The Committee asked why the reporting in 3.2 and 3.3, grievance and discipline cases, was for items concluded in 6 weeks and why other timescales were not reported. LG explained that our policies give 6 weeks as an aim to conclude a fact-finding investigation, however this deadline can be affected by for example, leave or availability of personnel. LG to clarify whether cases that have not concluded within 6 weeks were included in the reporting or not and the rationale behind this and report back to the Committee via email.

ACTION: LG

7.16   The Committee asked about the figures on leavers and turnover as they do not seem to collate. LG will check and report back to the Committee outwith the meeting via email.

ACTION: LG

7.1.7   LG further clarified that work is being done to streamline the report and review whether the format of the quarterly report should be applied for three quarters of the year with a more detailed annual report. The Committee to agree what is being asked of the Executive colleagues around performance reporting and level of detail and asked that they be consulted to ensure the changes and the reporting format meet its needs, this would be considered for discussion at the Annual Governance Review workshop in February 2022. Cognisance to be given to the use of acronyms in public reports to ensure a consistent approach is taken to aid understanding.

ACTION: MW/LB

7.1.8   **The Committee scrutinised the report.**

7.2   Training, Safety and Assurance

7.2.1   KB and JH jointly presented Training, Safety and Assurance Progress and Performance Quarter 2 Report 2021/22. KB highlighted the following key areas within the Training Function:

- 48 new Retained and Volunteer Duty System (RVDS) Trainee Firefighters placed at venues throughout the Service area completed their Task and Task Management Course
- 50 Retained and Volunteer Duty System (RVDS) Trainee Firefighters completed their Breathing Apparatus and Fire Behaviour training
- 36 Wholetime Trainee Firefighters completed their foundation training programme at the National Training Centre (NTC) and a further 11 Wholetime Trainee firefighters commenced training at Newbridge Training Centre
- Online delivery of Incident Command Level (ICL) 2 and 3 course delivery which were previously delivered in person at NTC Incident command suite now being effectively delivered to Flexi Duty Officers (FDO's) virtually.

- Ongoing implementation of the modular ICL 1 courses as an alternative to the traditional 5-day delivery model
- Marauding Terrorist Attack response training provided in preparation for Conference of Partiers (COP) event
- A Review of the Training for Operational Competence (TfOC) has been undertaken and proposed improvements are now undergoing consultation with Service Delivery Areas (SDA's) and Directorates.

7.2.2   The Committee thanked KB for his detailed report and congratulated the team on being able to maintain requirements during COP. The Committee asked about how well we anticipate the impact and effect of training and capacity in advance of events like COP.

7.2.3   KB explained that there has been a great deal of work on planning and forecasting looking at skills and attributes required for stations as well as the retirement profile and identifying any gaps and training needs as well as planning re-accreditation annually. The team are also aware of the need to be agile and act as needed to changing requirements.

7.2.4   The Committee noted the capacity and throughput in training and in the Marauding Terrorist input. It was noted that the report was again comprehensive but would benefit from being more concise.

7.2.5.   The Committee asked about the target for RVDS compliance with Mandatory Maintenance Phase Training 4.5 and whether this figure should be concerning. KB explained that the figures in 4.5 do not raise concern but feed in to the work being actioned on continuous improvement and the content of training for operational competence which is intended to free up significant capacity in RVDS elements. The new Operational Competence Framework launches in April 2022 and will help improve this area.

7.2.6   The Committee asked about the red areas of the report in 5.1 as these are in progress.

7.2.7   JD explained that 5.1 is the HS report and will be presented in the next item. He highlighted that the current report content had been produced following past requests but was happy to discuss the report content with the Committee to try to streamline this.

(Liz Barnes joined the meeting at 1330 hrs)

7.2.8   JH highlighted the following key areas within the Safety and Assurance Function:
- Overall progress towards completion of Q2 actions is 60%
- 2 year average trend comparisons are positive except acts of violence and vehicle accidents
- Improvements made in RIDDOR, 50% fewer than last year
- Positive statistics in relation to COVID controls and hope to see this being maintained
- Accidents at operational incidents are gradually increasing over the 3 year period, with an increase in events occurring in closing and developing phases of the operational incident. This is an area Health and Safety will focus on.
- Training accidents have reduced but there is a slight increase in Fire Behaviour Training incidents and this is being reviewed to identify any specific issues that require to be addressed
- Continues to be a significant number of events with no information available.
- Accident causation is static but will be scrutinised
- Near miss reporting has reduced
- Acts of violence have been higher in the East so work is ongoing to evaluate trends and issues
- Increasing trend in vehicle accidents mainly relating to low speed manoeuvres. Work is ongoing on this and an interactive module is being drafted and well as a frontline updated.

7.2.9 JH explained that he will look at 5.1 as mentioned by the Committee previously where red items are in progress and adjust parameters to provide a more positive display of progress being made.

7.2.10 The Committee noted good trends and asked if the Service are targeting messaging around Acts of Violence in the East SDA.

7.2.11 JH explained good practice partnership from Ayrshire SDA around Acts of Violence was being rolled out.

7.2.12 JD explained this is a multi-agency approach, named Ayrshire Pledge, which focuses on tackling violence towards emergency services. He explained that SFRS also target this issue locally and nationally throughout the year and more so at specific times of year.

7.2.13 The Committee praised the report as comprehensive and asked about some areas that could be included for example in RIDDORs, the report mentions 2 items but not others. The Committee also highlighted that near miss reporting decreasing is not always a good thing and wondered if there was more detail on the near misses and whether they are an area of concern.

7.2.14 JH explained we are aware of near misses and are working to improve the culture of reporting on this.

7.2.15 The Committee asked if training accidents are involving trainers or trainees. This detail would be useful to see. JH explained the majority was trainees but would take a note to include for future.

7.2.16 The Committee noted that the key graph at the start is good but as a two year average trend and wondered if there is significant difference across quarters to provide useful data.

7.2.17 JH explained this is something that had been requested by the Committee in the past.

7.2.18 The Committee suggested they could meet and discuss in more detail using the expertise of the Committee members to further develop the report. This will be arranged by the end of February.

7.2.19 JD noted all the comments and is happy to meet and discuss and refine to gain Committee expertise.

ACTION: JD

7.2.20 The Committee stated that it would be helpful to know how much of the report is also required for scrutiny at other Committees. They noted the good work on low speed accidents and asked how we can ensure we get information on all Health and Safety Events.

7.2.21 JH explained that work is ongoing to rectify this through improvements to the Health and Safety management system.

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

8 INDEPENDENT AUDIT/INSPECTION ACTION PLAN UPDATE
8.1 Training of RDS Personnel
8.1.1 KB presented the HMFSI Report on Training of RDS Personnel which was published in March 2020. The action plan has 37 actions and 22 recommendations. He highlighted that all actions are progressing to timescales and 2 actions are completed.

8.1.2   The Committee praised the team for managing to complete a further 2 actions, especially during the workloads involved with COP.

8.1.3   **The Committee scrutinised the report.**

(The meeting adjourned at 1410hrs and re-convened at 1420hrs.)
(Karen Lewis joined the meeting at 1420hrs)

9   WORKFORCE DATA UPDATE
9.1   KL presented a report to the Committee providing an update on the following:
* Target Operating Model (TOM)
* Wholetime Firefighter Campaign
* SFRS Wholetime Requirements

9.2   The Committee asked how long we had been operating under the TOM. SSt explained we were nearly at the TOM pre COVID but have not been since.

9.3   The Committee asked at what point the RVDS TOM becomes a crisis.

9.4   KL explained that Human Resources work closely with Central Staffing and SDA colleagues to monitor hot spots and fast track requirements to ensure ongoing appliance and operational availability. The current TOM is under review and we may not need to recruit to the legacy levels we had. There are no key concerns in terms of operational availability.

9.5   LB explained that this is a careful balancing act, after the review numbers may change and there may be better ways of doing things, a new model may need to be considered. The situation is not at crisis point as this is carefully balanced each day.

9.6   SSt explained there is not a crisis but there are pockets of issues and the team are working to address these and attract candidates to posts. There have been some availability issues but we plug gaps as soon as we can. It is the ambition of the team to do some meaningful initiatives to help RVDS recruitment going forward.

9.7   **The Committee scrutinised the report.**

10   PARTNERSHIP WORKING
10.1   **Overview - Employee Partnership Forum (EPF)**
10.1.1 The Committee explained that this Forum is currently under review and a further update will be provided at the next meeting.

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

10.2   **Overview - Partnership Advisory Group (PAG)**
10.2.1 LB explained that there was no update on this group since the last meeting.

11   COMMITTEE ALIGNED DIRECTORATE RISKS
11.1   LB presented a report on the Committee Aligned Directorate Risks.

11.2   Discussion took place around future risk spotlights to be presented to the Committee. The impact of COVID 19 was highlighted as having a major impact on risks and current workloads. The Committee commended the efforts of SFRS colleagues in maintaining such a high level of service given these challenges.

11.3   The Committee suggested a further spotlight on TSA008 Enactment of Section 19 Road Safety Act. JD explained this has not been implemented yet and we are awaiting confirmation of exemption for Blue Light Services. The Committee agreed it would make sense to await the impact once any final decision has been made on the changes.

11.4   The Committee suggested there are some key risks around training and facilities. JD offered to complete future spotlights on training and facilities if this was deemed appropriate.

11.5   Discussion took place around a People Committee focused update on the work of the RVDS Programme Board.

11.6   The Committee agreed it would be useful to see this work from a People view point.

ACTION: SSt

11.7   **The Committee scrutinised the report.**

(Mary Corry joined the meeting at 1330 hrs)

12   FORWARD PLANNING
12.1   **POD Policy Review Schedule Update**
12.1.1 The POD Policy Review Schedule Update report was presented to the Committee for information.

12.1.2 The Committee asked for clarity on Secondary Employment for those in roles on a Children's Panel or similar.

12.1.3 LB confirmed that this required to be noted with POD to ensure there is no conflict of interest.

12.1.4 **The Committee noted the report.**

12.2   **Health and Safety Policy and Management Arrangements**
12.2.1 The Health and Safety Policy and Management Arrangements was presented to the Committee for information.

12.2.2 **The Committee noted the report.**

12.3   **Committee Forward Plan Review**
12.3.1 The Committee noted the Forward Plan.

12.4   **Items for Consideration at Future IGF, Board and Strategy Meetings**
12.4.1 There were no items identified.

12.4.2 LB highlighted that the paper on Employee Voice had been added to the agenda for the next strategy day.

13   REVIEW OF ACTIONS
13.1   AC confirmed there were six formal actions raised during the meeting.

14   DATE OF NEXT MEETING
14.1   The next meeting is scheduled to take place on Thursday 3 March 2022.

14.2   There being no further matters to discuss, the public meeting closed at 1501 hrs.

PRIVATE SESSION

15   MINUTES OF PREVIOUS PRIVATE MEETING: 9 SEPTEMBER 2021
15.1   The minutes of the private meeting held on 9 September 2021 were approved as a true record of the meeting.

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

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

17   PARTNERSHIP WORKING

17.1   **Update from Employee Partnership Forum**

17.1.1 SB explained to the Committee that this Forum is currently under review and a further update will be provided at the next meeting.

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

17.2   **Update from Partnership Advisory Group**

17.2.1 LB explained that there was no update on this group since the last meeting.

18   EMPLOYEE VOICE

18.1   LB presented a paper on Employee Voice, further discussion will take place at a Board Strategy Day.

18.2   **The Committee scrutinised the report.**

19   KEY CASE UPDATES 2021/22 – Q2

19.1   LB presented the report on Key Cases.

19.2   **The Committee scrutinised the report.**

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 3 MARCH 2022 @ 1300 HOURS

BY CONFERENCE FACILITIES

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

IN ATTENDANCE:
Liz Barnes (LBa)	Director of People and Organisational Development
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Bruce Farquharson (BF)	Head of Training
Scott Semple (SSe)	Head of People and Organisational Development
Lyndsey Gaja (LG)	Head of People and Organisational Development
Julie Harkins (JHa)	Acting Head of Safety and Assurance
Jim Holden (JHo)	Deputy Head of Safety and Assurance
Ceri Dodd (CD)	Deputy Head of Human Resources and Organisational Development
Kenneth Barbour (KB)	Area Commander, Training Delivery
Mary Corry (MC)	People and Organisational Development Business Manager
Desmond Donnelly (DD)	Group Commander, Chief Officer Business Support
Richie Hall (RH)	Continuous Improvement Project Manager
Anne Gordon (AG)	Leadership and Skills Development Manager
Kirsty Darwent (KD)	Chair of the Board
Nick Barr (NB)	Board Member
Alasdair Cameron (AC)	Group Commander, Board Support
Marion Lang (ML)	Corporate Business and Admin Manager
Pamela Nicol (PN)	Corporate Admin Assistant Team Leader / Minutes

1   CHAIR'S WELCOME
1.1   The Committee Chair opened the meeting, welcomed those present and wished to publicly acknowledge that the People Committee were meeting for the first time since the outbreak of the conflict in Ukraine and hoped for an early and peaceful resolution to the situation, our thoughts were with the people of Ukraine and added that anyone within the Service affected by the conflict should seek help and support within the Service itself and to come forward without hesitation.

1.2   The Committee were reminded to keep their microphones on mute unless speaking and raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.

2   APOLOGIES FOR ABSENCE
2.1   No formal apologies were received.

3   CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE
3.1   The Committee discussed and agreed that the Key Case Updates 2021/22 Q3 would be heard in private session due to the small number of individuals involved and confidentiality in line with Standing Orders (Item 9D). The draft minutes/verbal update of the Remuneration, Appointments and Nominations Sub Committee and the verbal update on the Employee Partnership Forum and Partnership Advisory Group would also be taken in private due to the confidential nature of business taken to these meetings.

3.2   No further items were identified.

4   DECLARATIONS OF INTERESTS
4.1   None.

5   MINUTES OF PREVIOUS MEETING: THURDSAY 2 DECEMBER 2021
5.1   The minutes of the meeting held on 2 December 2021 were approved as a true record of the meeting subject to the undernoted 4 points being amended as follows:

- 7.2.1 paragraph should read 'Training, Safety and Assurance Progress and Performance Quarter 2 Report 2021/22'.
- 7.2.1 bullet point 2 should read '50 Retained Volunteer Duty System (RVDS) Trainee Firefighters completed their Breathing Apparatus and Fire Behaviour training'.
- 7.2.1 bullet point 3 should read '11 Wholetime Trainee Firefighters commenced training at Newbridge Training Centre'.
- 7.2.1 bullet point 7 requires removal of acronym (TfOC) as recorded twice.

5.2   Matters Arising
5.2.1   None

6   ACTION LOG
6.1   The Committee considered the Action Log and noted the updates.

6.2   The Committee approved the removal of 2 actions noted as complete.

7   PERFORMANCE AND RISK REPORT QUARTER 3 2021/22
7.1   People and Organisational Development (POD)
7.1.1   SSe presented the POD Progress and Performance Report Quarter 3 2021/22 to the Committee. The following key areas were highlighted:

- Q3 saw an increase in absence levels primarily due to significant increase in COVID19 sickness absences, this being the highest level of COVID19 sickness absence of any quarter since the pandemic began due to highly transmissible Omicron variant
- Significant work was required to review and allocate resources within the Service as needed
- The COVID19 absence rate has subsequently been declining since the turn of the year and has now stabilised, this will be reflected in the next quarterly report
- The buoyant and competitive UK employment market is creating challenges in attraction and retention, particularly in support staff roles
- Overall vacancy rate of 14% is driven by RVDS vacancies (which forms part of the RVDS Improvement Programme scope)
- Support staff vacancy rate is 9% and Support staff turnover has also increased from 1.4% in Q1 to 2.6% in Q3
- Work is in hand to review how and where we recruit, as well as how we position our total reward offering to prospective and existing colleagues

- Operations Control (OC) continues to experience a high and increasing absence rate (16.5% in Q3), influenced by the additional demands of COP26, bonfire night, the Command and Control Futures (CCF) Project and staff shortages
- OC recruitment and training is progressing to address staffing levels and cross functional work is underway to identify ways to support OC staff more effectively and improve colleague experience

7.1.2   The content of the report has been reviewed with the Business Intelligence (BI) team to improve the presentation of the report and a new streamlined version was introduced and shared. The Committee welcomed the executive summary.

7.1.3   The Committee asked whether future reports would show live data coming from a single source as they would like to view this in real time. SSe explained that they are working on getting information as up to date as possible without any time lag.

7.1.4   The Committee asked about comparable ratios with regards to musculoskeletal and psychological absences for Resource Based Crewing (RBC), Retained Duty System (RDS) and Detached Duty (DD). SSe explained that these areas are currently being explored and questioned at the National Safety Assurance Board to ensure that all staff and employee groups are being fully supported by most suited interventions and initiatives.

7.1.5   The Committee commended the service on keeping operational performance levels high despite working with 44% more sick days lost to COVID19 in Q3 and acknowledged the challenges faced along with the high vacancy rate. They enquired as to what impact this has had on staff morale, especially in Operations Control where absence rates are at 16.5%. SSe explained that SFRS are being more careful with their commitments at present and are acutely aware of morale in terms of not overstretching respective teams. POD have met to discuss how best to support OC in its unique environment and a comprehensive action plan is in place.

7.1.6   The Committee asked how the Service is trying to encourage recruitment and for details on the staff turnover rate of 2.5%. SSe explained that this is affected by competition in external markets and we are seeking to appeal to these markets. The Service continues to look at how best to improve practices and POD are trialling a quicker recruitment process from advert to interview through to start date, adding that we are competitive on salaries and conditions and are highlighting the SFRS brand.

7.1.7   The Committee indicated previously that they are keen to receive a spotlight update on RVDS in terms of recruitment and training and wish to seek assurances regarding this, also keeping an eye on talent attraction and retention issues across all sectors. They are keen to hear how this develops within SFRS going forward.

7.1.8   **The Committee scrutinised the report.**

7.2   Training, Safety and Assurance
7.2.1   BF presented the Training, Safety and Assurance Progress and Performance Q3 Report 2021/22 and highlighted the following key areas within Training relating to Risk Movement:

- Online delivery of Incident Command Level (ICL) 1, 2 and 3 courses (which were previously delivered in person at National Training Centre (NTC) Incident command suite) now being effectively delivered to Flexi Duty Officers (FDO's) virtually reducing the backlog and allows for flexibility in the future.
- A full Review of the Training for Operational Competence (TfOC) process has been undertaken and proposed improvements are now undergoing consultation within Service Delivery Areas (SDA's) and Directorates allowing for the harmonisation of training across the country

- Trainee Course pilot is currently underway at National Training Centre with two Trainee Firefighter Foundation Programmes (TFFFP) running concurrently for a fourteen-week period. This is highlighted as a key success as this is the first time that the TFFFP has operated continuously for seven days per week within SFRS or previously within any of the eight legacy Services
- Specialist Rescue Competence statistics were discussed and clarified. KB added a more detailed explanation for the benefit of the Committee

7.2.2   The Committee welcomed bespoke online training available to Firefighters and asked if we are addressing the needs of the learner by ensuring they are both IT confident and competent. BF advised that delivery of these courses is tailored accordingly.

7.2.3   The Committee thanked BF and KB for the detailed report.

7.2.4   JHa presented the Training, Safety and Assurance Progress and Performance Q3 Report 2021/22 and highlighted the following key areas within Safety and Assurance:

- Increase in Risk Movement with regards to development of in house Health and Safety Management system due to resourcing issues within ICT however following discussions this is now being addressed.
- Health and Safety Improvement Plan has seen a 1% increase in absence levels during Q3, however, to have only achieved a 1% increase during these very challenging times was worthy of note.
- Key Performance Indicators (KPI) have shown a positive trend in all areas with the exception of COVID19 and Health and Safety Executive (HSE) targets in relation to RIDDOR.
- In Q3 there was one RIDDOR Reportable Accident / Injury compared to two during the same quarter in the previous reporting year. The RIDDOR Reportable Event was an over seven-day absence, which occurred during Refresher Training.
- In Q3 there were three COVID19 events that were deemed to be attributable to work related transmission and therefore reportable to the HSE.
- Steady increase in Acts of Violence (AOV), SFRS are engaging with other Blue Light responders to sign a pledge which focuses on tackling violence towards emergency services and will continue to work with local areas who are seeing an upward trend. JHa added that this increase may be due to the pandemic and hopes that as society returns to near normal levels, we will start to notice a decrease in these levels.

7.2.5. The Committee thanked JHa for the detailed report, acknowledging the hard work required to keep RIDDOR levels as low in an organisation of this size by the very nature of the job itself.

7.2.6   The Committee questioned if the rise in vehicle accidents had resulted in injury to persons. JHa explained that vehicle accidents normally comprise of clipped mirrors, bumps and avoidable incidents on station premises, noting trends in vehicle accidents are mainly relating to low speed manoeuvres, with the caveat of sending a large vehicle on less than suitable roads.

7.2.7   In relation to the Health and Safety Improvement Plan progress report, the Committee questioned the position at Q3. JHa advised of the requirement to catch-up although some actions may need to be deferred until next year. JD added that the report is fluid and fluctuations occur, examples given were the staffing situation and COP26. In response, the Committee noted that the challenges were understood.

7.2.8   The Committee asked for comment as there continues to be a significant number of events with no information available. JHa advised that this is followed up with business partners ensuring information is added to Think, Act, Stay Safe (TASS) and they are engaging with HR to discuss sourcing information by other means.

7.2.9   The Committee questioned the number of Vehicle Accidents (VA), highlighting the report figures of 51% of VA required Driving Assistants to be in position, however 55% were not used. In response JHa explained that this is promoted regularly through the National Safety and Assurance Board and in liaising with Training, we will be publishing a Low Speed Manoeuvre interactive module in the next quarter to be delivered within the station. Content will now include real life prosecution cases.

7.2.10 **The Committee scrutinised the report.**

8   INDEPENDENT AUDIT / INSPECTION ACTION PLAN UPDATE
8.1   **Training of RDS Personnel**
8.1.1   KB presented the HMFSI Report relating to the Training of RDS Personnel and gave an overview into the independent audit.

8.1.2   KB highlighted Appendix A of the report which gives an overview of the dashboard detailing the live plan of 37 actions and 22 recommendations. He highlighted that all actions are progressing steadily to timescale and one of these actions is drawing to completion one year ahead of schedule, commending the team for their hard work.

8.1.3   Work to rollout Broadband in all RVDS stations is nearing completion which will significantly help in the training of Firefighters.

8.1.4   KB asked the Committee to note the progress of all action plans as presented in the audit and inspection dashboard in Appendix A and to scrutinise the Training of RDS Personnel action plan in Appendix B.

8.1.5   The Committee praised the team for managing to complete an action one year ahead of schedule especially during the current climate.

8.1.6   The Committee questioned if items noted as deferred will be reviewed. KB explained that items have been deferred for varying different reasons, some with lengthy rationale and these will be revisited although some may continue to be deferred for a significant amount of time.

8.1.7   JD explained that some pieces of work are being captured elsewhere, for example within the Continuous Improvement Programme. Action plans will be reviewed through the Training, Safety and Assurance audit process ensuring that anything which has been deferred is still valid, either to remain deferred or to be brought forward in the future for further scrutiny by the Committee.

8.1.8   Committee thanked KB for delivering an excellent piece of work.

8.1.9   **The Committee scrutinised the report.**

9   SAFETY AND ASSURANCE STRATEGY
9.1   JHa presented the report which provides an overview of and seeks support for the progression to publication and implementation of the Scottish Fire and Rescue Service Safety and Assurance Strategy.

9.2   JHa acknowledged that there is no legal duty to develop a Safety and Assurance Strategy however, the strategy reinforces our commitment to safety and sets out key areas of focus over the next four years. This is designed to support SFRS values and our Strategic Plan through the progression of five key themes, identified as Compliance, Culture, Control, Communication and Engagement and Continuous Improvement.

9.3   By achieving these objectives SFRS will be in a strong position to meet the requirements of ISO 45001 – Health and Safety Management Systems accreditation.

9.4   The Committee thanked JD, JHa and JHo for their reports. The Committee endorsed and supported the report.

9.5   JD welcomed the endorsement, thanking the Committee for prior scrutiny of the report and valued input.

9.6   **The Committee scrutinised the report.**

10   COMMITTEE ALIGNED DIRECTORATE RISKS

10.1   LBa presented a report on the Committee Aligned Directorate Risks and highlighted the progress being made against planned mitigations, referring to Appendix 1C of the report. LBa also highlighted the challenges faced around RVDS recruitment but added that this is being targeted by every Directorate and the Improvement Group is now achieving positive movement.

10.2   The Committee asked about our processes and contingencies in place in relation to working with other agencies in the event of a contamination risk. LBa confirmed that the contaminants group runs pilots across different stations to review station behaviours and practical facilities to identify appropriate actions to reduce risk. The subgroup also considers behaviour at scene, decontaminating at scene and transportation of kit, all of which is backed by solid research which the Fire Brigades Union commissioned.

10.3   The Committee questioned if the target date of April 2023 on Risk ID TSA009 is correct in relation to SFRS not being able to demonstrate legislative compliance due to ongoing delays with the development of the SFRS bespoke Health and Safety Management System (HSMS), Think, Act, Stay Safe. JHa advised this is a phased approach, phase two has now concluded however reporting functionality issues have occurred, limiting the volume of information that can be drawn down from the system. ICT have appointed an external contactor to address this which will enable a staggered release of modules.

10.4   The Committee agreed that following the positive movements highlighted in the report, spotlight should be on RVDS recruitment which gives the Committee the opportunity to seek more clarity around the issues and to ensure that work is progressing successfully.

10.5   **The Committee scrutinised the report.**

11   PARTNERSHIP WORKING

11.1   **Overview - Employee Partnership Forum (EPF)**

11.1.1 SBa gave an update on the EPF forum which met on 17 February 2022 and took the form of a workshop rather than a formal meeting with the aim of inviting people to share their aspirations for collaborative working. Key areas of discussion were as follows-

- Equality, Diversity and Inclusion
- Wellbeing
- Skills retention
- Diversity in recruitment

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

11.2   **Overview - Partnership Advisory Group (PAG)**

11.2.1 LBa explained that one Trade Union (Unison) attended the PAG meeting on 2 March 2022. Derek Jackson was complimentary about EPF meeting discussions. He highlighted a concern regarding a lapse in communication in relation to Policy emails being issued without giving advance notice to the Trade Union. LBa has noted this feedback.

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

12   BUILDING THE FUTURE TOGETHER

12.1   CD presented the report for information and highlighted two key points for the Committee's attention.

- Significant progress has been made in commencing Senior Management Leadership Climate and Reflection exercise.
- Progress has also been made in Leadership Development Services Framework tender.

12.2   The Committee commended this great work.

12.3   The Committee noted the report.

13   LEARNING NEEDS ANALYSIS (LNA) 2021-2022

13.1   AG presented the report for information and highlighted two key points for the Committee's attention:

- Moving forward in working with learning partners to prioritise and deliver against training which has been identified as priority in the last quarter of the financial year.
- Successful meetings have taken place in terms of new approach on how LNA is taken forward in 2022-23 taking LNA from static document to a live document which guides and influences.

13.2   The Committee asked about difficulties faced during the pandemic. AG advised that the pandemic has affected the Service's ability to release staff and there is a requirement for flexibility within the plans.

13.3   The Committee asked to reconcile the statement detailing the Key Strategic Implications in relation to risk which states the centralised learning and development budget may not be able to support all Learning and Development activities required to support and enable Service 2021-22 priorities. AG explained that the initial LNA often exceeds the budget in the first quarter but through close working we have managed to deliver critical and priority development needs within budget.

13.4   The Committee noted the report.

14   LEARNING AGREEMENT

14.1   AG presented the report for information and informed the Committee of the Collective Learning Partnership (CLP) approach which looks to formalise and develop strong foundations of partnership working to support lifelong learning.

14.2   The Committee asked if the agreement covered Volunteer Duty System (VDS) staff. LG advised that VDS staff are classed as employees and are therefore included.

14.3   **The Committee noted the report**.

15   TRAINING CONTINUOUS IMPROVEMENT PLAN UPDATE

15.1   RH presented the report for information and advised of progress to date. The Training function has undertaken a full review of Training delivery and development within SFRS. The review generated 56 recommendations, 11 of which are complete, 33 are currently in progress and 12 have been deferred. Overall progress for the programme sits at 52%.

15.2   The Committee was asked to note the progress that has been made within the Training CIP and imminent major improvements to the Training for Operational Competence (TfOC) Framework as described in the report.

15.3   The Committee asked how long the review of recommendations will take considering the current climate and if the outcomes will be delivered back to Committee. RH advised all recommendations are contained within the action log, highlighting that a number of these

have been delivered through the pandemic as 'business as usual.' JD added that the review will follow normal governance routes and be delivered back for scrutiny.

15.4   **The Committee noted the report.**

16   MEASUREMENT OF ASBESTOS FIBRES DURING LIVE BURN

16.1   JHa presented the report for information. The purpose of the report is to ensure that arrangements in place were sufficient for Firefighters safety and to provide information on the level of risk which Firefighters may face if they attended an incident where asbestos containing material (ACM) was present. In summary ACM was banned in the UK in 1999 therefore, we still have a significant number of buildings with this material. The effects of inhalation of ACM are widely known and the Service was fortunate to engage world-renowned expert in the field, Professor Roger Willey and the University of Edinburgh. The findings of live burns and decontamination exercises showed that procedures are more than robust at this point in time.

16.2   The Committee highly praised this report, describing it as an excellent piece of work, worthy of publication in Edinburgh University's academic journal and being added to their formal scientific process.

16.3   JD added that the report is being sent to the National Fire Chiefs Council (NFCC) Health and Safety Group for consideration as an agenda item.

16.4   The Committee commended the report as a superb piece of work.

16.5   **The Committee noted the report.**

17   FORWARD PLANNING
17.1   **POD Policy Review Schedule Update**
17.1.1 The POD Policy Review Schedule Update report was presented to the Committee for information.

17.1.2 **The Committee noted the report.**

17.2   Health and Safety Policy and Management Arrangements
17.2.1 The Health and Safety Policy and Management Arrangements was presented to the Committee for information.

17.2.2 **The Committee noted the report.**

17.3   Committee Forward Plan Review
17.3.1 The Committee noted the Forward Plan and the proposed RVDS risk spotlight for the next meeting (June 2022).

17.4   Items for Consideration at Future IGF, Board and Strategy Meetings
17.4.1 The Committee suggested the report on Measurement of Asbestos Fibres During Live Burn be considered at a future Board meeting given the significance of it.

17.4.2 The Committee suggested the update provided on the Employee Partnership Forum (EPF) be shared with the wider Board for their information.

18   REVIEW OF ACTIONS
18.1   AC confirmed there were no formal actions raised during the meeting.

19   DATE OF NEXT MEETING

19.1   TBC - The next meeting is scheduled to take place on Thursday 2 June 2022. The Committee will seek an alternative date due to this being a public holiday to mark the Queen's Platinum Jubilee.

19.2   The Committee Chair conveyed her very best wishes to JD and JHa on their imminent retirement and thanked them for their service, adding that we are losing a wealth of experience from their departure

19.3   There being no further matters to discuss, the public meeting closed at 1504 hours.

PRIVATE SESSION

20   MINUTES OF PREVIOUS PRIVATE MEETING: 2 DECEMBER 2021

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

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

21.1   The draft minutes of the RANSc meeting on 2 December 2021 had been circulated to the Committee. The Committee noted the key issues discussed at the meeting of RANSc that was held earlier today (3 March 2022).

21.2   **The Committee noted the draft minutes and verbal update.**

22   PARTNERSHIP WORKING

22.1   **Update from Employee Partnership Forum**

22.1.1 Update provided within the public session.

22.2   **Update from Partnership Advisory Group**

22.2.1 Update provided within the public session.

23   KEY CASE UPDATES 2021/22 – QUARTER 3

23.1   LBa presented the report to the Committee providing an overview on employee relations cases which have resulted in claims to the Employment Tribunal.

23.2   **The Committee noted the report.**

Agenda
Item 10.4

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

WEDNESDAY 24 NOVEMBER 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Nick Barr, Chair (NB)	Tim Wright, Deputy Chair (TW)
Lesley Bloomer (LBl)	Malcolm Payton (MP)

IN ATTENDANCE:

John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Peter Robertson (PR)	Environmental and Carbon Manager (Item 10 only)
Richie Hall (RH)	Area Commander, Continuous Improvement Project Manager
Robert Scott (RS)	HMFSI
Alasdair Cameron (AC)	Group Commander, Board Support Manager
Debbie Haddow (DH)	Board Support Team/Minutes

OBSERVERS

Iain Harron, Scottish Government

1 WELCOME

1.1 The Chair opened the meeting and welcomed those present, in particular HMFSI Chief Inspector Robert Scott to his first Committee meeting as an attendee. The Chair highlighted that certain items which were on the agenda today were also scheduled to be discussed at the Board Strategy Day the following day This may result in some aspects of the discussions being deferred to allow for a wider discussion with the full Board.

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 SFRS website.

2 APOLOGIES

2.1 Angiolina Foster, Board Member
Ross Haggart, Deputy Chief Officer

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

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

3.2 No further items were identified.

4   DECLARATION OF INTERESTS
4.1   There were no declarations made.

4.2   For transparency, Robert Scott advised the Committee of his previous consultancy role for London Fire Brigade, undertaking an independent review of training following the Grenfell Tower Incident (Item 9.2). The outcomes of this review had been used during the inquiry.

5   MINUTES OF PREVIOUS MEETING: 1 SEPTEMBER 2021
5.1   One typographical error was highlighted and amended.

5.2   **Subject to the minor typographical error, the minutes of the meeting held on 1 September 2021 were approved as a true record of the meeting.**

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

7   SERVICE DELIVERY UPDATE
7.1   SS presented the update report detailing relevant matters from a SFRS service delivery perspective, which comprises Service Delivery and Training, Safety and Assurance Directorates, for the period 16 August 2021 to 3 November 2021, albeit some actions may precede and extend beyond these dates. The following key points were highlights:
- Command and Control Contingency Planning included a brief update on the recent upgrade and power outage within Edinburgh Operational Control (EOC) and a recent power outage at Johnston Operations Control (JOC).
- Operational Strategy was progressing well.
- Retained/Volunteer Duty System (RVDS) Improvement Programme Board has been convened and would oversee the individual project/workstreams.
- Marauding Terrorist Attacks (MTA) response formally went live on 30 October 2021 across all 3 service delivery areas.
- During the Conference of Parties (COP26) event, business as usual confidence levels remained above 96%, all COP26 and Specialist resources were fully maintained. An full evaluation including lessons learnt from this process would be developed.
- Autumn Thematic Plan launched.   Reduction in bonfire and fireworks related incidents. Although a reduction in acts of violence, a total of 8 incidents still occurred.
- Youth Volunteer Scheme launched at Methil during this period and a further scheme in Coatbridge would be launched in the near future.
- Incidents of note included the Elephant House Cafe, Edinburgh (August 2021) and Gorse Park, Ayr (October 2021).

7.2   JD highlighted the following key points relating to Training, Safety and Assurance:
- Command and Control Future (CCF) Project continued to progress. As a result of the recent Digital Office Assessment, a Minimum Viable Project had been identified and it was anticipated that this would be delivered in January 2022. Training had been suspended, due to COP26 but had since recommended. The Rectification Plan continued to be discussed and progressed at the weekly meeting with Systel's Chief Executive.
- Operational Assurance (OA21) investigation had been concluded for the incident at the Elephant House Café, Edinburgh.
- Operational assurance engagement and awareness sessions have been developed and would be delivered during 2022.
- Portlethen Training Centre was now live and the enhanced facilities were being well received.
- Covid-19 Training Recovery Plans were still being progressed and delivered to support service delivery.

- Successful delivery of numerous training events to support service delivery in advance of COP26.

7.3　　　In regard to the recent power outages within Johnston and Edinburgh Operations Controls, SS provided assurance to the Committee that the back-up arrangements were effectively and efficiently implemented.

7.4　　　In regard to CCF, the Committee queried whether there were any training implications as a result of reprioritising resources to support the delivery of MTA training ahead of COP26. JD confirmed that there were no major concerns and this would continue to be routinely monitored through the recovery plans by Senior Management Board.

7.5　　　JD noted that the CCF project was constantly being monitored, progressed and managed appropriately. He reminded the Committee of the weekly meeting with Systel to maintain pressure to deliver. Due to the current stage of the project, the Committee acknowledged the emerging overlap with the Change Committee's remit.

7.6　　　In regard to formal MTA response, SS confirmed that this was an interim arrangement until 31 March 2022 and 8 weeks prior to this date the Service would be able to renegotiate with individuals to extend this arrangement.

7.7　　　JD reminded the Committee of the background and purpose of the OA21 process.

7.8　　　JD informed the Committee that frontline updates were developed following incidents attended by the Service or other fire and rescue services. Theses updates are developed to share learning and provide an overview for colleagues across the Service.

7.9　　　The Committee noted their disappointment regarding the number of attacks on Firefighters during this reporting period and condemned this unacceptable behaviour.

7.10　　**The Committee scrutinised the report.**

8　　　**SERVICE DELIVERY PERFORMANCE REPORTING**
8.1　　**Quarterly Performance Report for Q2 2021-22**
8.1.1　　SS introduced CF to the Committee, who presented the performance report for quarter 2 and in additional presented data from the live system. CF highlighted with following key areas:
- Format of the report had been amended following feedback at last meeting.
- From Q3, permissions would be granted to allow the Committee direct access the reporting dashboard.
- PMF Indicators reported: 9 on target, 9 off target and 5 behind target.
- Home Fire Safety Visits (HFSV) conducted increased from previous year across all 3 categories.
- Unwanted Fire Alarm Signals (UFAS) incidents show a 2.5% reduction based on the 3-year average.
- Fire Fatalities were lower than this period last year.
- Accident Dwelling Fire Causalities quality assurance process had identified inconsistency within the reporting for the previous year. Procedures have been put in place to raise awareness, provide support and ensuring accuracy.
- Call Handling reporting a reduction in the West, increase in the North and remaining stable in the East.

8.1.2　　The Committee thanked CF for the opportunity to view and interrogate the live system. The Committee noted the improvements being made and involvement in both quality assurance processes and procurement of future applications.

8.1.3   CF explained the reason for some instances of negative call handling times being recorded.

8.1.4   In terms of fire fatalities involving alcohol/drug use, CF noted that the figures presented within the report related to incidents where alcohol/drugs were a factor.

8.1.5   The Committee queried why the HFSV indicator target was based an annual figure rather than 3 year rolling averages. CF noted that the target had been in place since 2018, however, there would be an opportunity to review this for the PMF going forward.

8.1.6   With regard to HFSV, the Committee queried whether the future number of visits would increase or decrease for vulnerable groups during the catch-up process, whether it was possible to identify the overall percentage of vulnerable group visited compared to the total population and the influence these visits have on the other areas/indicators. SS noted that the current approach was an universal delivery of the product and the development of the Safe and Well programme would enable a more targeted approach. SS further noted that the CRIM would help identify and target high risk HFSV. RW briefly updated the Committee on other work being done in this area, ie membership on national and partner to develop data access and standards, identifying targeted interventions through machine learning. SS indicated that a future deep dive into this area could be provided to the Committee. NB, SS and RW to consider and discuss outwith the meeting.

8.1.7   SS commented on the increasing number of UFAS, noting the recommendation from the stocktake review were still in place and reducing UFAS incidents remained a focus for the Service.

8.1.8   With regard to the increase in call handling times within the North, CF noted that work was ongoing to identify the reasons for the increase. SS reminded the Committee of the external factors that contribute to the call handling times, remaining mindful of potentially driving negative behaviours by robustly focusing on response times and confirmed he was content that the current call handling was not causing an issue for the Service.

8.1.9   **The Committee scrutinised the report.**

8.2   Action Plan and Closing Reports Updates

8.2.1   RW presented the report to the Committee providing an update on the following audit and inspection action plans and 2 formal closing reports:

8.2.2   <u>Fleet and Equipment Action Plan</u>
            Total of 38 actions with an overall RAG rating was green and was noted as 100% complete. Formal closure report at next meeting

8.2.3   A brief discussion took place on how the Service had addressed Recommendation 26 (National guidance on responsibility for movement of vehicles) and the Committee's role to scrutiny of action plans. RS commented on the lack of clarity within the original recommendation and noted that going forward measures would be taken to improve future recommendations being made. RS confirmed that he was satisfied with the outcomes and congratulated the Service on the completion of this action plan.

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

8.2.5   The Committee noted the mitigation measures being taken by using SIMS from 3rd party providers and indicated that a further update within the next report should be considered. RW assured the Committee that discussions on alternative options had been held and were being considered.

8.2.6   Planning and Preparedness for Covid-19 Update Action Plan
Total of 16 actions with 8 live actions outstanding and 8 actions were complete. Overall RAG rating was green and was noted as 80% complete.

8.2.7   Command and Control: Aspects of the Incident Command System Action Plan
Total of 25 actions with 11 live actions outstanding and 14 actions completed. Overall RAG rating was amber due to slippage in timescales and was noted as 90% complete.

8.2.8   RW clarified the correction and closure of action 5.1.2, which was due to the original recommendation being surpassed. RW noted the revised due dates to Actions 5.4.17 and 5.5.21.

8.2.9   Fire Safety and Enforcement Action Plan
Total of 20 actions with one live action outstanding and 2 actions deferred. Overall RAG rating was red due to extension past initial due date and was noted as 85% complete.

8.2.10   Local Area Inspections (LAI) National Recommendation Action Plan
Total of 10 actions with 3 live actions outstanding. Overall RAG rating was green and was noted as 85% complete.

8.2.11   Closing report were presented for Edinburgh LAI and Dumfries and Galloway LAI.

8.2.12   Within the Edinburgh LAI, SS confirmed that recommendation 9.1 had been surpassed the original recommendation and addressed the standardised specialist resource provision.

8.2.13   RW assured the Committee that these action plans were scrutinised at Service Delivery Improvement Teams and Senior Management Board.

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

8.3   CONSULTATION OUTCOMES AND ANALYSIS (AUTOMATIC FIRE ALARMS)
8.3.1   SS provided a verbal update to the Committee on the UFAS project and ongoing 12-week public consultation which was launched on 19 July 2021. The following key points were highlighted:
- Consultation closed on 11 October 2021 and attracted 568 responses.
- Over 200 engagement sessions at both national and local levels were held.
- Initial analysis of the consultation would be presented at the next Board Strategy Day (25 November 2021).
- Formal reports outlining the analysis, outcomes and preferred position would be submitted to the Strategic Leadership Team (30 November 2021) and SFRS Board (16 December 2021) for decision.
- This item was on the agenda for wider discussion with the Board at the forthcoming Strategy Day.

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

The meeting broke at 1134 hrs and reconvened at 1140 hrs.

9   OPERATIONAL LEARNING
9.1   **Operational Clinical Governance Framework – Memorandum of Understanding**
9.1.1   RHa presented a report to the Committee providing an update on the Memorandum of Understanding (MOU) between the Scottish Fire and Rescue Service (SFRS) and the Scottish Ambulance Service (SAS) for the provision of an Operational Clinical Governance Framework.

9.1.2   It was noted that information regarding the handling of complaints/adverse incidents would be captured within the Service Level Agreement.

9.1.3   In regard to compliance with duty of candour legislation, it was noted this had been included as the Service provides a duty of care although this not being their primary remit.

9.1.4   RHa informed the Committee that 2 SAS employees had been seconded to the Service and had subsequently undertaken a review of the Immediate Casualty and Assessment Course (ICAT) and consultation with Firefighters on training, equipment, etc. The outcomes concluded that there was minimal risk, however, some areas of improvement had been identified along with recommendations on equipment.

9.1.5   RHa noted that the inaugural meeting of the Technical Working Group would be convened to assess, evaluate and implement the recommendations. This working group would report directly to the SFRS Clinical Governance Committee.

9.1.6   The Committee queried whether there were plans to revisit the consultation with Firefighters to assess the impact of the revised ICAT training modules, etc. RHa indicated that this would be undertaken on a continual basis as different aspects of this area progress.

9..7   Due to the close working relationship between NHS Ambulance Service (London and South Central) and their respective fire and rescue service counterparts, the Service has sought to engage and learn how the relationship works.

9.1.8   With regard to the clinical scope of practice for firefighters, RHa indicated that work had already commenced through the consultation. He further noted that Firefighters were currently dealing with medical as well as trauma cases.

9.1.9   **The Committee noted the report.**

9.2   **Grenfell Tower Fire – Update Report**
9.2.1   SS presented a report to the Committee to provide an update on the progress against the recommendations contained with the Grenfell Tower action plan. The following key points were highlighted:
- Total of 8 live actions outstanding with 8 actions being closed within the reporting period, one action remained on track and seven actions required timescales to be reviewed due to further testing/exercising being scheduled in December 2021.
- Details of the modules comprising Phase 2 of the Grenfell Inquiry.
- Scottish Government have established a Grenfell Inquiry Phase 2 Working Group which SFRS were represented on.

9.2.2   In regard to recommendation GT16 (process to handle large number of calls simultaneously), SS confirmed that the procedure currently in place, ie divert calls, was the best process available.

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

10   CLIMATE CHANGE

10.1   **Climate Change Response**

10.1.1   SS presented a report to the Committee providing an update on the arrangement within the Service to contribute to reducing the impact of climate changes. SS noted the Environmental and Carbon Management Board oversee strategic change, however, there was a balance and connection required between practical solutions and changes to behaviours/practices.

10.1.2   PR provided an overview on the Carbon and Energy Property projects:
- Decarbonisation of buildings including installation of carbon management systems.
- Installation of heating controls systems on retained stations.
- Retained Station Energy Efficiency Package includes boiler replacement, improved insulation, etc.
- Installation of Solar PV Systems to provide renewable energy on site.
- Installation of Biomass Boilers.
- Automatic meter reading installation programme to help monitor and scrutinise individual sites.
- Installation of additional electric vehicle chargers.
- Consultancy support for heat pump design for wholetime fire stations.

10.1.3   With regard to potential collaboration opportunities in the development of low emissions appliances, PR reminded the Committee of SFRS unique geography and the challenges this presented. However, PR did note that London Fire Brigade were involved in developing a prototype appliance.

10.1.4   With regard to electric vehicles, SS informed the Committee that these vehicles had been well received, despite initial anxiety around limited range/mileage capacity. PR reminded the Committee that the infrastructure and ability to charge vehicles across the estate was key and facilities were continuing to be improved.

10.1.5   With regard to KPIs, RW informed the Committee that PR and CF were working together to standardise and improve the process. For information, PR briefly shared that the Energy and Carbon Performance Quarterly Report was currently being prepared for the Strategic Leadership Team.

10.1.6   **The Committee scrutinised the report.**

10.2   **Preparedness for Flooding and Water Related Incidents**

10.2.1   SS presented a report to the Committee which provided an overview to the Committee in relation to SFRS's preparedness for flooding and water related incidents. The following key points were highlighted:
- Current resources available at 20 water rescue/boat stations and 64 flood first responder stations. These locations were continually kept under review through the Operational Assurance process.
- Assurance given that there was adequate water rescue resources or capability facilities within the current footprint. Looking forward, the Community Risk Index Model (CRIM) modelling would factor in future flood planning information from Scottish Environmental Protection Agency (SEPA) and other agencies.
- Standard Operating Procedure had been reviewed and went live in February 2021. This was informed through national occupational guidance, National Fire Chiefs Council (NFCC), and Department of Environment, Food and Rural Affairs (DEFRA) guidance.
- As part of the Operational Strategy, a dedicated capability would set out the current position of water rescue as well as future intentions, use of innovation, etc. This would be published in April 2022.

- Currently difficult to benchmark against other UK Fire and Rescue Service (FRS) due to geography and footprint. However, unlike other UK fire and rescue services, water rescue was a statutory duty for SFRS.
- Strong connection with NFCC in terms of national occupational learning and guidance.
- SFRS were leading the review of PPE replacement for water rescue on behalf of the NFCC.

10.2.2   With regard to benchmarking, the Committee noted the earlier comments and welcomed any future developments in this area.   RW noted the Data Management Teams involvement in benchmarking, provided analysis on water rescue information and future forecasting/modelling.

10.2.3   The Committee were encouraged by the willingness to explore new technologies and innovations going forward.

10.2.4   The Committee asked for consideration to be given to include quantitative/trend information within future reports and this was agreed.

10.2.5   Due to the high volume of water related incidents/fatalities during this year, SS outlined the measures being taken by the Service. These included internal operational assurance reports, a series of meetings with partner agencies and Scottish Government, future exercises with other blue light services and resources seconded to Water Safety Scotland to help drive forward the water safety agenda.

10.2.6   **The Committee scrutinised and welcomed the report**

11   SERVICE DELIVERY RISK REGISTER
11.1   COMMITTEE ALIGNED DIRECTORATE RISKS
11.1.1   SS presented the SDC Aligned Risks noting that the Directorate risk register was reviewed to ensure the probability, impact of the action and control measures in place were appropriate. The following key points were highlighted:
- SD010 (Compliance Fire Act Scotland Part 3): Recently reviewed and subsequently reduced due to the additional resources being recruited.
- SD011 (Reserved Matters): Since publication of this report, the risk has reduced due to the introduction of the MTA response.
- SD004 (Standardisation of Service Delivery): Work was ongoing and risk was decreasing. However, given the significance this risk would remain to ensure proper oversight.

11.1.2   The Committee commented on the volume of work ongoing and future impact (reduction) of risks. The Committee further commented on the potential for climate change incidents to accelerate and the measures/resources required to allow the Service to absorb these increases. Consideration to be given to focus on these aspects within future climate change reports.

11.1.3   **The Committee noted the report.**

12   UPDATE FROM HM FIRE SERVICE INSPECTORATE
12.1   RS thanked the Committee for the opportunity to attend and contribute to the meeting. A verbal report was provided and the following key points were highlighted:
- Opportunity to review the process and practices under the previous arrangements, noting the resource implications on both parties.
- Benefits from attending both the Audit and Risk Assurance and Service Delivery Committees and the oversight this provides on progress against recommendations.

- Following Local Area Inspections, a follow up conversation will be held with the relevant individual to ensure that there was a full understanding of the recommendation being made within the Service.
- Proposals to review the format of local area inspections. Further details to be provided at the next Board Strategy Day (25 November 2021).
- Thematic Reviews
  - Preparedness of COP26: Complete and no recommendations were made. However, comments were made on the MTA response within the Service.
  - Health and Safety: Fieldwork nearing completion, anticipated published report in March 2022.
  - Firefighting in High Rise Buildings: Fieldwork ongoing, anticipated published report in March 2022.
  - Operational Equipment and PPE: Removed from plan due to an overlap with Internal Audit.
- Local Area Inspections:
  - Argyle & Bute: Complete and report would be published in December 2021.
  - Angus: Fieldwork has commented.

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

13   FORWARD PLANNING
13.1 **Committee Forward Plan**
13.1.1 The Committee noted the forward plan and confirmed no additional items.

13.2 **Items for Consideration at Future IGF, Board and Strategy/Information and Development Day Meetings**
13.2.1 There were no items for consideration.

14   REVIEW OF ACTIONS
14.1 AC confirmed that there were no formal actions recorded during the meeting.

14.2 During the meeting, the following points were raised and would be discussed further outwith the meeting:
Item 8.1 Further discussion to be held regarding hi-risk HFSV strategy (NB/SS/RW)
Item 8.2 Additional details on mitigation measures regarding Operational Intelligence tablet/SIMS and 3rd party supplier (RW)
Item 10.2 Future Climate Change thematic update to include quantitative data to provide context and trends, if possible. (SS)

15   DATE OF NEXT MEETING
15.1 The next meeting is scheduled to take place on Wednesday 23 February 2022.

15.2 There being no further matters to discuss, the public meeting closed at 1246 hours.

PRIVATE SESSION

16   MINUTES OF PREVIOUS PRIVATE MEETING: 1 SEPTEMBER 2021
16.1 The minutes of the private meeting held on 1 September 2021 were approved as a true record of the meeting.

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Agenda
Item 10.4

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

WEDNESDAY 23 FEBRUARY 2022 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:
Nick Barr, Chair (NB)   Tim Wright, Deputy Chair (TW)
Lesley Bloomer (LBI)   Angiolina Foster (AF)
Malcolm Payton (MP)

IN ATTENDANCE:
Ross Haggart (RH)   Deputy Chief Officer
John Dickie (JD)   Assistant Chief Officer, Director of Training, Safety and Assurance
Stuart Stevens (SS)   Assistant Chief Officer, Director of Service Delivery
Richard Whetton (RW)   Head of Governance, Strategy and Performance
Gregor Welsh (GW)   Data Team Leader (Item 8.1 only)
Scott Symons (SSy)   Group Commander Project, P&P (Item 8.3 only)
Bruce Farquharson (BF)   Head of Training (Item 10.1 only)
Robert Scott (RS)   Her Majesty's Chief Inspector
Alasdair Cameron (AC)   Group Commander, Board Support Manager
Debbie Haddow (DJH)   Board Support Team/Minutes

OBSERVERS
Rick Taylor, HM Assistant Chief Inspector

1   WELCOME
1.1   The Chair opened the meeting and welcomed those present and reminded the Committee to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.

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

2   APOLOGIES
2.1   Chris Fitzpatrick, Business Intelligence and Data Services Manager

3   CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE
3.1   The Committee agreed the Operations Control Resilience Management item meeting would also be taken in private due to the confidential nature of the issue in line with Standing Orders (Item 9G).

3.2   No further items were identified.

4   DECLARATION OF INTERESTS
4.1   There were no declarations made.

4.2 For transparency, RS advised the Committee of his previous consultancy role for London Fire Brigade, undertaking an independent review of training following the Grenfell Tower Incident (Item 9.2). The outcomes of this review had been used during the inquiry.

4.3 For transparency, during the presentation of the Wildfire Strategy Update (Item 10) LBl advised the Committee that a family member worked for Cairngorm National Park Authority. There was no conflict of interest.

5 MINUTES OF PREVIOUS MEETING: 24 NOVEMBER 2021
5.1 The following amendments were noted and agreed:

Paragraph 7.3 to be amended to read "*In regard to the recent power outages within Johnston and Edinburgh Operations Controls, SS provided assurance to the Committee* …" instead of *"In regard to the recent power outages within Johnston and Edinburgh Operations Controls, SS assured the Committee …".*

Paragraph 8.1.8 to be amended to read "… *mindful of potentially driving negative behaviours by robustly focusing on response times ...*" instead of "… *the potential negative impact of robust focus* …"

Paragraph 12.1 to be amended to read "*Firefighting in High Rise Buildings* …" instead of *Firefighting in High Risk Buildings* ….",

5.2 **Subject to these amendment, the minutes of the meeting held on 24 November 2021 were approved as a true record of the meeting.**

6 ACTION LOG
6.1 There were no outstanding actions.

7 SERVICE DELIVERY UPDATE
7.1 RH presented the update report detailing relevant matters from a SFRS service delivery perspective, which comprises Service Delivery and Training, Safety and Assurance Directorates, for the period 4 November 2021 to 4 February 2022, albeit some actions may precede and extend beyond these dates. The following key points were highlights:
- Operational Strategy continues to progress through the appropriate governance route and remains on track for publishing on 1 April 2022.
- Conference of Parties 26 (COP 26) was successful event and thanks were extended to the dedicated project team involved in the planning and delivery of the event. The dedicated team have now been disbanded apart from Area Commander Jim Quinn, who would undertake a full debrief and lessons learned report.
- Publication of the Glasgow School of Art Fire Investigation Report which received some media attention.
- Youth Volunteer Scheme evaluation report has been prepared and would be presented a future Change Committee and Board meeting to highlight the excellent work undertaken.
- Completion of dignified facilities at Inverness Community Fire Station which highlights the excellent work of the Property Team and the Service's ambition to provide these facilities across Scotland.
- Significant activity and response to Storm Arwen and any lessons learnt have been shared with Scottish Government.
- Revised Trainee Foundation Programme delivery model was now running at the National Training Centre. The four days on, four days off model allows 2 concurrent cohorts to be processed at the same time. This would aid the Service's Covid training recovery plans and had been well received by those involved.

7.2 The Committee commented on the comprehensive but succinct information contained within the report.

7.3   The Committee welcomed the completion of dignified facilities at Inverness Community Fire Station and commented on the need to continue to progress this work across the wider estate.

7.4   The Committee sought clarification on the penetration (PEN) testing referenced in regard to the Command and Control Futures (CCF) project. JD confirmed that the PEN testing was specific to CCF project and was provided by Systel.

7.5   With regard to covid recovery plans, the Committee noted that a holistic overview/master plan on recovery activities would be helpful. RH reminded the Committee that a Reset, Recovery and Renew session was scheduled to the delivered at the Board Strategy Day on 24 February 2022. This session would provide a strategic overview on the Services approach to reset and renew and provide the opportunity to discuss the oversight and scrutiny of the next steps towards recovery.

7.6   **The Committee scrutinised the report.**

8   SERVICE DELIVERY PERFORMANCE REPORTING
8.1   Quarterly Performance Report for Q3 2021-22
8.1.1   SS introduced GW to the Committee, who presented the performance report for quarter 3 and in additional presented data from the live system. GW highlighted with following key areas:

- The Effecting Entry/Exit narrative (first page) related to a one-off analysis exercise and was not statically comparable to data presented further in the report.
- Increased number of Deliberate Fires in comparation to previous year.
- Increased number of Assistance to other agencies incidents during this year.
- False alarms reported continue to remain high with Unwanted Fire Alarm Signals (UFAS) being a significant component.
- Number of refuse and vehicle fires remain consistent with previous year.
- Number of fire fatalities remain consistent with previous years.
- Retained Duty System Appliance availability were returning to normal levels, following a period of increased availability during lockdown.
- Number of Road Traffic Collisions were return to normal levels following a period of reduction during lockdown.
- Increased number of Home Fire Safety Visits and enforcement activity compared to previous year. Increased focus and number of visits to high risk/vulnerable premises.
- Reduction in Accidental Dwelling Fires, primarily low to medium severity.
- Increase in Call Handling Times and Response Times. Further investigation to be undertaken to understand the reasons behind the increase.

8.1.2   The Committee commented on the data presented within the written report and welcomed the ability to review the live data.

8.1.3   With regard to Non-Refuse Secondary Fires, GW noted that these incidents were typically small outdoor fires and were affected by seasonal changes. Due to the large fluctuation in the numbers of incidents, it is difficult to set meaningful targets.

8.1.4   With regard to PI 1.08 Number of fire casualties (excluding precautionary checks) and PI 1.09 Number of fire casualties, GW provided an explanation of the difference between these indicators and the justification for recording them separately.

8.1.5   The Committee commented on the reduction in Fire Casualties exceeding the reduction in Accidental Dwelling Fires. SS indicated that this could be attributed to early detection by householders and it was hoped that the new legislation would continue to improve fire

safety measures with premises. SS further noted that approx. 25% of fire fatalities occurred in premises with no fire detection and supported the importance of targeting the high risk/vulnerable groups.

8.1.6   GW confirmed that the target for the completion of fire safety audits in accordance with the Fire Safety Enforcement Framework had been met.

8.1.7   With regard to the effecting entry/exit incidents, it was noted that the increase could be attributed to the greater awareness of our capability by partner agencies, increased pressure being placed on partner agencies and a general increase in the number of incidents. SS noted that these incidents were primarily classified as emergencies (blue light journeys).

8.1.8

The Committee commented on the increases in response times over previous years and queried whether this would be further impacted by the introduction of the preferred UFAS response. SS reminded the Committee that the intention was to reduce UFAS calls, however the level of call challenging would likely increase. As a result, it is anticipated the call handling times could increase, however this would be monitored accordingly.

8.1.9

It was confirmed that vehicle fires figures related to both deliberate and accidental incidents.

8.1.10

Following the introduction of the new legislation, the Committee queried whether the Service were capturing any data relating to the installation of new alarms during HFSV or attendance at incidents. SS noted that the data capture with the current system was limited, however the new Safe and Well system would provide enhanced recording facilities. SS reminded the Committee of the limitations to record additional data within the Incident Recording System (IRS).

8.1.11

It was agreed that a further analysis on HFSV would be beneficial. NB to contact SS to commence discussions on a potential deep dive into HSFV.

ACTION: NB

8.1.12

The Committee scrutinised the report.

8.2   **Action Plan and Closing Reports Updates**
Deferred to later on the agenda.

8.3   **UPDATE ON DEVELOPMENT OF WORK PLAN TO IMPLEMENT THE PREFERRED**
8.3.1   **UFAS RESPONSE OPTION**
SS introduced Group Commander (GC) Scott Symons, who would be replacing GC Roy Dunsire on his retirement, to the Committee. SS formally recorded his thanks to GC Dunsire for his work throughout the duration of this project.

8.3.2   SS informed the Committee that following approval from the Board, an implementation plan which takes full account of both the Board and consultation feedback, had been developed for the preferred UFAS response model. SS outlined the 6 key workstreams contained within the implementation plan.

8.3.3   The Committee noted its thanks to GC Dunsire for his excellent work on this project and also for his contributions during his previous role within the Board Support Team.

8.3.4   The Committee requested clarification on the process for monitoring the impact against intended benefits which were identified through the consultation process. SSy confirmed that, in conjunction with the performance and data services team, this area was currently being developed and confirmed that the appropriate governance route would be identified.

8.3.5 The Committee sought clarification on the sequence of preparing stakeholders for implementation in advance of the policy being revised. SSy reminded the Committee that the policy was a concept of operations for internal processes on how the Service would respond, from call handling through to post incident stages. SSy informed the Committee that the stakeholder engagement would be undertaken to educate and prepare dutyholders to ensure they were aware of their role, responsibilities and the changes to how the Service would respond.

8.3.6 **The Committee noted the report.**

(SSy left the meeting at 1100 hrs)

9 OPERATIONAL LEARNING
9.1 SFRS Operational Clinical Governance Framework Update
9.1.1 JD presented a report to the Committee providing an update on progress made to implement arrangements to deliver the Scottish Fire and Rescue Service Operational Clinical Governance Framework. The following key points were highlighted:
- Memorandum of Understanding (MOU) would be signed by both the SFRS Chief Officer and Chief Executive of Scottish Ambulance Service (SAS) in February 2022.
- Clinical Governance Technical Working Group (TWG) inaugural meeting held and would continue to progress improvements to the clinical interventions.
- Both Training and Operations directorates would continue to progress as part of business as usual.

9.1.2 The Committee thanked ACO Dickie and his team for progressing this work, especially during the particularly challenging few years.

9.1.3 JD informed the Committee that the Service Level Agreement had also been completed.

9.1.4 Brief discussion took place on a potential closing report, the format for update reports and governance route. It was agreed that further discussions would be held off table to discuss how best to progress any future updates.

ACTION: NB/RH/JD

9.1.5 **The Committee noted the report.**

9.2 Grenfell Tower Fire – Update Report
9.2.1 SS presented a report to the Committee to provide an update on the progress against the recommendations contained with the Grenfell Tower action plan. The following key points were highlighted:
- Further update since preparation of the report, noting that eight actions have now been closed within this reporting report. There were no live actions outstanding.
- Successful delivery of a large scale live training/exercise in December 2021.
- Closing report to be presented to the next Committee meeting and would set out all the actions put in place and supporting evidence.
- HMFSI Thematic Report on High Rise Buildings was still ongoing.
- Focus and direction of Phase 2 and assurance that the Service continues to work closely with Scottish Governance and other partners.

9.2.2 The Committee enquired as to the benefits of having Operational Control (OC) staff present on the incident ground and how this could become incorporated into common practice. SS informed the Committee that, prior to Grenfell, this was an aspiration of the Service, due to the benefits of enhanced communications between OC Incident Support Room and personnel on site, enhanced knowledge and understanding of procedures and systems. SS noted that this remained an aspiration and would continue to be progressed.

9.2.3   RS reminded the Committee that he observed both live exercises due to the thematic inspection on high rise buildings. RS recorded his recognition of the high standard of performance at both exercises and welcomed the implementation of lessons learned/policy revisions prior to the second exercise with notable improvement evident during his observations.

9.2.4   The Committee scrutinised the report and supported the recommendations.

(B Farquharson joined the meeting at 1115 hrs)
(The meeting broke at 1115 hrs and reconvened at 1120hrs.)

10   CLIMATE CHANGE
10.1   Wildfire Strategy Update
10.1.1   SS introduced BF, the Service's subject matter expert and national representative on various Wildfire forums. BF presented a report to the Committee providing an update on the progress being made to deliver the SFRS Wildfire Strategy. The following key points were highlighted:

- Climate change has resulted in milder winters which extend the growing period for vegetation (fuel).
- Frequent significant storms result in fallen (wind blown) trees which are left to waste and adds fuel for wildfires.
- Wildfire cyclical patterns peak between 6-9 years.
- Wildfire Strategy features prevention, response and partnership themes.
- Significant work undertaken with partners as part of the Scottish Government Visitor Management Strategy which has raised the profile of the fire prevention initiative and good quality messaging being shared with partners/public.
- Response strategy – identified locations for Tier 2 (support) and Tier 3 (response) specialist response stations across Scotland. Procurement of equipment/vehicles is ongoing and arrangements are in place for the storage/transport of equipment. Ongoing engagement with stations impacted by the strategy.
- Support from rural communities were essential, however this requires to be co-ordinated to ensure that it was both effective and safely undertaken.
- NatureScot was the licensing authority for all Muirburn activities in Scotland. In partnership with NatureScot and the Scottish Gamekeepers Association, the Service were leading on the development of a muirburn training package. This has received positive interest from partners and also HRH Prince of Wales.
- Research undertaken with James Hutton Institute, University of Manchester and University College London to develop a fire danger rating for Scotland. The current system is based on a Canadian model.

10.1.2   The Committee thanked BF and his team for their continued work in this important area.

10.1.3   The Committee were reminded that one single wildfire incident in 2019 released double the UK's annual carbon release target within 6 days, with most of this coming from windblown trees.

10.1.4   The Committee noted the cyclical pattern (peaks between every 6-9 years) of Scottish Wildfires and asked whether this was a reliable trend. BF confirmed that this was a reliable trend which was based on global weather conditions, fuel growth patterns, historical data and other related issues.

10.1.5   The Committee enquired about the aspirations and hopes for the Service to be able to influence and support wildfire management beyond Scotland. BF informed the Committee that the Service have good relations with the Pau Costa Foundation, who are European leaders in wildfire development training and fire analysis. The Service are also part of the EU consortium, under the Project Horizon 2020 banner, looking at natural

events predication and management systems and also to develop relationships with other EU countries facing similar issues. BF noted that the National Fire Chief Council (NFCC) are working to align with the International Search and Rescue Team (ISAR) to develop a national wildfire response which could be deployed overseas.

10.1.6   The Committee queried how the Service would assess how effectively the prevention messaging was being received. BF noted that under the banner of the Wildfire Forum, the Service would provide consistent and supportive messaging which would be tailored appropriate for the audience, ie crofters, gamekeepers, public, etc. The Service would also undertake a self-audit on how effectively the message was being received and understood.

10.1.7   BF confirmed that the training package, developed in partnership with NatureScot and the Scottish Gamekeepers Association, would be delivered in Scotland. A training provider had still to be identified. Following accreditation from Lantra, their accredited trainers would be able to deliver the training. BF outlined how the Muirburn licencing process would be introduced and the potential impact on Muirburn incidents/practices. BF highlighted the benefits of engaging with communities, as the Cairngorm National Park Authority who were previously resistant to prescribed burning were now seeking assistance to reduce incidents.

10.1.8   The Committee commented on the financial implications/opportunities and the enhanced political interest in this area of work. It was noted that it may be beneficial to proactively engage/brief other political parties to highlight the progress being made and this would be discussed further off table. SS informed the Committee that a business case was being prepared to request additional support from Scottish Government to continue this work.

10.1.9   BF confirmed that this area of work was linked with the Service Delivery Model Programme to avoid any conflict or challenge.

10.1.10   BF advised the Committee that 3% of wildfires incidents were caused by Muirburn and the main cause was attributable to the general public (accidental).

10.1.11   **The Committee noted the report.**

          ((BF left the meeting at 1205 hrs)

11   SERVICE DELIVERY RISK REGISTER
11.1   Committee Aligned Directorate Risks
11.1.1   RH presented the Service Delivery Aligned Risks noting that the Directorate risk register was reviewed to ensure the probability, impact of the action and control measures in place were appropriate.

11.1.2   The Committee sought clarification on the difference between SD001 (Command and Control Mobilising Systems) and SD003 (Operational Availability Systems). SS confirmed that SD001 related to operations control mobilising systems and SD003 related to the supporting systems which monitoring Retained/Volunteer Duty System (RVDS) appliance availability.

11.1.3   With reference to the interim Marauding Terrorist Attack (MTA) response, SS noted that the current interim response was in place until 31 March 2022, engagement was ongoing to extend this interim response and negotiations were ongoing to identify a permanent resource.

11.1.4   With reference to SD004 (Standardisation of Service Delivery), SS commented on the ongoing challenges with the mobile delivery platform and provided assurance that work

was ongoing to identify a solution.

11.1.5 **The Committee noted the report.**

11.2 **Risk Spotlight - Omicron: Emerging Risk and Impact on Operational Availability**
11.2.1 SS presented the risk spotlight briefing note and highlighted the following:

- Key themes focus on ongoing impact of Covid on service delivery, setting out actions and control measures in place and being deployed in response.
- Significant impact of Omicron variant over the festive period which fully tested the Service's business continuity planning arrangements.
- During the emergence of the Omicron variant, Scottish Government requested the Service model a 25% absence level projection to provide assurance on continue provision of statutory duties.
- Tactical Action Group, Gold Command and Community Resilience Assistance Group were stood up in preparation.
- Learning over the previous 2 years were drawn upon.
- Peak absence level was 28%, averaging 22% throughout December 2021/January 2022. Normal business as usual level average 10%.
- Due to restrictions on training, a further 5% shortfall of the current TOM had to be factored in.
- Examples of actual and required attendance levels for Wholetime personnel.
- Absence levels were not even across staffing groups, watches or locations.
- Flexi Duty Officers and Operation Control (OC) staff were significantly impacted. Grateful for the support of existing OC staff, former OC staff and Central Staffing Team during this particularly challenging period.
- Structured debrief, evaluate existing measures and further development of business continuity plan.

11.2.2 The Committee complimented the staff and management on their dedication, efforts and ability to continue to meet their statutory duties during this unprecedented challenging period.

11.2.3 With regards to future activity reports, SS noted that the HFSV stats may be reduced during this period. However, SS did not anticipate any impact on responses times, operational duties, which highlighted the professionalism and dedication of the staff.

11.2.4 **The Committee noted the risk spotlight report.**

(R Whetton joined the meeting at 1225 hrs)

8.2 **Action Plan and Closing Reports Updates**
8.2.1 RW presented the report to the Committee providing an update on the following audit and inspection action plans:

8.2.2 Fleet and Equipment Action Plan
Complete and formal closure report to be presented to the next meeting.

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

8.2.4 Brief discussion took place on the implications and confidence levels of integration with Airwave post CCF, the suitability of the current tablet and the Service continued involved in the larger EMSCP project.

8.2.5   Planning and Preparedness for Covid-19 Update Action Plan
Total of 16 actions with 8 live actions outstanding and 8 actions were complete. Overall RAG rating was green and was noted as 86% complete.

8.2.6   Command and Control: Aspects of the Incident Command System Action Plan
Total of 25 actions with 5 live actions outstanding and 20 actions completed. Overall RAG rating was amber due to slippage in timescales and was noted as 93% complete.

8.2.7   Fire Safety and Enforcement Action Plan
Total of 20 actions with one live action outstanding and 2 actions deferred. Overall RAG rating was red due to slippage from the original timescales and was noted as 99% complete.

8.2.8   Local Area Inspections (LAI) National Recommendation Action Plan
Total of 10 actions with one live action outstanding. Overall RAG rating was green and was noted as 92% complete.

8.2.9   RW noted the Committee's comment relating to the presentation of In Progress/Completed actions on the dashboard and how this could potentially be misinterpreted.

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

12   UPDATE FROM HM FIRE SERVICE INSPECTORATE
12.1   RS presented his report to the Committee to provide an update on HMFSI inspection and reporting activity. The following key points were highlighted:
- Argyle and Bute Local Area Inspection (LAI) was published in December 2021.
- Angus Local Area Inspection: Fieldwork complete, draft report which is out for consultation contained 2 local recommendations.
- New Service Delivery Area Inspection (SDAI) processes and aims were outlined. The first SDAI would be carried out on the East Service Delivery Area.
- Thematic Inspection Health and Safety – An Operational Focus: Initial draft reported has been shared with the Service. Formal consultation to commence (March 2022) and the final report will be laid before Parliament in April 2022.
- Thematic Inspection Firefighting in High Rise Buildings: Fieldwork was ongoing. Final report expected to be laid before Parliament in May 2022.
- Future thematic inspections were Operational Impact of Climate Change and Mental Health and Wellbeing.
- Update on HMFSI Personnel: Pending retirement of Steve Harkins and resignation of Richard Gorst, who has taken up a post at the Fire Services College. Recruitment processes underway to backfill these positions.

12.2   The Committee welcomed the Inspector's approach to review and highlight best practice.

12.3   **The Committee noted the report.**

13   FORWARD PLANNING
13.1   **Committee Forward Plan**
13.1.1   The Committee noted the forward plan and confirmed no additional items.

13.1.2   For the next meeting, it was confirmed that the Climate Change item would be Electric Vehicles and Fleet and a report on Response Times would also be presented.

13.2   **Items for Consideration at Future IGF, Board and Strategy/Information and Development Day Meetings**
13.2.1   There were no items for consideration.

14   REVIEW OF ACTIONS
14.1   AC confirmed that there were 2 formal actions recorded during the meeting.

15   DATE OF NEXT MEETING
15.1   The next meeting is scheduled to take place on Wednesday 31 May 2022.

15.2   There being no further matters to discuss, the public meeting closed at 1300 hours.

PRIVATE SESSION

16   OPERATIONS CONTROL RESILIENCE MANAGEMENT
16.1   SS introduced David Farries, Head of Operations and Area Commander Libby Logan, who would be presenting an overview on the impact on OC staff due to the current circumstances, the management of the legacy systems beyond the 31 March 2022 and the resilience measures in place.

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

Report No: B/FCS/03-22

Agenda Item: 11

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	**31 MARCH 2022**							
Report Title:	**RESOURCE BUDGET 2022/23**							
Report Classification:	**For Decision**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	Purpose
1.1	The purpose of this report is to seek Board approval of the proposed Resource Budget for 2022/23.

2	Background/Strategic context
2.1	The Board, at its Special Meeting on 24 February 2022, approved the Budget Strategy for 2022/23. This highlighted the parameters for the resource budget, our assumptions and the key decisions the Service would consider in achieving a balanced budget for 2022/23.
2.2	On 24 February 2022 a presentation was made to the Board on the Resource Budget for 2022/23 seeking feedback and comment on the proposed budget before being presented for approval today.
2.3	The Scottish Parliament, on 10 February 2022, passed the Budget (Scotland) Bill which sets the following Departmental Expenditure Limits (DEL) for Scottish Fire and Rescue Service (SFRS), for the forthcoming year only
2.4	The SFRS budget, as outlined within the Scottish Government's Scottish Budget 2022/23, is shown in the table below;

SFRS	Actual 2021/22 (£m)	Draft 2022/23 (£m)	Increase/ (Decrease)	
			(£m)	%
Total Budget	343.2	352.7	9.5	2.8
Less Non-Cash	26.0	26.0	-	-
TOTAL CASH	317.2	326.7	9.5	2.8
Resource (Cash)	284.7	294.2	9.5	3.3
Capital (Cash)	32.5	32.5	-	-

2.5	The overall increase in funding is £9.5million (2.8%) with a resource funding increase of 3.3% and no increase for capital. The UK government announced an increase in employer's National Insurance of 1.25% to support Health and Social Care. The funding of £9.5million includes compensation for this additional employer's salary cost which has been budgeted at £1.6 million for 22/23.
2.6	In parallel, the Resource Spending Review (RSR) has commenced and this is anticipated to conclude in May 2022 which will set the resource budget funding for SFRS until 2025/26 subject to an annual Budget (Scotland) Bill being approved as required by legislation. This will offer the opportunity for revision as the fiscal outlook changes but the RSR will give SFRS an indication of funding to allow medium term financial planning and decision making.
2.7	On conclusion of the RSR a new Long Term Financial Strategy will be developed by March 2023 to support the Service's Strategic Plan 2022 to 2025 currently being drafted and the Long-Term Vision.
3	**Proposed Resource Budget 2022/23**
3.1	It is within this strategic context that the proposed Resource Budget for 2022/23 be set at £294.2million, as outlined in Appendix A, in line with Resource (Cash) funding.
3.2	The approach to resource budget setting for 2022/23 was amended to include detailed reviews of budget information by a sub group of the Strategic Leadership Team. This has proved successful in both reaching a balanced budget position but also agreeing reallocation of budget to Service priorities.
3.3	The purpose of the proposed budget is to contribute to SG priorities as part of the Service's Strategic Plan and Long Term Vision. The proposed budget enables us to provide the resources to respond to fire and rescue incidents, support our recovery from COVID 19 including mental health initiatives, enable SFRS to expand its work on fire prevention and fire safety with vulnerable households. In addition, the proposed budget will be used to maintain our commitment to protecting our staff and communities from new and emerging risks and provide resources to support our change portfolio. The proposed budget also includes taking positive steps to decarbonise our Service, improve energy efficiency and reduce environmental risks as part of our climate change response plan.
3.4	Our workforce is the primary means to deliver our strategic priorities and objectives with £234.1million (80%) of the proposed budget allocated to employee costs: being wholetime, control retained, and support staff and the remaining £60.1million (20%) of the budget is allocated to property, supplies and services, third parties, legacy financing costs, other costs and income.
3.5	The staffing budgets are based on the resourcing plans provided by the People and Organisational Development Directorate and reflect the overall strategic direction to maintain our resources in accordance with our Target Operating Model. A workforce plan is produced and maintained and includes the TOM for wholetime, control staff, and support staff. The TOM for 2022/23 has been increased by three posts to support water rescue and training. Workforce planning provide detailed information and assumptions on vacancies, recruitment of trainees, expected retirals and transfers which has been used to develop the staffing budgets.
3.6	For wholetime and control the respective budgets are £153.8million and £7.6million our objective is to maintain resources as close as possible to TOM. Due to COVID 19 it has not been possible to recruit and train sufficient resources to maintain our TOM for wholetime as retirals/leavers in 2021/22 exceeded our recruitment. In addition, the

	staffing budget reflects pay awards, salary increments and the estimated mix of resources that are firefighters progressing from development to competent throughout the year. Our COVID 19 recovery plan seeks to accelerate the recruitment of trainees to reach our TOM by August 2024. The financial consequence of not having sufficient resources means an additional overtime budget increase of £0.75million has been included to maintain appliance availability.
3.7	There is no agreed TOM for the RVDS and the staffing budget reflects the forecasted resources available for 2022/23 including recruitment and leavers. The RVDS budget of £26.6million includes an increase of £0.25million to support increased community safety activities to enhance community safety at a local level as a direct benefit of reducing incident turnouts from unwanted fire alarm signals. The budget also includes an additional £1.1million for the offered change associated with the RVDS terms and conditions harmonisation in respect of training hours. The service is committed to improving terms and conditions for our RVDS to make the role as attractive as possible and to maintain resources at RVDS stations commensurate with the risks to our communities.
3.8	For support staff the budget of £38.2million is based on agreed structure with a recruitment profile adjustment, including those additional posts recruited during 2021/22 to support COVID recovery and other key priorities, plus anticipated recruitment during 2022/23. The support staff budget includes provision for pay award based on Public Sector Pay Policy, salary increments for those new into post or for any regrades. There are significant challenges in the marketplace to recruit and retain support staff post COVID 19 and EU exit. Whilst the Service is increasing overall support staff capacity to enable COVID 19 recovery, the budget includes a saving of £1.75million to reflect the expected recruitment profile during the year. The Strategic Leadership Team are reviewing vacancies and will continue to monitor during the year to ensure priority vacancies are supported.
3.9	The proposed budget reflects consideration of the significant inflationary and cost pressures which external providers are reflecting in our contracts and key supplies. These pressures have been partially mitigated by increasing income and seeking efficiencies (as per appendix B) to reach a balanced budget for the year.
3.10	The Service participates in collaboration through the Reform Collaboration Group and is progressing many collaborative opportunities. Some of the working groups open new areas to explore and others seek to deepen existing relationships particularly around asset sharing. Sharing of stations with other public-sector organisations has grown significantly over recent years and a standard approach has been developed. SFRS now has 54 shared locations producing an income of £462,000 to support ongoing running costs at these locations. The proposed budget includes additional shared locations expected to come on stream in 2022/23 with a revised budgeted income of £597,000. SFRS will seek to amend the shared service pricing structure to support a contribution towards future capital investment in addition to sharing running costs.
3.11	In summary, as per Appendix C the key changes in proposed budget provision for 2022/23 in comparison to the base budget for 21/22 of £284.707 million reflects a budgeted increase in pay including the social care levy of £7.8million, structural changes to our workforce including temporary resources for COVID 19 recovery of £5.0million, cost pressures increases of £7.6million offset by a reduction for one off initiatives completed in 21/22 of £4.9million and additional income and efficiencies of £6.1million to present a balanced budget of £294.207million.

3.12	Funding for the Emergency Services Mobile Communications Project (ESMCP), which will provide a new Emergency Services Network across the UK has been funded separately by SG as part of ring-fenced funding from the Home Office. As such no provision is made for this project.
3.13	The Strategic Leadership Team intend to complete "deep dive" quarterly reviews of the budget provision against actuals and forecast during the year to reallocate budget where necessary to meet the Service's needs. As per this financial year, budget changes will be reflected in budget virements and will be reported through resource budget monitoring information to the Board.
3.14	Financial reporting to the Board will continue to be developed to provide transparency and support the Board in scrutinising the financial position. Alternative approaches to budget setting will be explored in 2022/23 to seek greater visible alignment of budget allocation to strategic objectives, priorities and outcomes.
4	**Recommendation**
4.1	The Board is asked to approve the following recommendation: • That the Resource Budget for 2022/23, as set out in paragraph 3 and detailed in Appendix A, be approved.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** The Strategic Risk Register recognises that there is a risk to the Service if it fails to achieve financial sustainability. One of the key building blocks to achieving a sustainable financial position is balancing the resource budget for the forthcoming year.
5.1.2	The key risks associated with the resource budget have been identified and included in the presentation to the Board. The financial reporting to Strategic Leadership Team (SLT) and Board includes reference to these financial risks throughout the year. The Strategic Risk Register is updated based on updates from Directorates risk registers.
5.2 5.2.1	**Financial** The financial implications are outlined within the report.
5.3 5.3.1	**Environmental & Sustainability** The resource budget includes efficiencies through investment in energy efficiency measures at stations and corporate buildings to reduce carbon emissions. The increase in costs associated with rising gas and electricity prices has been partially mitigated through this investment. The Service will continue to make capital investment where funding is made available.
5.4 5.4.1	**Workforce** There is a risk that recent changes to firefighter pension arrangements leads to an increase in retirals from the Service. This may impact the wholetime budget assumptions and will increase pressure on recruitment and training of wholetime firefighters and require additional overtime to address gaps in availability.
5.4.2	Employee implications are outlined within the report and are regularly discussed with representative bodies through appropriate mechanisms.
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 budget provides for training and development needs across all categories of staff. Separate provision has been made for training resources associated with COVID 19 recovery to accelerate the recruitment of wholetime resources.
5.7 5.7.1	**Timing** This budget relates to the financial year 2022/23.
5.8 5.8.1	**Performance** Progress against the resource budget is monitored on a monthly basis through the SLT and reported to the Board at each of its meetings.
5.9 5.9.1	**Communications & Engagement** Budget plans have been developed in conjunction with budget holders and relevant subject matter experts. In addition, a sub group of the Strategic Leadership Team was formed to review budget information and steer budget formulation and decision making in line with Service objectives and priorities.
5.10 5.10.1	**Legal** There are no legal implications directly associated with this report.
5.11 5.11.1	**Information Governance** *DPIA completed Yes/No. If not applicable state reasons.* There are no information governance implications directly associated with this report.
5.12 5.12.1	**Equalities** *EIA completed Yes/No. If not applicable state reasons.* An Equality Impact Assessment (EIA) has been completed which has identified very limited direct relevance to the general equality duty, albeit recognises that a significant proportion of the Resource Budget relates to people resources, and as such it remains partially relevant. The EIA is attached at Appendix D.
5.13 5.13.1	**Service Delivery** This budget is provided to meet our strategic objectives and priorities in relation to Service Delivery as indicated at 3.2.
6	**Core Brief**
6.1	The Acting Director of Finance and Procurement advised the Board of the proposed Resource Budget for 2022/23 and sought approval. The total Resource Budget for 2022/23 will be set at £294.207million, in line with resource budget funding from the Scottish Government.
7	**Appendices/Further Reading**
7.1	Further Reading: Approved Budget Strategy 2022/23
7.2	Appendix A – 2022/23 Budget, compared to the previous year
7.3	Appendix B – Efficiencies
7.4	Appendix C – Budget changes from 2021/22 to 2022/23
7.5	Appendix D – Equality Impact Assessment and Island Assessment

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 proposed budget for 2022/23 is developed to pursue the strategic objectives and priorities indicated at 3.3 and contained within our Strategic Plan and Long-Term Vision.	

Governance Route for Report	Meeting Date	Report Classification/ Comments
Strategic Leadership Team	*22 March 2022*	*For Recommendation to seek Board approval*
SFRS Board	*31 March 2022*	*For Decision*

SCOTTISH FIRE & RESCUE SERVICE
Resource Budget 2022/23

2021/22 Base Position £m		2022/23 Budget £m
225.553	Employee Costs	234.113
27.144	Property Costs	27.246
22.922	Supplies & Services	24.525
6.327	Transport Costs	6.392
1.591	Third Party Payments/Council Charges	1.498
2.343	Financing	2.143
285.880	**GROSS EXPENDITURE**	**295.918**
(1.173)	Income	(1.711)
284.707	**NET EXPENDITURE**	**294.207**

Appendix B - Efficiencies

Description	Recurring £'000	NonRecurring £'000	Total £'000
Support vacancies		1,827	1,827
RVDS vacancies/ancillary		850	850
AFA impact	509		509
Agency/Contractors	128		128
Property costs		500	500
Utility Efficiency Programme	415		415
Rates	360		360
Travel and Subsistence	208		208
Interest on legacy borrowing	199		199
Transport Costs	70	61	131
New recruit accommodation	118		118
ICT	102		102
Covid related –face masks	90		90
Soft FM	49		49
Foam tanks	29		29
Other	51		51
Total	**2,328**	**3,238**	**5,566**

The efficiencies have a RAG status of Green and progress will be reported as part of financial monitoring during the year.

Appendix C

Resource Budget Evolution 2022/23

(Chart data labels)
- Budget 2021/22: 284707
- Pay Increases / Levy: 7846
- Structure Changes: 5005
- Cost pressures: 7622
- Initiatives: -4902
- Efficiencies: -6072
- Budget 2022/23: 294207

Legend: Increase Decrease Total

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

PART 1
BASIC INFORMATION

Policy Owner	John Thomson – Acting Director of Finance and Procurement
E&D Practitioner	Denise Rooney
Title **(of function/policy to be assessed e.g. name of policy, title of training course)**	Resource Budget 2022/23
Date Assessment Commenced	11/03/22

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	Sets out the proposed Resource Budget
Are there any associated objectives of the function/policy (please explain)?	Best value in public services. Effective and appropriate public services.
Does this function/policy link with any other function/ policy?	Fire and Rescue Framework Scotland SFRS Strategic Plan This decision relates to a series of financial assumptions including: • Support Staff Pay award based on Public Sector Pay Policy • Target Operating Models • Anticipated retirement and recruitment projections • Provision for agreed business cases • Resourcing to support Recovery, Reset & Renew
Who is intended to benefit from the function/policy and in what way?	SFRS and communities through the provision of excellent public services that are consistent with the principles of best value and retention of experienced workforce.
What outcomes are wanted from this function/policy?	Agreement on the Resource Budget
What factors/forces could contribute/detract from the outcomes?	In relation to equality issues there are no factors that directly relate to the setting of the annual Resource Budget that could contribute or detract from the intended outcomes.

Who are the main stakeholders in relation to the function/policy?	Scottish Government SFRS Board and personnel Communities served
Who implements the policy and who is responsible for the function/policy?	SFRS SLT, Finance and Contractual Services Directorate and budget holders within SFRS

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.

Marriage and civil partnership is only relevant to the public-sector equality duty in relation to the removal of unlawful discrimination– there are no issues within the Resource Budget that relate specifically to employment practice where the marital status of an employee would be a relevant factor.

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.

Concluding Part 2

Outcome of Establishing Relevance	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	☐	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	☒	Proceed to Part 3 Impact Assessment
It is unclear if there is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	☐	Proceed to Part 3 Impact Assessment

PART 3
IMPACT ASSESSMENT

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

Characteristic	
Age	The Resource Budget is a high-level document and establishing direct relevance between it and the general equality duty on the grounds of age is not possible. A number of related policy initiatives will provide more direct and significant relevance to the general equality duty – these policy initiatives are necessary in order for the budget to be met and are driven by a number of factors: Scottish government funding, deferred and other retirements, overtime and other cost assumptions.
Caring Responsibilities	See comments relating to age. In relation to caring responsibilities and for the purposes of the high-level Resource Budget it is not possible to be more specific. Relevant initiatives will be subject to their own impact assessment.
Disability	See comments relating to age. In relation to disability there may be some potential link with the general equality duty but for the purposes of the high-level Resource Budget it is not possible to be more specific. Relevant initiatives will be subject to their own impact assessment.
Gender reassignment	See comments relating to age. In relation to gender reassignment there may be some potential link with the general equality duty but for the purposes of the high-level Resource Budget it is not possible to be more specific. Relevant initiatives will be subject to their own impact assessment.
Marriage and Civil Partnership	Not relevant – see Part 2 screening exercise.
Pregnancy and maternity	See comments relating to age. In relation to pregnancy and maternity there may be some potential link with the general equality duty but for the purposes of the high-level Resource Budget it is not possible to be more specific. Relevant initiatives will be subject to their own impact assessment.
Race	See comments relating to age. In relation to race there are no policy initiatives identified at this time as being particularly relevant.
Religion and Belief	See comments relating to age. In relation to religion and belief there are no policy initiatives identified at this time as being particularly relevant.
Sex (gender)	See comments relating to age. In relation to sex (gender) there may be some potential link to the general equality duty but for the purposes of the high-level resource budget it is not possible to be more specific.

	Relevant initiatives will be subject to their own impact assessments.
Sexual Orientation	See comments relating to age. In relation to sexual orientation there are no policy initiatives identified at this time as being particularly relevant.
Social and economic disadvantage	See comments relating to age. In relation to social and economic disadvantage there are no policy initiatives identified at this time as being particularly relevant, however, it is noted that the commitment to no compulsory redundancies is a positive initiative.
Human Rights	There is no evidence that the setting of the Resource Budget has any direct relevance to the Human Rights Act.
Impact on People in General not covered by specific characteristics	**Island Impact Assessments:** The SFRS are aware of the potential challenges around distance, geography and connectivity in the Scottish Islands in the setting the SFRS Resource and Capital budgets. Our budgets, the associated assumptions and medium terms financial planning arrangements, will enable the Service to achieve its Service priorities and are supported by the individual programmes of work, local engagement and collaboration opportunities being sought, which will more specifically consider local circumstances. Both revenue and capital budgets are aligned to our legislative requirements to enable an integrated and consistent approach across the Service. Decisions taken are informed through Local Senior Officer Engagement, utilisation of existing scrutiny and assurance arrangements and reflect our commitment to protecting our staff and Island Communities from new and emerging risks. Equality and Human Rights Impact Assessments will be conducted for the programmes of work that sit under the Capital and Resource strategies and consider any positive and/or negative impacts on Island Communities.

Summary and Conclusion of Impact Assessment

The guidance provided by the Equality and Human Rights Commission on impact assessing budgetary decisions focuses on those decisions that relate to individual policy decisions (e.g. removing funding from an initiative or cancelling a project due to lack of finances) rather than the overall appraisal of setting the annual budget such as that set out in the Resource Budget.

In their guide *Making fair financial decisions* the Equality and Human Rights Commission outline that a robust financial decision will consider the equality impact by:
- Clearly setting out the financial purpose – this would include how the current decision may affect or be affected by other related decisions
- Gathering and using evidence to influence the decision – this would include information about the protected characteristics potentially affected by a decision
- Engaging with those likely to be affected by the decision
- Potential positive and negative impacts have been identified
- Identify, where possible, plans to alleviate any negative impacts
- Identifying plans to monitor the actual impact of the proposal

The SFRS will allocate funding based upon operational requirements and agreed priorities.

However, the SFRS is not in direct control of the funding available to support its activities as it is the Scottish Government that will allocate specific budgets for both Resource and Capital.

Taking into account the discrepancy between the nature and format of the Resource Budget and the type of budgetary decisions covered by the EHRC guidance, on impact assessing budgetary decisions, this impact assessment identifies very limited direct relevance between the overall SFRS Resource Budget and the general equality duty and individual protected characteristics. It does, however, identify areas that will be subject to separate consideration, where relevance to the general equality duty is likely to be significant.

The EHRC reference of the need to consider the impact of related decisions in considering any potential cumulative impact is particularly relevant when considering the Resource Budget. The information presented and the relationship to other decisions (harmonisation of RDS terms and conditions in respect of training hours, provision for previously agreed business cases and resourcing to support Recovery, Reset and Renew) are closely interlinked. The full impact of the budget decision on protected characteristics cannot be fully predicted in the absence of decisions on these other initiatives.

The following areas are potentially relevant to the Resource Budget:

- Support Staff Pay award based on Public Sector Pay Policy
- Target Operating Models
- Anticipated retirement and recruitment projections
- Provision for agreed business cases
- Resourcing to support Recovery, Reset & Renew

Conclusion

Overall the impact assessment identifies very limited relevance to the general equality duty - and where relevance is established it is indirect in that it will be the individual proposals associated with the budget that may have a direct relevant to the duty.
While the relationship between the Resource Budget and the general equality duty is assessed as only indirectly established, a key purpose is to set out the overall budget for 'people resources.' For this reason, the Resource Budget retains its status as partially relevant to the general equality duty in relation to staffing implications and securing service delivery for communities.

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?

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

Q2 What will be monitored?

There are no specific equality measures that can be applied directly to the Resource Budget. Monitoring of individual policies and initiatives that will allow the budget to be achieved will be considered for monitoring as part of their impact assessment and referenced on a case by case basis.

Q3 How will monitoring take place?

As Q2 above

Q4 What is the frequency of monitoring?

As Q2 above

Q5 How will monitoring information be used?

As Q2 above

PART 5
APPROVAL

This Equality and Human Rights Impact Assessment was completed by:

Name	Denise Rooney, Equality and Diversity Officer
Date	21/03/2022

This Equality and Human Rights Impact Assessment was approved by:

Name	John Thomson – Acting Director of Finance and Procurement
Date	21/03/2022

The Equality & Human Rights Impact Assessment for the 2022/23 Resource Budget remains current with no specific or significant change on the relevant protected characteristics from the previous year.

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

Report No: B/FCS/04-22

Agenda Item: 12

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE								
Meeting Date:	31 MARCH 2022								
Report Title:	CAPITAL PROGRAMME 2022/23 – 2024/25								
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 seek approval from the Board of the proposed Capital Programme 2022/23 to 2024/25.

2	Funding
2.1	In February 2021, Scottish Government (SG) published Investing for Jobs: Capital Spending Review 2021/22 to 2025/26 (CSR). The CSR was based on Scottish Government's Infrastructure Investment Plan 2021 – 2026 (IIP) the IIP, represents the Government's response to the recommendations of the Infrastructure Commission for Scotland, and is built around three key themes: Enabling Transition to Net Zero Emissions and Environmental Sustainability, Driving Inclusive Economic Growth and Building Resilient and Sustainable Places.
2.2	The CSR set the Service's base capital (CDEL) funding for each year at £32.5million until 2025/26.
2.3	The annual Budget (Scotland) Bill, passed by the Scottish Parliament on 10 February 2022, confirmed Capital DEL funding for the Scottish Fire and Rescue Service (SFRS) at £32.5 million for 2022/23, which represents a "flat cash" position relative to the previous year.
2.4	In August 2021, Scottish Government's Directorate for Energy & Climate Change, awarded SFRS £2.135million additional grant from the Green Public-Sector Estate De-Carbonisation Scheme, 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. It is anticipated this funding will have been exhausted by the end of March 2022 and the Service are actively seeking further funding and once agreed this will be included in the capital programme.
2.5	In November 2021, Transport Scotland awarded SFRS £1.5million in additional grant, to purchase approximately eighty electric vehicle charging Infrastructure points at various locations across the Service. This funding has been carried forward to 2022/23 and a further £1.5million has been intimated for 2023/24 and therefore included in this capital programme.

2.6	The Service continues to identify surplus properties within our property estate that are no longer required operationally to generate capital receipts to reinvest in our stations. Capital receipts also occur from the sale of vehicles which have reached the end of their economic life for the Service but have residual value. These disposals are reinvested into new fleet purchases. Expected capital funding of £10.400million from capital receipts are included in the capital programme.
2.7	Funding for the Emergency Services Mobile Communications Project (ESMCP), which will provide a new Emergency Services Network across the UK has been funded separately by SG as part of ring-fenced funding from the Home Office. The anticipated capital funding requirement is £6.273million over the next three years. No provision is made for this project in the capital programme.
2.8	The overall funding for the capital programme is £110.900million over the next three years.

3	**Budget Strategy and Approach**
3.1	The Budget Strategy 2022/23 was approved by the Board on 24 February 2022. The strategy highlighted that the capital funding levels are insufficient to sustain the current Service's portfolio of assets being Property, Fleet, ICT, PPE and Equipment. These assets are critical operationally to deliver our service and that a combination of factors was now impacting how we allocate capital funding to the capital programme over the next three years being: • specific Reinforced Aerated Autoclaved Concrete (RAAC) panel issues in 14 stations that require complete station new builds • the condition of our stations continuing to deteriorate across our estate with over 50% assessed as poor or worse condition • the need to invest in the suitability of our stations to provide dignified facilities to attract a diverse workforce • the need to reconfigure areas at stations to control fire contaminants on PPE after incidents. • labour and material rates rising sharply due to supply issues following EU exit and COVID 19 leading to increased construction costs and inflationary pressures throughout supply chains • the need to address climate change and the additional costs of this transition to reduce our carbon emissions by investing in stations, fleet, equipment and electrical infrastructure
3.2	The budget strategy also highlighted that our Long Term Financial Strategy (LTFS) 2017 to 2027 had already indicated the need for nearly £80million over 10 years to remove our asset backlog and £40million to £47million required per annum just to maintain the asset condition before even considering suitability.
3.3	Recognising that SG and UK finances are constrained by the current economic impacts of COVID 19. SFRS has revised the approach to allocating capital funding over the next three years adopting a risk based approach which would minimise the risk of failure in terms of service delivery. This is not a sustainable approach continued under investment will lead to increasing resource costs to maintain assets in short, medium and long term until investment levels can be increased. The approach recognises that whilst the current funding available is insufficient, capital should be allocated on the most urgent risks that need to be addressed. In addition, the Service will invest in assets that will realise significant capital receipts that can be ring fenced and reinvested back into our stations as part of our future capital programme.
3.4	To support this change of approach, the Service has completed a review of our 10-year Asset Investment Plan(AIP) for Property, Fleet, PPE and equipment. The AIP indicates a 10-year programme of investment totalling £630million is now required.

3.5	The AIP will be used to shape future capital investment in combination with the development of new strategies for estate, fleet and operational equipment. The estate strategy is currently being developed as a priority in conjunction with Scottish Futures Trust to explore innovative approaches and wider public-sector opportunities.
3.6	The Service approved its Carbon Management Plan 2020-2025 in December 2020, which seeks to reduce carbon emissions by 30% over the five-year period, and includes a capital requirement of £48.4million. This is dependent on additional funding and work will continue, in conjunction with Scottish Government and other partners, to identify and bid for funding in support of the Plan, adopting IIP principles. All expected funding will be incorporated within the Capital Programme.
3.7	On the 24 February 2022 a Board Information Day was held and a presentation was made on the development of the AIP and a second presentation was made on the proposed capital programme. For each area of investment, a narrative on the rational for investment, linkage with our strategic objectives and impact on asset backlogs and running costs as well as detailing where possible milestones for each project were detailed to enable scrutiny by the Board. This information has been included in the proposed capital programme and will be used for capital monitoring and reporting going forward.
3.8	In addition, for comparison a capital programme based on the requirements of the AIP and future ICT requirements with the additional funding required is also included. This has been broken down to the same level of detail as the proposed capital programme.

4	**Proposed Capital Programme**
4.1	The proposed capital programme for 2022/23 to 2024/25, which takes account of this change in approach is detailed in Appendix A. The comparator capital programme is included at Appendix B with required capital demand of £200.970million.
4.2	Total proposed expenditure over the 3-year period is **£110.900 million**, funded by anticipated Capital DEL budget of £97.500million (£32.500m per annum); estimated capital receipts from fleet disposals and sale of property of £10.400million (£0.400million in 2022/23 and £10.0million in 2024/25) and Net Zero Transition Grants of £3.000million (£1.5million in 2022/23 and 2023/24).
4.3	Proposed expenditure of **£42.230million on Property – Major Works** (£13.630million, £8.000million, £20.600m) is to complete the build of the West Asset Resource Centre, in Cambuslang in 2022/23 to enable partial disposal of the Cowcaddens site and complete a replacement new station build and then progress a similar approach at Blackness Road, Dundee to release future capital receipts. Investment in new builds to replace RAAC stations addressing issues of condition, suitability and environmental sustainability. The completion of the second phase of work at Inverness for dignified facilities and the development of a replacement RDS station in UIG as the current site will not be available.
4.4	Proposed expenditure of **£20.100million on Property – Minor Works including Net Zero projects** (£6.600million, £7.000million, £6.500million) will be targeted to essential upgrades to address health and safety aspects of condition, while addressing some immediate priorities in support of workforce diversity; as well as investing in the electrical charging infrastructure for light fleet and various carbon reduction projects to progress the Carbon Management Plan.
4.5	Proposed investment of **£19.680million in Fleet** (£3.680million, £7.500million, £8.500million) Previous investment in fleet has helped to reduce the fleet backlog, and there is a significant reduction in fleet investment over the period to enable investment in new station developments. The planned investment will enable us to continue the

	modernisation of our frontline fleet in particular, high reach (aerial) appliances, and frontline appliances benefitting from environmental improvements, and will enable the introduction of new vehicles specifically designed to support wildland firefighting. A new prototype electric appliance will also be completed in 2022/23 partially funded (£0.5million) previously by Transport Scotland. In addition, the programme will support ongoing investment in our light fleet, transitioning towards ultra-low emissions vehicles.
4.6	In **ICT,** the proposed investment of **£19.210million** (7.600million, £7.760million, £3.850million) will enable the progression of the new command and control mobilising system, deployed across the 3 control rooms, providing resilience in this critical aspect of service delivery. The People, Training, Finance and Assets Systems Programme (PTFAS) is supported to replace existing solutions and provide an integrated solution that will improve efficiency and effectiveness of our back-office processes for the Service. This budget will also facilitate the ongoing investment required in short life ICT assets that need constant refresh to ensure our critical ICT infrastructure is maintained and new developments that support our new Digital Strategy.
4.7	Finally, proposed investment of **£9.680million in Operational Equipment** (£2.890million, £3.740million, £3.050million) having completed the rollout of new Personal Protective Equipment (PPE) in previous years and accelerated the investment in Powered Rescue Equipment last year. This enables ongoing investment in PPE for our new firefighters and also provides for the ongoing standardisation and renewal of the many time expired items of equipment carried on fire appliances and other specialist vehicles, and will enable the introduction of a new wildfire response capability.
5	**Recommendation**
5.1	The Board is asked to approve the following recommendation: • That the proposed Capital Programme for 2021 – 2024, as set out in section 4 and detailed in Appendix A, be approved, recognising that figures for years 2 and 3 are indicative and will be refined in future years.
6	**Key Strategic Implications**
6.1 6.1.1	**Risk** The proposed capital programme has been developed recognising the risks the Service faces as capital funding does not meet our Service needs. The key risks identified are as follows: • there is a risk that lack of investment in our assets leads to asset failure despite investment to maintain minimum health and safety standards. • the specific service delivery risks associated with our RAAC stations that could result in stations not being habitable and ultimately impacting fire cover. • the lack of suitable dignified facilities at our stations could lead to increased risk of discrimination claims against the Service. • there is a risk that failure to segregate areas at stations for fire contaminants leads to ill health claims in future years. • there is a risk that funding for transition to net zero is not sufficient to meet our ambition to reduce our carbon emissions by 6% per annum.
6.1.2	These risks will be updated within Directorate and the Strategic Risk Register's. There are delivery risks in progressing the capital programme and these are managed through appropriate Directorate risk registers.
6.2 6.2.1	**Financial** The financial implications are set out within the report.

6.3 6.3.1	**Environmental & Sustainability** Provision is made within the Capital Programme to progress specific carbon reduction projects. Environmental considerations will also be incorporated within all property projects.
6.4 6.4.1	**Workforce** The capital programme has included limited provision for dignified facilities where immediately required. To encourage a diverse workforce the suitability of our stations requires significant investment which is not currently available. SFRS will continue to work with Scottish Futures Trust and Scottish Government to develop a strong business case for investment in our estate.
6.5 6.5.1	**Health & Safety** The capital programme includes provision to meet minimum health and safety requirements.
6.6 6.6.1 6.6.2	**Training** Provision has been made for the training requirements associated with new assets. This programme includes investment in training facilities.
6.7 6.7.1	**Timing** This Capital Programme covers the 3-year period from 2022/23 – 2024/25.
6.8 6.8.1	**Performance** Progress against the Capital Programme is monitored monthly through the Capital Monitoring Group and reported to the SLT, and reported to the Board at each of its meetings.
6.9 6.9.1	**Communications & Engagement** The proposed Capital Programme has been developed in conjunction with the Asset Management Liaison Board, and the Strategic Leadership Team.
6.10 6.10.1 6.10.2	**Legal** SFRS has statutory duties to respond to fire and rescue incidents. The continued lack of investment in our assets may impact our ability to respond in the future. The potential for discrimination claims due to lack of suitable facilities for a modern workforce have been highlighted. The lack of segregated areas for PPE may lead to future ill health related claims for the Service. Appendix A details the anticipated legal commitments at 1 April 2021.
6.11 6.11.1	**Information Governance** *DPIA completed Yes/No. If not applicable state reasons.* There are no information governance implications associated with this report.
6.12 6.12.1	**Equalities** *EIA completed Yes/No. If not applicable state reasons.* An Equality Impact Assessment (EIA) has been completed and highlights the challenges with regard to dignified facilities the EIA is attached at Appendix C.
6.13 6.13.1	**Service Delivery** In setting the capital programme, SFRS aims to deliver the best possible service to the communities of Scotland within the available funding. The challenges indicated in terms of capital funding and the condition of our stations particularly those with RAAC panel issues presents a real and present risk that our stations will not be able to continue to operate as designed which could affect Service Delivery and fire cover.

7	Core Brief
7.1	The current levels of capital funding are insufficient to meet the needs of the Service. The Service has changed its approach by allocating capital budget on a risk based approach which aims to minimise the risk of failure in terms of service delivery.
7.2	The financial position is not sustainable and SFRS is seeking additional funding through Scottish Government.
7.3	The Acting Director of Finance and Procurement advised the Board of the proposed Capital Programme for 2022/23 – 2024/25 and sought approval. Total proposed expenditure over the 3-year period is **£110.900 million**, funded by anticipated Capital DEL budget of £97.500million; estimated capital receipts from fleet disposals and sale of property of £10.400million and Net Zero Transition Grants of £3.000million.

8	Appendices/Further Reading
8.1	Approved Budget Strategy 2022/23
8.2	Appendix A Capital Programme 2022/23 to 2024/25
8.3	Appendix B Comparative Capital Programme based on 10 Year Asset Investment Plan 2022/23 to 2024/25
8.4	Appendix C – Equality Impact Assessment and Island Assessment

Prepared by:	Tracey Anne Morrow, Deputy Accounting Manager
Sponsored by:	John Thomson Acting Director Finance and Procurement / Iain Morris Acting Director of Asset Management,
Presented by:	John Thomson Acting Director Finance and Procurement / Iain Morris Acting Director of Asset Management,

Links to Strategy and Corporate Values

The proposed Capital Programme for 2022/23 is developed to pursue the strategic objectives and priorities contained within our Strategic Plan and Long-Term Vision

Governance Route for Report	Meeting Date	Report Classification/ Comments
Strategic Leadership Team	*22 March 2022*	*For recommendation to seek Board approval*
SFRS Board	*31 March 2022*	*For Approval*

SCOTTISH FIRE & RESCUE SERVICE
Summary of Estimated Capital Expenditure 2022/23 - 2024/25

£000

Capital Expenditure Legally Committed (LC)

Financial Year			Total
2022/23	2023/24	2024/25	
19,080	-	-	19,080

Capital Expenditure Not Yet Legally Committed (NYLC)

Financial Year			Total
2022/23	2023/24	2024/25	
15,320	34,000	42,500	91,820

TOTAL - LC & NYLC

Financial Year			Total
2022/23	2023/24	2024/25	
34,400	34,000	42,500	110,900

SOURCES OF FUNDING

Source	Financial Year			Total
	2022/23	2023/24	2024/25	
Capital DEL	32,500	32,500	32,500	**97,500**
Capital Receipts	400	-	10,000	**10,400**
Net Zero Transition Grants	1,500	1,500	-	**3,000**
TOTAL	**34,400**	**34,000**	**42,500**	**110,900**

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2022/23 - 2024/25

SUMMARY

£000

Category	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2022/23		2023/24	2024/25	**Total**
			LC	NYLC			
Property - Major Works	45,295	3,065	11,800	1,830	8,000	20,600	42,230
Property - Minor Works	19,811	2,711	561	4,539	5,500	6,500	17,100
Fleet	19,680	-	2,411	1,269	7,500	8,500	19,680
ICT	29,669	10,459	2,807	4,793	7,760	3,850	19,210
Operational Equipment	9,680	-	-	2,890	3,740	3,050	9,680
Transition to Net Zero (Externally Funded)	5,242	2,242	1,500	-	1,500	-	3,000
Sub-total			19,080	15,320	34,000	42,500	110,900
TOTAL (LC+NYLC)	**129,377**	**18,477**		**34,400**	**34,000**	**42,500**	**110,900**

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2022/23 - 2024/25

PROPERTY - MAJOR WORKS

£000

Project Description	Reason for Investment, Strategic Objective and Impact	Estimated Total Net Cost	Funded in Previous Years	Spend Profile 2022/23 LC	2022/23 NYLC	2023/24	2024/25	Total	Milestones
West Asset Resource Centre	Improves service delivery and health and safety, Creates a significant capital receipt, Reduction in high running costs, Removes asset backlog, Reduction in carbon footprint, Part of wider strategy of station replacement.	13,389	1,889	11,500	-	-	-	11,500	Build complete March 23
Cowcaddens Replacement Station	Estate rationalisation, Realisation of a significant capital receipt, Reduction in high resource costs, Reduction in Carbon Footprint, Modernisation of a strategic area of the service.	6,680	-	-	480	6,200	-	6,680	Construction starts 23/24
Blackness Road Replacement Station	Estate rationalisation, Service delivery new station for Blackness via Cowcaddens receipt, Creates additional capital receipt, Removes asset backlog, Reduces running costs, Reduction in carbon footprint.	6,700	-	-		500	6,200	6,700	Options appraisal 2023-24, Planned build programme for 2024-25.
Inverness Fire Station - Phase 2	Investment in property to provide appropriate facilities for firefighteters.	900	-	-	900	-	-	900	March 23
Dalkeith Fire Station - New Build (RAAC)	Health & Safety, Service Delivery from new build, Asset condition and suitability does not meet required standards, Removes asset backlog at each station, Reduced running costs from new build, Reduction in carbon footprint.	6,800	-	-	-	500	6,300	6,800	2023-24 Option appraisals then construction milestones to be fully agreed.
Milngavie Fire Station - New Build (RAAC)		6,800	-	-	-	500	6,300	6,800	
Liberton Fire Station - New Build (RAAC)		500	-	-	-	-	500	500	
Cumbernauld Fire Station - New Build (RAAC)		500	-	-	-	-	500	500	
Helensburgh Fire Station - New Build (RAAC)		500	-	-	-	-	500	500	
Uig Fire Station (End of Lease Eviction)	Current Station is leased via Ferry Port Authorities and the site is being re-developed. Having to relocate into a site/plot already purchased by legacy SFRS.	450	-	-	450	-	-	450	Working with Service Deliery to see what operational requirments are.
Property Project Costs	Project managers to deliver capital property projects	2,076	1,176	300	-	300	300	900	Capitalised throughout year as incurred.
Sub-total				11,800	1,830	8,000	20,600	42,230	
TOTAL (LC+NYLC)		45,295	3,065		13,630	8,000	20,600	42,230	

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2022/23 - 2024/25

PROPERTY - MINOR WORKS

£000

Project Description	Reason for Investment, Strategic Objective and Impact	Estimated Total Net Cost	Funded in Previous Years	Spend Profile					Milestones
				2022/23		2023/24	2024/25	Total	
				LC	NYLC				
Minor Works - Condition (Elemental Upgrades)	Health and safety to meet minimum legislative requirements and people objectives, Limited impact on asset backlog, No impact on running costs.	15,000	-	461	4,539	5,000	5,000	15,000	Throughout financial year
Energy & Environmental Projects to Reduce Carbon	Additional funding, Investment in properties to improve insulation, building controls and Solar Panels etc, Reduction in carbon emissions.	3,711	2,711	-	-	-	1,000	1,000	Individual projects monitored through Environmental and Carbon Mgt Board.
Training Sites Life Cycle Programme (incl Hamilton in Yr 1)	Ongoing investment short life assets for training purposes.	1,408	308	100	-	500	500	1,100	Strategic plan developed
Sub-total				561	4,539	5,500	6,500	17,100	
TOTAL (LC+NYLC)		**20,118**	**2,711**	**561**	**5,100**	**5,500**	**6,500**	**17,100**	

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2022/23 - 2024/25

FLEET

£000

Project Description	Reason for Investment, Strategic Objective and Impact	Estimated Total Net Cost	Funded in Previous Years	Spend Profile					Milestones
				2022/23		2023/24	2024/25	Total	
				LC	NYLC				
Aerial Platforms and Bodyworks	Maintains service delivery for response, Average age of current appliances is 11.58 years and £9.855million of investment is required to replace older assets, Current investment will remove backlog to 2025, Improves running costs and emissions.	4,070	-	389	681	1,500	1,500	4,070	Late March 23 - Two units, Two in March 23/24, Two in March 24/25
Frontline Appliances	Maintains service delivery for response, Average age of current appliances is 9.73 years and £34.778million of investment is required to replace older assets, Current investment will maintain asset backlog, Improves running costs and emissions.	12,400	-	1,835	65	5,000	5,500	12,400	Late 23 for chasiss and bodybuild
Low Carbon Appliances Project	Additonal funding of £0.500million received 21/22 to support, Prototype low carbon appliance, viability as a frontline appliance, Transition of current fleet to cleaner fuels to reduce carbon emissions.	130	-	107	23	-	-	130	1st Quarter of 2023
Light Fleet - Vans & Cars	Maintains service delivery for response, Average age of current appliances is 7.42 years and requires £20.6million investment will replace older assets and reduce carbon emissions, Increase in backlog.	1,680	-	79	101	500	1,000	1,680	Two cars for 2nd quarter of 2022 and up to 40 vehicles in the following two years
Wildland Fire Fighting Vehicles	Improve service delivery, Climate change response.	1,400	-	-	400	500	500	1,400	Dependant on strategy
Sub-total				**2,411**	**1,269**	**7,500**	**8,500**	**19,680**	
TOTAL (LC+NYLC)		**19,680**	**-**		**3,680**	**7,500**	**8,500**	**19,680**	

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2022/23 - 2024/25

ICT

£000

Project Description	Reason for Investment, Strategic Objective and Impact	Estimated Total Net Cost	Funded in Previous Years	Spend Profile					Milestones
				2022/23		2023/24	2024/25	Total	
				LC	NYLC				
PC's, laptops, peripherals	Supports all strategic objectives, Digital first strategy, Ongoing asset replacement cycle and to support hybrid working model.	1,070	-	34	326	360	350	1,070	March 2023 and annually
Replacement & Upgrade of AV Kit	People and training, Ongoing asset replacement cycle and to support improved training facilities in stations.	400	-	-	100	150	150	400	March 2023 and annually
Server Infrastructure	To support ongoing asset replacement cycle to ensure robust and resilient critical infrastructure.	420	-	-	120	150	150	420	March 2023 and annually
Software Infrastructure & National Business Systems	Upgrade and replacements of key business systems, Increase in resource costs due to using Software as a Service (SaaS) rather than on premise solutions.	1,300	-	185	115	500	500	1,300	March 2023 and annually
Local Area Network Infrastructure & Wide Area Network Infrastructure	Overall Service Delivery, Ongoing asset replacement cycle to ensure robust and resilient critical infrastructure.	1,500	-	-	500	500	500	1,500	March 2023 and annually
Operational Mobilisation Communications	To support ongoing asset replacement cycle to ensure robust and resilient critical infrastructure for response.	1,500	-	-	500	500	500	1,500	March 2023 and annually
Data Centre/Disaster Recovery	To support ongoing asset replacement cycle to ensure robust and resilient critical infrastructure, including disaster recovery and business continuity.	300	-	-	100	100	100	300	March 2023 and annually
Telephony	Supports all strategic objectives, Digital first strategy, Ongoing asset replacement cycle and to support hybrid working model.	1,000	-	-	600	200	200	1,000	March 2023 and annually
Cyber Security Provision	Supports all strategic objectives, Preventative measures to maintain systems and infrastructure security.	300	-	-	100	100	100	300	March 2023 and annually
Safe & Wellbeing	To support ongoing asset replacement cycle to ensure robust and resilient critical infrastructure.	150	-	-	150	-	-	150	March 23
Website Development	An updated website and intranet would be able to support improvements across staff and public, stakeholder and community engagement and enhancing our prevention and community safety work - Outcomes, 1, 3 and 4 of the current Strategic Plan, Use of modern technologies to improve performance.	300	-	-	300	-	-	300	March 23
People, Training, Finance & Assets System	People and Public Value, Investment in back office support systems to improve efficiency and deliver significantly improved level of service across the organisation.	8,000	-	-	1,500	5,200	1,300	8,000	Outline Business Case 5 stage process for People and finance/project currently being finalised.
Command & Control System	Strategic project to replace outdated technologies for mobilising.	13,429	10,459	2,589	381	-	-	2,970	Scheduled for 2022/23
Sub-total				2,807	4,793	7,760	3,850	19,210	
TOTAL (LC+NYLC)		29,669	10,459		7,600	7,760	3,850	19,210	

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2022/23 - 2024/25

OPERATIONAL EQUIPMENT

£000

Project Description	Reason for Investment, Strategic Objective and Impact	Estimated Total Net Cost	Funded in Previous Years	Spend Profile					Milestones
				2022/23		2023/24	2024/25	Total	
				LC	NYLC				
Operational Equipment	Maintain service delivery and health and safety, Replaces Time expired equipment, Reduces asset backlog by £3.680m over the 3 years.	3,680	-	-	890	1,740	1,050	**3,680**	March 2023
PPE	Maintain service delivery and health and safety, Required for recruits and replace existing, Reduces asset backlog by £6million over the 3 years.	6,000	-	-	2,000	2,000	2,000	**6,000**	Long lead time up to six months.
Sub-total				**-**	**2,890**	**3,740**	**3,050**	**9,680**	
TOTAL (LC+NYLC)		**9,680**	**-**		**2,890**	**3,740**	**3,050**	**9,680**	

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2022/23 - 2024/25

TRANSITION TO NET ZERO (EXTERNALLY FUNDED)

£000

Project Description	Reason for Investment, Strategic Objective and Impact	Estimated Total Net Cost	Funded in Previous Years	Spend Profile					Milestones
				2022/23		2023/24	2024/25	Total	
				LC	NYLC				
Electric Cars Charging Points - Phase 4	Additional funding for Electic Vehicle Charging Points, Reduction in carbon footprint	5,242	2,242	1,500	-	1,500	-	3,000	March 2023
Sub-total				**1,500**	**-**	**1,500**	**-**	**3,000**	
TOTAL (LC+NYLC)		**5,242**	**2,242**		**1,500**	**1,500**	**-**	**3,000**	

SCOTTISH FIRE & RESCUE SERVICE
Summary of Estimated Capital Expenditure 2022/23 - 2024/25

£000

Capital Expenditure Legally Committed (LC)

Financial Year			Total
2022/23	2023/24	2024/25	
18,519	-	-	18,519

Capital Expenditure Not Yet Legally Committed (NYLC)

Financial Year			Total
2022/23	2023/24	2024/25	
39,189	65,295	77,967	182,452

TOTAL - LC & NYLC

Financial Year			Total
2022/23	2023/24	2024/25	
57,708	65,295	77,967	200,970

SOURCES OF FUNDING

Source	Financial Year			Total
	2022/23	2023/24	2024/25	
Capital DEL	55,808	63,795	67,967	**187,570**
Capital Receipts	400	-	10,000	**10,400**
Net Zero Transition Grants	1,500	1,500	-	**3,000**
TOTAL	**57,708**	**65,295**	**77,967**	**200,970**

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2022/23 - 2024/25

SUMMARY

£000

Category	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2022/23		2023/24	2024/25	**Total**
			LC	NYLC			
Property - Major Works	92,065	3,065	11,800	2,450	29,550	45,200	89,000
Property - Minor Works	18,711	2,711	-	5,850	5,000	5,150	16,000
Fleet	47,311	-	2,411	16,746	12,565	15,589	47,311
ICT	41,229	10,459	2,807	9,063	11,900	7,000	30,770
Operational Equipment	14,889	-	-	5,080	4,780	5,029	14,889
Transition to Net Zero (Externally Funded)	5,242	2,242	1,500	-	1,500	-	3,000
Sub-total			18,519	39,189	65,295	77,967	200,970
TOTAL (LC+NYLC)	219,447	18,477		57,708	65,295	77,967	200,970

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2022/23 - 2024/25

PROPERTY - MAJOR WORKS

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile 2022/23 LC	Spend Profile 2022/23 NYLC	2023/24	2024/25	Total
West Asset Resource Centre	13,389	1,889	11,500	-	-	-	11,500
Cowcaddens Replacement Station	6,650	-	-	450	6,200	-	6,650
Blackness Road Replacement Station	6,700	-		-	500	6,200	6,700
Inverness Fire Station - Phase 2	1,000	-		1,000	-	-	1,000
Mussleburgh Fire Station Refurbishment	2,000	-		-	2,000	-	2,000
Dumbarton Fire Station Refurbishment	2,000	-		-	2,000	-	2,000
Paisley Fire Station Refurbishment	2,000	-		-	2,000	-	2,000
East Kilbride Fire Station Refurbishment	2,000	-		-	2,000	-	2,000
Stirling Fire Station - Phase 2 Refurbishment	500	-		500	-	-	500
Bathgate Fire Station Refurbishment	2,000	-		-	2,000	-	2,000
Kirkcaldy Fire Station Refurbishment	2,000	-		-	2,000	-	2,000
Larbert Fire Station Refurbishment	2,000	-		-	2,000	-	2,000
Dreghorn Fire Station Refurbishment	2,000	-		-	-	2,000	2,000
Johnstone Fire Station Refurbishment	2,000	-		-	-	2,000	2,000
Renfrew Fire Station Refurbishment	2,000	-		-	-	2,000	2,000
Glenrothes Fire Station Refurbishment	2,000	-		-	-	2,000	2,000
Alloa Fire Station - Phase 2 Refurbishment	500	-		500	-	-	500
Dalkeith Fire Station - New Build (RAAC)	6,500	-		-	-	6,500	6,500
Milngavie Fire Station - New Build (RAAC)	650	-		-	-	650	650
Helensburgh Fire Station - New Build (RAAC)	6,500	-		-	650	5,850	6,500
Portree Fire Station - New Build (RAAC)	3,000	-		-	300	2,700	3,000
Crewe Toll Fire Station - New Build (RAAC)	6,500	-		-	650	5,850	6,500
Livingston Fire Station - New Build (RAAC)	6,500	-		-	650	5,850	6,500
Stewarton Fire Station - New Build (RAAC)	300	-		-	-	300	300
Huntly Fire Station - New Build (RAAC)	3,000	-		-	300	2,700	3,000
Tranent Fire Station - New Build (RAAC)	300	-		-	-	300	300
Wick Retained Fire Station - RVDS New Build	3,000	-		-	3,000	-	3,000
Dalmellington Fire Station - RVDS New Build	3,000	-		-	3,000	-	3,000
Property Project Costs	2,076	1,176	300	-	300	300	900
Sub-total			**11,800**	**2,450**	**29,550**	**45,200**	**89,000**
TOTAL (LC+NYLC)	**92,065**	**3,065**		**14,250**	**29,550**	**45,200**	**89,000**

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2022/23 - 2024/25

PROPERTY - MINOR WORKS

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2022/23		2023/24	2024/25	Total
			LC	NYLC			
Minor Works - Condition (Elemental Upgrades)	15,150	-	-	5,000	5,000	5,150	15,150
Energy & Environmental Projects to Reduce Carbon	3,561	2,711	-	850	-	-	850
Sub-total			-	5,850	5,000	5,150	16,000
TOTAL (LC+NYLC)	18,711	2,711	-	5,850	5,000	5,150	16,000

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2022/23 - 2024/25

FLEET

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2022/23		2023/24	2024/25	Total
			LC	NYLC			
Aerial Platforms and Bodyworks	14,975	-	389	6,586	4,000	4,000	14,975
Frontline Appliances	25,690	-	1,943	8,177	6,210	9,360	25,690
Light Fleet - Vans & Cars	3,634	-	79	1,533	763	1,259	3,634
Prime Movers and PODS / Water Carrier Strategy	1,440	-	-	240	600	600	1,440
Fire Investigation Units / Control Units /DIM / Specials	1,572	-	-	210	992	370	1,572
Sub-total			**2,411**	**16,746**	**12,565**	**15,589**	**47,311**
TOTAL (LC+NYLC)	**47,311**	**-**		**19,158**	**12,565**	**15,589**	**47,311**

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2022/23 - 2024/25

ICT

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2022/23		2023/24	2024/25	Total
			LC	NYLC			
PC's, laptops, peripherals	3,500	-	219	1,281	1,500	500	3,500
Replacement & Upgrade of AV Kit	600	-	-	200	200	200	600
Server Infrastructure	750	-	-	250	250	250	750
Software Infrastructure & National Business Systems	3,000	-	-	1,000	1,000	1,000	3,000
Local Area Network Infrastructure & Wide Area Network Infrastructure	3,500	-	-	1,500	1,000	1,000	3,500
Operational Mobilisation Communications	5,000	-	-	1,000	2,000	2,000	5,000
Data Centre/Disaster Recovery	750	-	-	250	250	250	750
Telephony	1,500	-	-	1,000	250	250	1,500
Cyber Security Provision	750	-	-	250	250	250	750
Safe & Wellbeing	150	-	-	150	-	-	150
Website Development	300	-	-	300	-	-	300
People, Training, Finance & Assets System	8,000	-	-	1,500	5,200	1,300	8,000
Command & Control System	13,429	10,459	2,589	381	-	-	2,970
Sub-total			**2,807**	**9,063**	**11,900**	**7,000**	**30,770**
TOTAL (LC+NYLC)	**41,229**	**10,459**		**11,870**	**11,900**	**7,000**	**30,770**

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2022/23 - 2024/25

OPERATIONAL EQUIPMENT

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2022/23		2023/24	2024/25	Total
			LC	NYLC			
Operational Equipment	8,249	-	-	2,760	2,460	3,029	8,249
PPE	6,640	-	-	2,320	2,320	2,000	6,640
Sub-total			-	5,080	4,780	5,029	14,889
TOTAL (LC+NYLC)	**14,889**	**-**		5,080	4,780	5,029	14,889

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2022/23 - 2024/25

TRANSITION TO NET ZERO (EXTERNALLY FUNDED)

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				Total
			2022/23		2023/24	2024/25	
			LC	NYLC			
Electric Cars Charging Points - Phase 4	5,242	2,242	1,500	-	1,500	-	3,000
Sub-total			**1,500**	**-**	**1,500**	**-**	**3,000**
TOTAL (LC+NYLC)	**5,242**	**2,242**		**1,500**	**1,500**	**-**	**3,000**

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

PART 1
BASIC INFORMATION

Policy Owner	John Thomson – Acting Director of Finance and Procurement
E&D Practitioner	Denise Rooney
Title **(of function/policy to be assessed e.g. name of policy, title of training course)**	Capital Programme 2022-25
Date Assessment Commenced	11/03/22

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	Sets out the proposed overall Capital Programme 2022-25.
Are there any associated objectives of the function/policy (please explain)?	Best value in public services. Effective and appropriate public services. Premises and equipment appropriate to needs of personnel and service users.
Does this function/policy link with any other function/policy?	Fire and Rescue Framework Scotland SFRS Strategic Plan Asset Management Strategy
Who is intended to benefit from the function/policy and in what way?	SFRS and communities through the provision of excellent public services that are consistent with the principles of best value and the provision of appropriate premises and equipment suitable to the needs of users.
What outcomes are wanted from this function/policy?	Agreement on the allocation of the Capital Programme for 2022-25.
What factors/forces could contribute/detract from the outcomes?	In relation to equality issues there are no factors that directly relate to the setting of the Capital Programme that could contribute or detract from the intended outcomes.
Who are the main stakeholders in relation to the function/policy?	Scottish Government SFRS Board and personnel Communities served
Who implements the policy and who is responsible for the function/policy?	Scottish Government, SFRS Board, Finance and Contractual Services and budget holders within SFRS

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.

Marriage and civil partnership is only relevant to the public-sector equality duty in relation to the removal of unlawful discrimination– there are no issues within the Capital Programme that relate specifically to employment practice where the marital status of an employee would be a relevant factor.

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.

Concluding Part 2

Outcome of Establishing Relevance	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	☐	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	☒	Proceed to Part 3 Impact Assessment
It is unclear if there is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	☐	Proceed to Part 3 Impact Assessment

PART 3
IMPACT ASSESSMENT

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

Characteristic	
Age	The Capital Programme is a high-level document and establishing direct relevance between it and the general equality duty on the grounds of age is not possible. There is no evidence that the associated initiatives that will arise from the implementation of the Capital Programme will be relevant on the grounds of age as it applies to employees or communities.
Caring Responsibilities	See comments relating to age. The Capital Programme is a high level strategy; it is the projects/plans that are implemented under this programme that will consider potential impacts, (both positive and negative) on the basis of caring responsibilities.
Disability	See comments relating to age. There will be some relevance to disability arising from the commitment to allocating resources from the Capital Programme to improve disability access of premises and the provision of dignified facilities. There will be further potential relevance in the initiatives that arise from the budget spend on ICT where the SFRS has a responsibility to provide assistive technologies to staff covered by the "reasonable adjustment" provisions of the Equality Act 2010. There may be some additional relevance on the grounds of disability for the expenditure on technological features to be accessed by communities, some fleet and transportation purchases and operational equipment.
Gender reassignment	See comments relating to age. In relation to gender reassignment expenditure associated with the provision of updating stations, dignified facilities and operational equipment will be relevant.
Marriage and Civil Partnership	Not relevant – see Part 2 screening exercise.
Pregnancy and maternity	See comments relating to age. In relation to pregnancy and maternity expenditure associated with the provision of updating stations, dignified facilities and operational equipment will be relevant.
Race	See comments relating to age. In relation to race expenditure associated with the provision of updating stations, dignified facilities and operational equipment may be relevant.

Religion and Belief	See comments relating to age. In relation to religion and belief expenditure associated with the provision of updating stations, dignified facilities and operational equipment may be relevant.
Sex (gender)	See comments above. In relation to Sex (gender) the investment in dignified facilities will help ensure that improved facilities are provided for a modern and diverse workforce. The Asset Investment Plan and Estates Strategy will be used to shape this future capital investment and through the development of a business case in collaboration with Scottish Futures Trust to Scottish Government, exploring innovative approaches and wider public-sector opportunities, we will maximise funding and investment opportunities to reduce the impact on this protected characteristic.
Sexual Orientation	See comments relating to age. In relation to Sexual Orientation expenditure associated with the provision of updating stations, dignified facilities and operational equipment may be relevant.
Social and economic disadvantage	See comments relating to age. In relation to social and economic disadvantage there are no policy initiatives identified at this time as being particularly relevant.
Human Rights	There is no evidence that the setting of the Capital Programme has any direct relevance to the Human Rights Act. It is not possible at this time to say if any of the associated initiatives that will arise from the capital spend will have relevance to the Act but will remain under review.
Impact on People in General not covered by specific characteristics	**Island Impact Assessments:** The SFRS are aware of the potential challenges around distance, geography and connectivity in the Scottish Islands in the setting the SFRS Resource and Capital budgets. Our budgets, the associated assumptions and medium terms financial planning arrangements, will enable the Service to achieve its Service priorities and are supported by the individual programmes of work, local engagement and collaboration opportunities being sought, which will more specifically consider local circumstances. Both revenue and capital budgets are aligned to our legislative requirements to enable an integrated and consistent approach across the Service. Decisions taken are informed through Local Senior Officer Engagement, utilisation of existing scrutiny and assurance arrangements and reflect our commitment to protecting our staff and Island Communities from new and emerging risks. Equality and Human Rights Impact Assessments will be conducted for the programmes of work that sit under the Capital and Resource strategies and consider any positive and/or negative impacts on Island Communities.

Summary and Conclusion of Impact Assessment

The guidance provided by the Equality and Human Rights Commission on impact assessing budgetary decisions focuses on those decisions that relate to individual policy decisions (e.g. removing funding from an initiative or cancelling a project due to lack of finances) rather than the overall appraisal of setting the overall budget such as that set out in the Capital Programme 2022-25. Nevertheless, as a corporate decision is being made it was necessary that a screening exercise was conducted against the general equality duty.

This impact assessment identifies very limited direct relevance between the SFRS Capital Programme and the general equality duty and individual protected characteristics. It does, however, identify areas that will be subject to separate consideration and where relevance to the general equality duty is likely to be significant. These are:

- The need to ensure that relevant SFRS premises comply with the Equality Act 2010 in relation to disability access.
- Accessibility on the grounds of disability will also be a feature in the procurement and use of vehicles where the vehicles will be used for the purposes of transporting service users.
- Accessible ICT and assistive technologies to meet the needs of employees and service users.
- Operational equipment including PPE appropriate to the needs of employees, e.g. because of gender, religious observance and disability.
- The investment in dignified facilities, where possible, will help ensure that modern facilities are provided for a modern and diverse workforce.

The Asset Investment Plan and Estates Strategy will be used to shape future capital investment and through the development of a business case in collaboration with Scottish Futures Trust to Scottish Government, exploring innovative approaches and wider public-sector opportunities, funding opportunities will be maximised.

Conclusion

This impact assessment identifies very limited direct relevance between the SFRS Capital Programme and the general equality duty and individual protected characteristics. It does, however, identify areas that will be subject to separate consideration where relevance to the general equality duty is likely to be significant.

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?

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

Q2 What will be monitored?

There are no specific equality measures that can be applied directly to the Capital Programme. Monitoring of individual policies and initiatives that will allow the programme to be achieved will be considered for monitoring as part of their impact assessment and referenced on a case by case basis.

Q3 How will monitoring take place?

As Q2 above

Q4 What is the frequency of monitoring?

As Q2 above

Q5 How will monitoring information be used?

As Q2 above

PART 5
APPROVAL

This Equality and Human Rights Impact Assessment was completed by:

Name	Denise Rooney, Equality and Diversity Officer
Date	21/03/2022

This Equality and Human Rights Impact Assessment was approved by:

Name	John Thomson – Acting Director of Finance and Procurement
Date	21/03/2022

The Equality & Human Rights Impact Assessment for the 2022-25 Capital Budget remains current with no specific or significant change on the relevant protected characteristics from the previous year.

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

Report No: **BFCS/05-22**
Agenda Item: **13**

Report to:	**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**
Meeting Date:	**31 MARCH 2022**
Report Title:	**SFRS CHARGING POLICY – APRIL 2022**

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 seek approval from the Board regarding the updated Scottish Fire and Rescue Service (SFRS) Charging Policy, as attached at Appendix A.

2	**Background**
2.1	The primary statutory functions of the Scottish Fire and Rescue Service are set out in the Fire (Scotland) Act 2005 ("the 2005 Act"), as amended by the Police and Fire Reform (Scotland) Act 2012; as well as the Fire (Additional Function) (Scotland) Order 2005 ("the 2005 Order"). In summary, the SFRS is required to protect and prevent our communities from fire, enforce fire safety legislation, investigate fire and provide fire and rescue emergency response to our communities. No charges are levied as these services are funded through Scottish Government.
2.2	Charges may be levied for special services supplied by the Scottish Fire and Rescue Service (SFRS) in line with the powers set out within the Fire (Scotland) Act 2005, Fire (Charging) (Scotland) Order 2005 and Fire (Additional Functions) (Scotland) Order 2005.
2.3	The current Charging Policy is due for review in April 2022.

3	**Main Report/Detail**
3.1	The Policy has been reviewed based on the income received to date and to reflect the collaborative approach in sharing our facilities with other public sector organisations. As the majority of SFRS income is based on the recovery of costs, the main objective of the policy is to ensure the recovery of these costs with no profit element attached, therefore the charges detailed in Appendix 1 reflect this.
3.2	As detailed at point 2.1, the SFRS have a statutory duty and are legislatively required to protect and prevent our communities from fire, enforce fire safety legislation, investigate fire and provide fire and rescue emergency response to our communities. No charges are levied for this service, however the SFRS recognise the need for innovation in the generation of income to aid the enhancement of our Service and this is an area that will be explored further, encompassing benchmarking with other Fire and Rescue Services to assist in identifying possible areas of additional income generation.

3.3	A zero-based budgeting approach has been used in the forecasting of the budget for the new financial year 2022/23, with experienced knowledge input from Subject Matter Experts throughout SFRS including consideration of planned events over the coming year. Within 2021/22, £154,000 was generated from charges to third parties for SFRS attendance at special events and provision of chargeable services. This included training course cost recovery, dry riser testing, rental of locations for Bybox services, precognitions, administration fees for payroll deductions, and private MOT testing.
3.4	In addition to chargeable events and special services, SFRS continues to actively pursue the opportunity to share facilities with public sector partners through the Joint Asset Sharing Group, which includes Police Scotland, Scottish Ambulance Service, Scottish Futures Trust and SFRS. This group reports into the Reform Collaboration Group covering the three emergency services.
3.5	As a result, SFRS has entered into several collaborative arrangements to share existing facilities with emergency service partners. Through the Joint Asset Sharing Group, a cost sharing model has been developed and agreed, based on the percentage of floor area occupied, that enables sustainable long-term arrangements and provides transparency to both SFRS and its partners. The parking of other emergency vehicles within SFRS premises (where no other services are provided), as a tactical response point, will continue to be provided free of charge. The income generated from shared services for the year 21/22 as at February 2022 amounted to £365K with a forecast of £476K expected by the end of the financial year.
3.6	Community fire stations are used on occasion for local and charitable groups and events, which is encouraged as part of our community engagement. Such incidental use of facilities is typically offered free of charge. In some cases, however, this can lead to additional costs, for example cleaning and refuse collection. The Charging Policy has been amended to include recovery of incremental costs.
3.7	SFRS also benefit from income in relation to the Modern Firefighter Apprenticeship Scheme for trainee firefighters which assists in the mitigation of the costs incurred by SFRS for the Apprenticeship Levy. This is in line with SFRS Strategic Initiative in maximising the best use of public funds.
3.8	The proposed Scale of Charges for 2022/23 has been updated to reflect agreed pay awards. The Scale of Charges will be updated annually to reflect pay awards.
3.9	The proposed Charging Policy, incorporating the updated Scale of Charges, reflects these proposals and is attached at Appendix A.
4	**Recommendation**
4.1	The Board is asked to: • Approve the updated Charging Policy, along with the updated Scale of Charges, as attached at Appendix A, noting that charges may include an overtime element where capacity does not permit the service to be carried out during normal working hours.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** SFRS's primary concern is providing an operational response in line with its statutory duties. Operational response to emergencies will always take precedence over planned chargeable events and special services. The sharing of facilities does not impact emergency response SFRS's primary concern is providing an operational response in line with its statutory duties. Operational response to emergencies will always take precedence over planned chargeable events and special services. The sharing of facilities does not impact emergency response.

5.2	**Financial**
5.2.1	Total income from charging for services amounts to £0.519m in 2021/22 so far. Per the approach as detailed in 3.3, total income generation is expected to rise to £0.667m, being £0.598m in 2022/23 for Shared Services and £0.069m for planned Special Events and forecast Fees and Charges. This incorporates the inflationary increase in charges as detailed at Appendix 1. The income forecast in relation to the Modern Firefighter Apprenticeship Scheme amounts to £500K for 21/22 which is substantially mitigating against the costs for Apprenticeship Levy.
5.3	**Environmental & Sustainability**
5.3.1	The sharing of facilities reduces costs for both SFRS and partner organisations, supporting financial sustainability, and can contribute to an overall reduction in public sector carbon footprint.
5.4	**Workforce**
5.4.1	Sharing of facilities with partner organisations encourages greater collaboration and communication between Services on a day to day basis.
5.5	**Health & Safety**
5.5.1	All users of SFRS premises will be required to adopt SFRS health and safety procedures while in the premises.
5.6	**Training**
5.6.1	There are no training implications associated with this report.
5.7	**Timing**
5.7.1	The updated Policy is due to go live in April 2022 and will remain in place for the next year. The scale of charges is reviewed on an annual basis to reflect any pay awards. During 22/23 a comprehensive review of the Charging policy will be undertaken post COVID 19 to ensure income from the Service's charging policy is being developed and to establish a new and more innovative policy and approach to income generation for the next three years.
5.8	**Performance**
5.8.1	There have been no reported performance impacts in providing resource for chargeable events and special services. SFRS is making a valuable contribution to the wider public sector collaboration agenda in sharing facilities to deliver best value public services.
5.9	**Communications & Engagement**
5.9.1	There has been significant engagement and collaboration with other emergency services through the Reform Collaboration Group.
5.9.2	The charging policy will be published on SFRS website after approval.
5.10	**Legal**
5.10.1	Each collaborative arrangement is supported by a memorandum of understanding that sets out the terms and conditions of the agreement, incorporating cost sharing. The Joint Asset Sharing Group agreed a standard Property Sharing approach. The agreement between the three emergency services, is expected to be adopted more widely across the public sector in Scotland.
5.11	**Information Governance**
5.11.1	DPIA completed No. There is no personal data within the report.
5.12	**Equalities**
5.12.1	EIA completed. The EIA is being updated to accompany the consultation.

5.13	**Service Delivery**
5.13.1	The Charging Policy has been produced to ensure recovery of costs incurred by SFRS in the provision of special services.
5.13.2	Special Services are out with the primary statutory functions of the SFRS as set out in the Fire (Scotland) Act 2005. The use of the scale of charges set out within this policy ensures that SFRS delivery of service is maintained with the best use of public funds and that no additional financial pressure is put on the Service whilst carrying out these special services.

6	**Core Brief**
6.1	The Acting Director of Finance and Contractual Services presented to the Board the draft updated SFRS Charging Policy for approval, which takes account of recent developments, particularly in relation to asset sharing with partner organisations.

7	**Appendices/Further Reading**
7.1	Appendix A – SFRS Charging Policy, April 2022.

Prepared by:	Lynne McGeough, Acting Head of Finance and Procurement
Sponsored by:	John Thomson, Acting Director of Finance and Procurement
Presented by:	John Thomson, Acting Director of Finance and Procurement

Links to Strategy and Corporate Values
Outcome 4 We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Strategic Leadership Team	*22 March 2022*	*For Decision*
SFRS Board	*31 March 2022*	*For Decision*
Good Governance Board	*TBA*	*For Noting*

APPENDIX A

FINANCE AND CONTRACTUAL SERVICES

FINANCE AND PROCUREMENT

CHARGING POLICY

Author/Role	Lynne McGeough
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	TBA
Date of Impact Assessment (commenced)	N/A
Date of Impact Assessment (concluded)	N/A
Quality Control (name)	John Thomson
Authorised (name and date)	John Thomson
Last reviewed (name and date)	N/A
Date for Next Review	1 April 2023

FINANCE AND CONTRACTUAL SERVICES

FINANCE AND PROCUREMENT

CHARGING POLICY

1. INTRODUCTION

The Scottish Fire and Rescue Service (SFRS) is required to prevent and protect our communities from fire, enforce fire legislation, investigate fire and provide fire and rescue emergency response to our communities. No charges are levied for these services.

Charges may however be levied for special services supplied by the Scottish Fire and Rescue Service (SFRS) in line with the powers set out within the Fire (Scotland) Act 2005, Fire (Charging) (Scotland) Order 2005 and Fire (Additional Functions) (Scotland) Order 2005.

2. CHARGING FOR SERVICES

2.1 Special Services

Examples of special services are (not exhaustive):

- Lift releases

- Effecting entry to premises

- Pumping water

- Clearing spillages of hazardous materials
- Provision of Fire Cover at major, national and commercial events (e.g. events at Murrayfield/Hampden, music festivals, sporting events)

- Making dangerous structures safe using height appliance

- Inspection of private hydrants

- Inspection of dry risers

- Testing water pumps

All special services are undertaken subject to emergency commitments and responsibilities of SFRS. If this service is terminated or interrupted due to an emergency call or other responsibilities confirmed by SFRS at any time, a claim for compensation cannot be made.

2.2 Requests for Information

Charges may be levied for requests of information. These will include:

- Precognition charges in respect of fire service representation at legal hearings

- Administrative costs of providing copy fire reports and copy investigation reports

- Administrative costs of responding to Freedom of Information requests where these exceed £100. Where the cost of disclosure is less than £100, there will be no charge
- Provision of other information not covered by the Freedom of Information (Scotland) Act, e.g. documents, photographs, tape, video or recordings

2.3 Third Party Use of Premises

SFRS will continue to work collaboratively with other public and third sector organisations to share facilities where there is mutual benefit. A Property Sharing Agreement will formalise the terms of use. SFRS uses an agreed cost recovery model that apportions the operating cost of the building.

SFRS offers parking areas to other emergency vehicles as a tactical response location. Parking and use of facilities for this purpose alone will not incur charges.

SFRS offers local fire stations for community or charitable events and groups. Local and community based organisations which are not for profit in nature will not be charged for incidental use of meeting rooms in fire stations. Any additional costs incurred in providing this service, for example additional cleaning or refuse collection, will however be recharged to the relevant group based on costs incurred.
On request, SFRS may also offer ad-hoc venues or facilities for hire to other public bodies, voluntary organisations or private companies. For venue hire, the charge will be based on the size of facility being hired.

2.4 Training and Other Miscellaneous Services

SFRS may offer training on request to other public bodies or private companies. Where this is the case, an amount will be charged commensurate with the actual costs of providing the training.

SFRS will from time to time offer ad hoc services to affiliated charities and other organisations by agreement. The charge for providing this service will be on a cost recovery basis.

3. APPLICATION OF CHARGES

All charges levied during a year will be based on the agreed charges for that year and will continue until superseded.

Charges using an hourly rate will be based on a minimum of one hour's charge and increased by a quarter of the hourly charge for each complete or part-complete 15-minute period thereafter.

No discounts can be offered on charges.

Where appropriate, Value Added Tax at the prevailing rate will be added to each published charge at the point of charging.

4. MEASURING AND REVIEW

The charges will be reviewed on an annual basis and increased in line with pay awards over the preceding year and other relevant inflation, e.g. fuel prices.

Current charges will be published on the SFRS website and updated on 1 April each year.

5. ASSOCIATED DOCUMENTS/REFERENCES

SFRS Scale of Charges

Fire (Scotland) Act 2005

Fire (Charging) (Scotland) Order 2005

Fire (Additional Functions) (Scotland) Order 2005

Freedom of Information (Scotland) Act 2002

Scottish Fire and Rescue Service Appendix 1
Charges effective from 1 April 2022

Special Services – Vehicle Related	Charge from 1 April 2022, excluding VAT
Hire - Aerial Rescue Pump	£218 per hour
Hire - Rescue Pump	£142 per hour
Hire - Light Vehicles	£66 per hour
Crew Members	£25.00 per hour - £48.00 per hour, as below
Dry Riser Testing	£245 per hour
Flow Pressure Testing	£245 per hour
Hydrant Testing	£245 per hour
Provision of Fire Cover at Special Events	Price on Application

Special Services - Staff Costs per Role	Charge from 1 April 2022, excluding VAT
Firefighter	£25.00 per hour
Crew Commander	£27.80 per hour
Watch Commander	£31.20 per hour
Station Commander	£41.40 per hour
Group Commander	£48.00 per hour

Information Requests	Charge from 1 April 2022, excluding VAT
Precognitions	£78 per hour, per member of staff
Fire Investigation Report	Charge based on cost of staff time and materials to provide the report
Incident Report	Charge based on cost of staff time and materials to provide the report
Freedom of Information Request	Charge based on cost of disclosure where this exceeds £100
Other data not covered by Freedom of Information legislation	Charge based on cost of disclosure

Shared Services, Community Groups, Charities and Commercial Hire of Facilities	Charge from 1 April 2022, excluding VAT
Shared service facilities - Public Sector	Agreed cost recovery model based on Memorandum of Understanding or Service Level Agreement. Facilities cost will be recharged to the occupier as a percentage. These costs are agreed based on the proportion of floor area used by the occupier. A calculation is required for every agreement as it is based on the requirements at that location. Please contact the property section for more information and advice
Community Groups	Recovery of incremental costs to hold event
Charities and Third Sector	Recovery of incremental costs to hold event
Venues holding up to 12 people	£17.20 per hour
Venues holding 13 to 50 people	£23.00 per hour
Venues holding 51 to 100 people	£34.50 per hour
Venues holding more than 100 people	£46.10 per hour
Catering Provision	Actual Costs
Other Related Costs	Actual Costs

Training Recharges - Partner/Industrial Training	Charge from 1 April 2022
Specialist Training Charge (including Catering)	Price on Application, based on cost recovery for equipment and catering costs
Venue	£218.50 per day
Venue	£109.20 per half day (4 hours)
Fireground Technician	£29.40 per hour
Caretaker	£24.20 per hour
Crew Commander	£34.50 per hour
Watch Commander	£38.30 per hour
Station Commander	£44.00 per hour

Group Commander	£41.00 per hour
Area Commander	£47.70 per hour
Gas	£33.60 per burn
Scrap Cars	£181.40 per car
Smoke Fluid	£22.40 per burn
Timber	£182.50 per pack
Observation Pod	£16.90 per hour

Other Services	Charge from 1 April 2022, excluding VAT
Private MOT Testing in SFRS ARCs	£51 per MOT
Trade Union commission charge for administering third party payroll deductions	1.8% of trade union payroll deduction
Any other ad hoc services	Actual Costs

Charges in the Training section are treated as exempt from VAT. All other charges should be subject to VAT at 20%.

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

Report No: B/SDEV/01-22

Agenda Item: 14

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	31 MARCH 2022							
Report Title:	DIGITAL STRATEGY 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 the report is to present the final version of the Scottish Fire and Rescue Service (SFRS) Digital Strategy 2022-25 for approval.

2	Background
2.1	The SFRS has had a Digital Strategy in place for the periods 2014-2017 and 2018-2021.
2.2	The new Digital Strategy will cover the period 2022-2025.
2.3	The Strategy has been developed with contributions from across all areas of the Service through surveys, interviews and a short life working group.
2.4	A high-level presentation on the Strategy development and themes has been delivered to the Digital Board, Strategic Leadership Team (SLT) and Board at a Board Information/ Development meeting
2.5	Following feedback from SLT and Board members this is the final version of the Strategy for approval.

3	Main Report/Detail
3.1	The draft Strategy contains the following sections: • Introduction – ACO Paul Stewart • Our Digital Strategy Vision • Our Digital Journey so far • The Digital Strategy in Context • Building the Strategy • Strategic Digital Themes • The impact of our Digital Strategy

4	Recommendation
4.1	That the Board approve the Strategy.

5	**Key Strategic Implications**
5.1 5.1.1	**Financial** Any costs related to the Digital Strategy will be managed through the normal budget processes.
5.2 5.2.1	**Environmental & Sustainability** One of the themes of the Strategy is related to environmental factors.
5.3 5.3.1	**Workforce** One of the themes of the Strategy is related to ensuring digital solutions are designed, developed and implemented with staff.
5.4 5.4.1	**Health & Safety** Not applicable
5.5 5.5.1	**Training** Training on technical solutions has been highlighted as a requirement of any digital solutions delivered under the Strategy.
5.6 5.6.1	**Timing** The Strategy will cover the period 2022 – 2025.
5.7 5.7.1	**Performance** Not applicable
5.8 5.8.1	**Communications & Engagement** A full plan will be developed to ensure the Strategy is communicated effectively to all staff and stakeholders.
5.9 5.9.1	**Legal** Not applicable
5.10 5.10.1	**Information Governance** *DPIA completed ~~Yes~~/No.*
5.11 5.11.1	**Risk** Not applicable
5.12 5.12.1	**Equalities** *EIA completed ~~Yes~~/No.*
5.13 5.13.1	**Service Delivery** The delivery of the Strategy will have a significant impact on Service Delivery, improving communications and access to information.
6	**Core Brief**
6.1	The Director of Service Development presented the SFRS Digital Strategy 2022 – 2025.
7	**Appendices/Further Reading**
7.1	Appendix A - Digital Strategy 2022-25
7.2	Further Reading: SFRS Digital Strategy 2018-21 SFRS Digital Strategy 2014-17

Prepared by:	Sandra Fox, Head of ICT
Sponsored by:	Paul Stewart, Assistant Chief Officer, Director of Service Development
Presented by:	Sandra Fox, Head of ICT

Links to Strategy and Corporate Values		
SFRS Digital Strategy 2018-21		

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Strategic Leadership Team	*22 February 2022*	*For approval*
SFRS Board (Information Day)	*24 February 2022*	*For discussion*
SFRS Board	*31 March 2022*	*For Decision*

APPENDIX A

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Scottish Fire and Rescue Service
Digital Strategy
2022-2025

CONTENTS

1.   INTRODUCTION – ACO PAUL STEWART

Having successfully built a solid foundation, this 2022 – 2025 Digital Strategy will build on earlier strategies by promoting an ethos of continuous improvement whilst seeking to utilise digital technology in a variety of ways. The COVID-19 pandemic has introduced challenges from a digital and technological perspective. However, it has also presented significant opportunities for the Scottish Fire and Rescue Service (SFRS) to innovate and move forward at pace. This strategy will seek to embrace these opportunities and add further value to the SFRS by promoting a positive digital culture.

It is widely acknowledged the global digital environment is fast-moving and continually developing. This will require the SFRS to remain agile and evolve in the digital space in a way that supports geographical differences across the communities of Scotland.

Early systems work has resulted in significant progress on singular solutions such as our payroll, staff development (training) and Retained and Volunteer mobilising systems however, there is more to do in this area.

"Change is the law of life and those who look only to the past or present are certain to miss the future." — John F. Kennedy

Notwithstanding the early progress made, this strategy aims to ensure the SFRS is fit to face the digital challenges of the future.

Paul Stewart

This includes developing additional resilience arrangements associated with cybersecurity and investing in digital technologies that support a forward direction of travel in other areas such as the management of organisational data, and in the better use of business intelligence, whilst we also consider what steps can be taken to support the environmental agenda. In addition, we will focus on the user experience of staff from an individual perspective and will seek to ensure our digital arrangements meet both organisational and individual needs.

Overall, this strategy aims to ensure the SFRS is fit and ready for the digital challenge of the future. A key objective is to continue the SFRS digital journey whilst seeking to make the journey travelled a positive and rewarding one. We aim to build on early significant investments in digital technology by being ambitious in improving our current and planned solutions. We aim to help our staff to exploit the benefits of the wide range of technologies available. By exploring new technologies, we will further improve the service to our staff and the communities of Scotland.
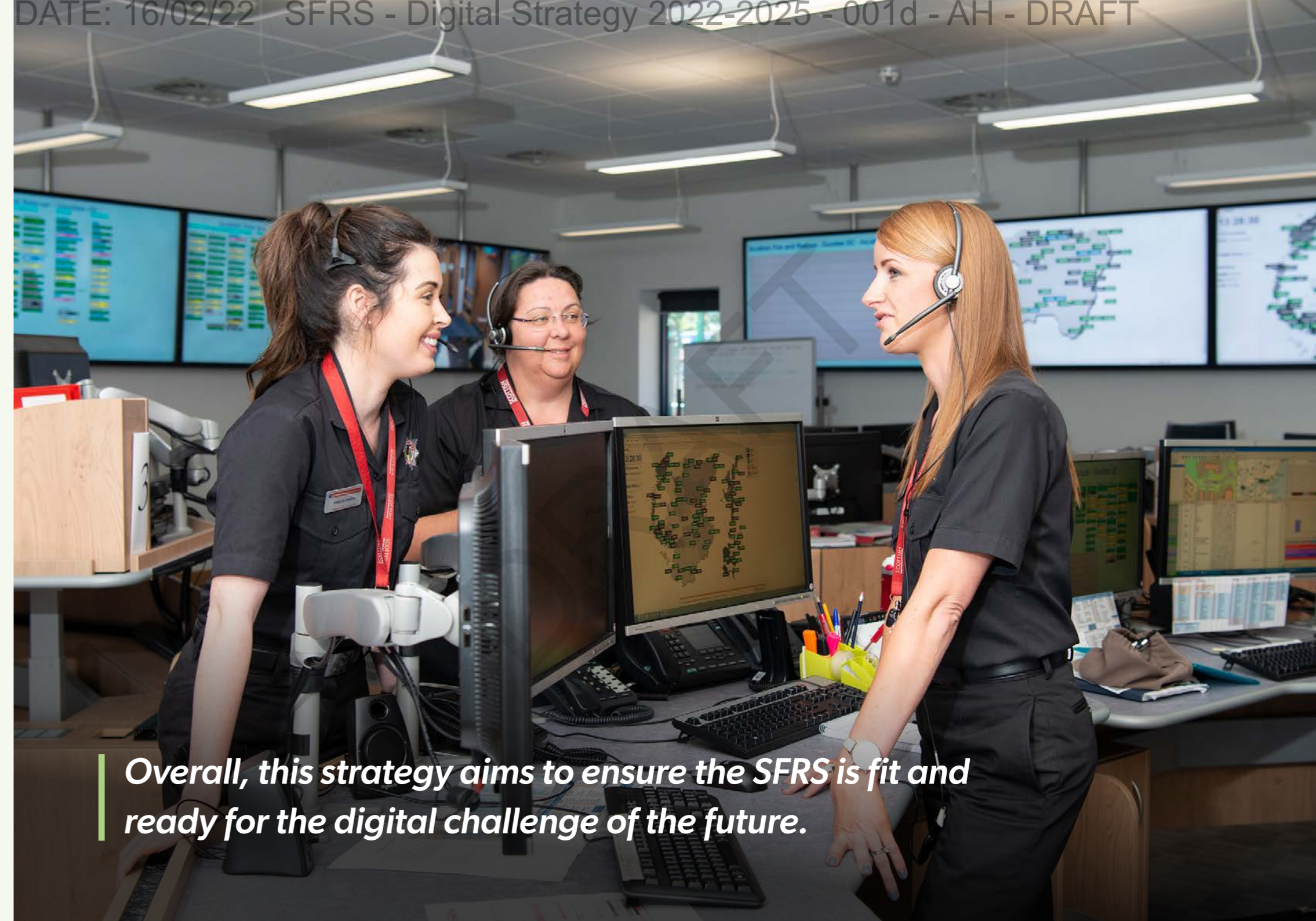
Overall, this strategy aims to ensure the SFRS is fit and ready for the digital challenge of the future.

2.   OUR DIGITAL STRATEGY VISION

Our ambition as an organisation extends to embedding a digital culture in a way that supports a digital first mindset negating the need for future mainstream digital strategies.

The vision of this strategy for 2022-2025 is to continue the post-pandemic evolution of our digital services and environment, building on existing successes and working towards embedding a digital first culture within SFRS, adding value to our staff and the communities we serve.

The strategy will build on the significant investments made in digital technology by the Service over the last nine years and changes it has already made in relation to new ways of working. We will include delivery of the innovation we know our staff are enthusiastic about, through research and development and agile implementation of solutions. We will ensure solutions are robust and secure and their benefits can be fully exploited by our staff.

The strategy is sub-divided into several themes to achieve the overall vision which builds on the significant consultation carried out our stakeholders, and reflects their concerns, requirements and ambitions for the digital future of the Service.

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3.   OUR DIGITAL JOURNEY SO FAR…

Since the inception of the Service, our technology solutions have dramatically improved and extended. Initially through amalgamation and standardisation in areas like the network and email systems, and in single business solutions like Finance, HR, Payroll, Operational Intelligence and shortly with the implementation of a new command and control system.

Some solutions have gone through second iterations e.g. single email and office tools from Exchange and Office to Office 365, and the conferencing and collaboration tool Skype to Teams.

We have implemented a corporate data integration tool that is currently in use supporting Finance and Asset Management Integration, and RDS Payroll. This will allow us to continue to address the issue of duplication and multiple logins for users.

The implementation of the modern desktop across the Service in 2018/19, including direct access for home working, put the Service in an excellent position to move numbers of staff to work from home quickly and seamlessly when the COVID-19 lockdown commenced in 2020.

Complementing all of these solutions, a robust cybersecurity regime has been developed to protect the integrity of the Service's systems and infrastructure.

All of the technology and solutions implemented have supported the visions of the previous two digital strategies; 'we want our people to have access to the right information on the right device at the right time' and 'to put SFRS people at the heart of a digital community delivering a safer Scotland'.

Many of the solutions we have implemented have been ground breaking in working towards the goals of previous digital strategies. A number have been recognised externally and awarded for innovation and good practice.

Our approach, to a great extent, has been evolutionary. However, due to the excellent foundations we have in place, and the commitment of the service to be a digital first organisation, we can evolve more quickly. This will help us in demonstrating innovation and continuous improvement in our digital solutions, enhancing the services we provide to our communities. This strategy will build on the significant progress already made and further enhance the use of digital technology across the service.

4.   OUR DIGITAL STRATEGY IN CONTEXT

In developing the strategy we have taken into consideration the external environment in which our digital future is being developed. This includes the impact of the COVID pandemic and the ensuing global recession alongside the impact of the worldwide microchip shortage. Furthermore, it includes the impact of the green agenda and the future development of new technologies, specifically in relation to Microsoft, whose technologies are embedded across our strategic environment. Lastly, we will continue to consider the constantly developing and ever present cyber security threat to our digital solutions and corporate data.

We also carried out a review of UK and Scottish Government digital strategies to ensure our strategy is developed in line with their principles and priorities.

The UK Government strategy is very focused on the concept of cloud-enabled 'digital first' services for the public to allow access to public body services from anywhere on any digital device.

The Scottish Government strategy, 'A changing nation: how Scotland will thrive in a digital world' has a strong focus on the opportunities afforded to Scotland from digital technologies with the expectation that organisations like ours will reinvent ourselves to make us more personal, accountable, adaptable, efficient, secure, sustainable and worthy of public trust. We will transform ourselves into truly digital organisations with digital skills, cultures and operating models. Our strategy aligns clearly with those aims and the 'principles for a digital nation' as shown below.

From the Scottish Government's Digital Strategy: A changing nation: how Scotland will thrive in a digital world – https://www.gov.scot/publications/a-changing-nation-how-scotland-will-thrive-in-a-digital-world/

We reviewed a wide range of digital strategies of emergency services from far and wide across the world, from London Fire Brigade, and South Yorkshire Fire and Rescue Service to Los Angeles Fire Department and New Zealand Fire Service. We also considered developments like smart cities across the globe where digital technologies are being used to deliver community-enhancing benefits related to road and water safety.

We gathered good practice and forward-looking ideas from these but also confirmed our view that SFRS already has a well-developed digital foundation for future development.

Importantly, we considered our internal and external guiding documents in developing the strategy including the soon to be published Fire Framework, the Long-Term Vision and the SFRS Strategic Plan. In addition, we have taken cognisance of the digital first principles adopted by the Service.

The strategy will support the delivery of the Strategic Plan through contribution to its outcomes and objectives. We will do this by exploring new and innovative ways to use digital technology to realise efficiencies and to ensure our people have access to the right information at the right time to do their jobs well.

> *The inclusion of a specific innovation and modernisation priority in the Fire Framework is welcome and gives a direct connection between the framework and the strategy, which will encourage innovation and support the modernisation of the Service.*

5. BUILDING THE STRATEGY

This strategy has been developed with significant input from, and consultation with staff and managers, from all parts of the Service through several mechanisms including;

- A subgroup of the Digital Board was set up as a working group with representation from across the service to assist in the development of the strategy ensuring that it reflects a corporate view. This group designed the strategy survey, developed the vision and themes, developed the outline content and supported the strategy development generally, and with specific input from areas like the People, Training, Finance and Asset Systems project, Operations Strategy development and Business Intelligence.

- Senior Information and Communication Technology (ICT) staff meeting with management teams and functions across the country, to gather their requirements and ambitions for future use of technology while understanding their concerns about the provision of digital services.

- Review of customer satisfaction surveys from the ICT Service Desk to identify common issues, understand users' views of the standard of digital services provided, and where improvement can be made.

- Analysis and review of ICT incidents and requests to capture recurring problems and requests for services that are not provided or available currently.

- A survey of staff to gather a range of information about how they use technology currently, what technologies they might use in the future and what the strategy could provide over its lifetime, to improve their working life and help staff achieve their work objectives. The survey was well responded to and a summary of the survey results can be found in Appendix 1.

- Analysis of the input across all methods highlighted three main areas to be addressed by the strategy;

  - Significant interest and enthusiasm for new technologies like drones and video streaming. Enhanced mobile working that our staff and managers envisage would improve efficiency, effectiveness, enhance and potentially extend our services to the public. Joint research and development between operational staff and technical teams will allow us to understand how the Service can exploit these and other technologies.

- Issues with existing technology solutions were also highlighted through the information gathering. Some were related to the performance of our infrastructure and equipment. More significantly, areas like lack of integration between systems, causing duplication of effort, were recognised as being a barrier to achieving digital ways of working. There are several projects within the People, Training, Finance and Asset Systems project, and the Command and Control Futures project, which are supported by existing and planned systems infrastructure improvements, which will help to address these areas.

- Feedback from all areas suggested a lack of awareness across the service about what is currently in place and how it can be exploited to improve efficiency and improvement. For example, the use of Office 365 and Teams for collaboration. These are very powerful tools that we have at our disposal, and we must ensure that they can be used to their full potential by our staff.

- The strategy has been developed to address all of the findings of our research and takes a thematic approach to address the various challenges posed to the organisation in achieving its ambition of being a digital first organisation. Our vision is 'to continue the post-pandemic evolution of our digital services and environment, building on existing successes and working towards embedding a digital first culture within SFRS, adding value to our staff and the communities we serve.'

6.   DIGITAL STRATEGY THEMES

DIGITAL CULTURE

This is the major and primary theme of the strategy that aims to enable the service to exploit existing technologies and explore new technologies. The Service has a great opportunity to harness advancing technologies in our everyday business and developing a digital first culture is key to achieving the vision of the strategy. To achieve the vision, we must socialise the strategy and its benefits to all of our staff and partners, provide digital solutions that meet their needs and contribute to improving their processes and performance. By delivering those solutions we will enable effective adoption of the digital way of life.

- Digital first; establishing new ways of working reflecting how we live our lives now, making use of the tools we currently have and will have in the future to enable our staff to work in a digital first manner.
- Evolving and expanding our digital culture; setting examples and leading by example, ensuring the tools and techniques to support digital working are in place and are reliable, robust and secure to increase staff members confidence.
- Socialising digital strategy; communication is critical to the success of creating a digital culture, focused on benefits to individual users, teams and the service as a whole.

- End to end digital processes; implementing integrated and automated solutions with minimal manual intervention required, minimising mundane tasks and maximising user expertise.
- The journey; our digital future won't happen overnight, although there are building blocks in place and more to come e.g. Emergency Services Network will enable a range of functionality we couldn't have before, People, Training, Finance and Asset Systems project, will join up processes across the service and improve their efficiency and effectiveness.
- Staff engagement and involvement; actively communicating the principles of digital culture.
- Creating/sustaining innovation spaces – digital technologies underpin innovation and are critical to its success, we will provide opportunities and tools for staff to contribute to innovation and the technology that supports it.
- Supporting our users anytime, anywhere; using digital tools to support users e.g. chatbots, self-service.

Enablers; The achievement of this theme will be enabled by actions and processes as well as technology. We will enhance our research and development capability, develop solutions in cross-functional teams, make use of pilots to deliver innovative digital solutions, share good practice across the Service and with partners, develop competition to encourage innovation like the Conservation Station Competition.

CYBER CONFIDENCE

This theme is not just about cybersecurity, although it is critically important to our success, but also about the robustness and resilience of the solutions we implement. Staff must be confident that any technical solution they use, from a mobile phone to a Finance system, will be available and performant where and when they need to use it. These solutions must also have involved the users of those solutions in their development to ensure that they truly meet their needs.

- **Cybersecurity;** effective cybersecurity is critical to achieving success in a number of our themes, ensuring confidence in our systems and infrastructure. We must strive to apply appropriate cybersecurity measures without constraining usability and continue to manage risks associated with adopting new technology and ways of working.
- **Robust and resilient;** users need confidence that the tools they use will be available when they need them, as we have evidence from our consultation that improvement is required in some areas, particularly around the network and some systems performance which will be addressed through upcoming projects like People, Training, Finance and Asset Systems project, new Wide Area Network (WAN) etc.

- **Meeting standards;** we're obliged to ensure we operate to specific security standards and need to adapt to support innovation whilst maintaining those standards.
- **Keeping pace;** we need to keep pace with trends in technology and thinking to continuously improve our digital environment.

Enablers: How we develop and deliver digital solutions, ensuring appropriate levels of security, robustness and resilience will be critical to gaining user and management confidence in those solutions, accelerating user adoption. We will encourage user-led research and development into options, and the creation of solutions including the design, development and implementation of the solution with appropriate training and awareness. We will continue to develop cloud-based solutions to achieve high levels of resilience and availability.

COLLABORATION

Technology allows us to collaborate more easily and effectively in a wide range of areas, for example, the development of policy or design processes by allowing those involved to share ideas, design, documents and other data seamlessly, and across functional, regional, organisational and even international borders. We have many technical solutions already in place which give us a head start in enabling collaboration, and we need to ensure our staff have confidence in those tools and their use.

- **'Do it together';** we need to do more at pace but ensure everyone can keep up, improving processes end to end, and across boundaries, reducing duplication and levels of authorisation.
- **Partnership approach;** move away from silo working to improve processes and efficiency through more generic solutions in departments e.g. case management.
- **Messaging and communication;** this is key to the success of the strategy, ensuring the strategy is understood, along with the benefits to individuals, their team, and the service, which should come from sharing success stories.
- **Exploiting the tools;** we've got great technology, far better than many organisations, but we need to drive the benefit out of it, pushing the boundaries of how we use it and share good practice.

Enablers: We have established collaboration tools, including Teams and SharePoint, being used to great benefit in many areas of the Service. We will encourage the adoption of collaboration tools to deliver local process improvement and share solutions developed locally with teams across the Service.

DATA

The data we hold in our organisation is, with our staff, our most critical asset. Our staff need access to a wide range of data to do their jobs and make decisions. We need to be able to transform that data into information that helps develop the wisdom to deliver our services and contribute towards better outcomes for the people of Scotland. We need to work towards ensuring data is accurate, comprehensive and accessible to make the best use of it.

- **We should adopt the data pyramid as shown below;** transforming data to information, knowledge and ultimately wisdom to enhance strategic, operational and tactical decision-making.
- **Our data should be available from any location, from any device;** drive towards the consistent provision of live data and applications on any device e.g. PC/laptop/tablet/mobile phone.
- **Our data should be fully managed;** with appropriate standards and controls, retention, security, access and publishing.
- **We should exploit business intelligence;** using data analytics effectively to enhance the inherent intelligence of the organisation. Our Business Intelligence Strategy has set out our objectives for improving the service use of data and intelligence for the years ahead.
- **Geographical information systems (GIS);** exploit geographic presentation of data analysis to get messages across.
- **Community Risk Index Model (CRIM);** this is a critical example of how we bring internal and external data together, manipulate and analyse it to enhance our ability to make decisions that are evidence-based, robust and stand up to challenge.

- **Data sharing;** the ability to share data within and outwith the service securely and efficiently to further enhance our decision making.
- We will look to measure ourselves against recognised maturity models, frameworks and standards for data quality, maturity and governance.

Enablers: We will develop an enterprise search facility to allow easy and speedy access to information located in multiple and various locations and systems. We will provide appropriate access to corporate tools like CRIM, deliver the business intelligence strategy and develop the use of data analytic tools at user, team and organisational levels.

"Doing the right things" "Why?" "What is best?" **WISDOM**

"Doing things right" **KNOWLEDGE** "How to?"

INFORMATION "What?"

DATA
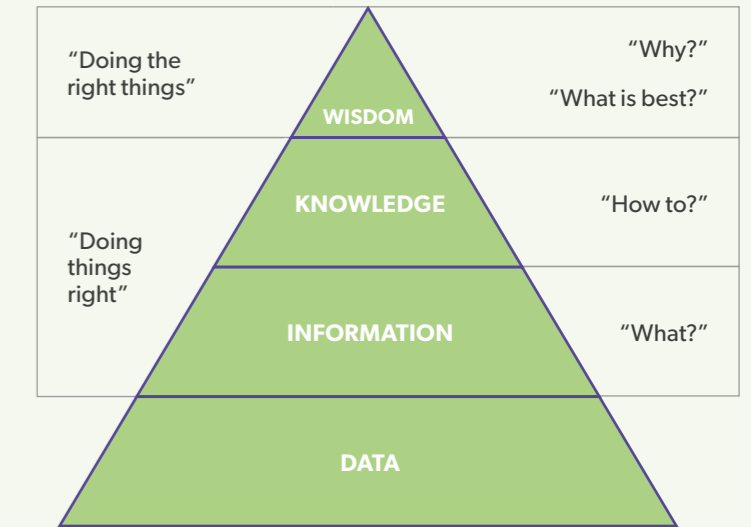
ENVIRONMENTAL

As a Service we have committed to reduce our carbon emissions by approximately 6% per annum until 2030 and support the Scottish Government's 'Let's do Net Zero' campaign. Many key projects are being implemented such as low carbon heating, smart controls, low emission vehicles and solar panels that digital technology can contribute to the commitment

- **Digital can support sustainability;** implementing digital solutions that deliver real environmental impacts to the Service and the communities it serves, and supporting the current and future projects like improving heating controls and management.

- **The digital first approach;** reduction in travel and environmental impact, reducing the carbon footprint of our infrastructure by moving to cloud-based solutions as we have been doing over the last few years, sharing power-hungry infrastructure with other organisations.

- **Opportunities;** the need to understand opportunities that technology brings to the workplace from an environmental point of view and exploit them.

- **Environmental;** digital first will bring environmental benefits including using technology to manage our use of resources e.g. building management systems, reduction in travel.

Enablers: the continuing shift to cloud-based solutions and sharing infrastructure with partners allows us to minimise our energy consumption, taking advantage of specialist multi-user facilities while continuing to develop technology to support flexible working, and flexible conferencing facilities to reduce travel and fuel consumption.

USER EXPERIENCE

The positive experience of our staff using technology is paramount to the success of the strategy and will deliver more benefit than the technology alone. To ensure all staff have positive experiences when they use solutions, they must understand the technology and be involved in its design and development.

- **New 'work';** some transactional work will disappear with automation, artificial intelligence, machine learning etc. However, there will be new and more interesting work for people to do, ensuring the transition is seamless and painless for staff.

- **Work your way;** focus on the benefit to individual roles and teams, meeting specific needs.

- **Understanding geographic 'capability';** potential ability to deliver some solutions in specific geographic areas and roll out later, for example some solutions may only be required in remote and rural areas.

- **Personally owned, corporately enabled (POCE);** this facility is available and the survey response to this was around 65/35% willing to use their own devices for business purposes such as claiming mileage or booking leave.

- **Customer-focused and business-aligned;** our provision needs to get close to the business and the business must trust supporting departments such as ICT and Data Services to guide and advise them in line with the strategy.

- **Build confidence;** if users don't have confidence in the technology they won't use it to its full benefit and potential investment is therefore wasted, provide clarity about how tools can support the user.

- **Do it once;** single sign-on, credentials carried through, will enhance and make solutions easier to use and better performing

We will continue to work with colleagues and departments to support the design of effective business intelligence solutions that meet user requirements.

7.   IMPACTS OF THE STRATEGY

This aims to show the impact and benefits of the strategy on a range of roles in the Service by imagining the route of a 999 call through the Service. From the systems used to prepare and train, to conclusion of the incident and actions that follow.

1 Pre-Incident

- Training is completed in person and online using online training recording systems.

- Retained and Volunteer firefighters use pagers and Gartan to ensure availability in rural areas.

- Online systems allow the gathering of operational intelligence to help crews at future incidents.

2 Initial Call to Operations Control

- A Control Operator, from one of three control rooms, takes a 999 call through the command and control system. Mobilising resources quickly and effectively with information at their fingertips about the availability as the system is integrated with other back-office systems.

- Our three control rooms are interlinked and interoperable therefore negating the need for standby control rooms or workarounds.

3 Mobilising Appliances and Officers

- The Control Operator uses the system to alert crews and officers to the incident, this includes in station end kits and pagers to promptly respond to the incident.

4 Resources Mobilised

- In vehicle sat nav, safety cameras and main scheme radios help crews and officers navigate the roads to the incident quickly, avoiding road closures and ensuring the safety of colleagues and the public.

- Operational tablets in appliances gives crews location/property risks, hydrant information and chemdata about where they are attending.

5 In Attendance

- Main scheme radios and hand-held radios ensure support and communication on the incident ground. This is also integrated into breathing apparatus and body-worn health monitoring equipment, enhancing person and team safety. This also allows crews to react quickly to instructions given.

- Video streaming and drone footage can be used remotely by senior officers to provide support.

- Officers in attendance or working remotely can access ongoing data using systems and applications on connected devices.
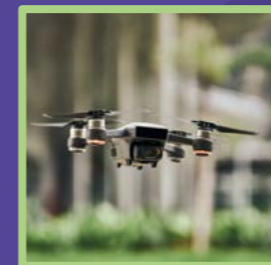
6 Post Incident

- Reporting systems including operational assurance, health and safety, post incident debrief and general incident reporting takes place to debrief and inform crews, and officers, for future incidents.

Supporting Roles

- **Retained firefighters'** timesheets will be generated automatically using the Operations Control systems which are linked to payroll systems, requiring no manual intervention – making the end-to-end process more efficient. This allows more time for payroll colleagues to delve into analysis and provide meaningful and insightful information for decision making.

- **Community Safety Engagement teams** access the post incident data to focus their future activities. They can share this information across devices and with partner organisations to enhance community safety.

- **Communications colleagues** use technology to document incidents, provide updates for staff and media, as well as collaborating with operational colleagues and partners. Mobile technology allows them to respond effectively from any location.

- **In Stores,** paperwork will be reduced and simpler transactions can be made by automatic re-provisioning of equipment used by crews. Self-service requisitions can also be made easily by firefighter and officers for uniform and other key items.

APPENDIX 1 –
SUMMARY OF SURVEY RESULTS

Click here to see the Digital Strategy Survey Questions and Responses

This will be available internally to SFRS staff.

A summary will be prepared for external readers.

www.firescotland.gov.uk

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

Report No: B/POD/04-22

Agenda Item: 15

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	31 MARCH 2022							
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 (GLP) to the Board and seek their approval of its content in line with the Gaelic Language (Scotland) Act 2005. This is the 2nd submission of this GLP to the Board, which has now been through public consultation over a six-week period from 17 January to 27 February 2022.

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 Gaelic Language Plan 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 and conduct a public consultation on the plan proposals. We must then consider any proposals contained within the consultation responses and seek approval of our new plan from Bòrd na Gàidhlig.
2.4	Since the inception of our Gaelic Language Plan, we have achieved many positive outcomes. We have engaged with 380 employees and now have a better understanding of Gaelic language skills across SFRS. External funding provided by the Bòrd na Gàidhlig allowed us to develop training materials which have been shared across other emergency services and local authority areas. This funding has also allowed us to produce the Home Fire Safety Visit Booklet and postcard in both Gaelic and English. We have communicated key messages and consultations in Gaelic and 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 have produced a new plan.

3.2	The Gaelic Language Plan duration is from 2022 – 2025 to coincide with the review and implementation of our Strategic Plan, however the GLP currently lists the strategic aims we have currently, therefore will require a minor change to take place once our new strategic aims are agreed and implemented. This minor change has been discussed with Bòrd na Gàidhlig and we will be able to make that minor change without the need to resubmit a revised plan.
3.3	Colleagues are aware that 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.
3.4	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
3.5	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.
3.6	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.
3.7	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.
3.8	Colleagues will also recall from that 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.
3.9	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 with the aim of normalising Gaelic in all areas of Scotland.
3.10	New key actions have been identified in the 2nd GLP to meet these areas and Strategic Leadership Team (SLT) and the Board approved these proposals in the later part of last year to go out for public consultation.
3.11	Committing to the key actions 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.
3.12 3.12.1	**Public Consultation** We conducted our public consultation over a six-week period from 17 January to 27 February 2022.

3.12.2	The full consultation results are included as an attachment, however, results worth noting are as follows: • 191 responses were received, two of which were in Gaelic • 45 employees responded to the consultation • Six organisations completed the consultation, four of which are in the Dumfries and Galloway area • 68 respondents agree that we had chosen the right high level aims • 67 respondents agree that we have chosen the right corporate service aims • 57 respondents believe that we should have Gaelic and English signage on our buildings in all areas of Scotland • 59 respondents believe that we should have Gaelic and English on all our vehicles • 57 respondents believe our uniforms should have branding in both Gaelic and English
3.12.3	The consultation responses have been considered and the GLP has been amended to reflect the responses. These changes are in yellow for ease of identification. Worthy of note is the responses that highlight the potential negative impacts when only concentrating our efforts in the areas of Argyle and Bute, Highland and Eilean Siar. This is not reflective of the growth of Gaelic across Scotland, particularly in our cities. For example, 1000 people have undertaken Gaelic lessons with Glasgow Life in the last five years and currently 1306 children are in Gaelic medium schools in the city of Glasgow. 18 local authority areas now offer some kind of Gaelic medium education either at nursery, primary and / or secondary level. Equally some research done by Bòrd na Gàidhlig in 2019 relating to adult learning of Gaelic indicated that adults who are learning Gaelic are most likely to live in City of Edinburgh, City of Glasgow, Highland and Argyle and Bute.
3.12.4	Given that the National Plan for Gaelic belongs to all of Scotland, it is recommended that this is reflected within our GLP and minor amendments have been made to reflect this. This would be approached in a proportionate and realistic manner but allow the SFRS to take account of local area needs and requests around Gaelic e.g. fire safety information for a Gaelic school in any area of Scotland. Responses also reinforced working alongside other emergency services and public authorities to find innovative ways for us to pull resources and deliver on our actions collaboratively where appropriate.
3.12.5	Once our plan is agreed, it is still required to be approved and ratified by Bòrd na Gàidhlig.
3.12.6	It is worth noting that the Bòrd na Gàidhlig has already provided the SFRS with an extension that concludes on the 31 March 2022. If this plan is not approved by the SFRS Board by the 31 March 2022, we will be issued with a statutory non-compliance letter by the Bòrd.
3.13 3.13.1	**Translation Costs** Listed in the table below are the details and costs associated with Gaelic translation that the organisation has incurred to date, during the financial period of 2020/2021 and 2021/2022:

Date	Details	Costs
03.03.2021, 22.03.2021, 25.03.2021	Translation of various safe leaflets produced by Prevention and Protection	£1,097.19
02.06.2021	Translation of local plan for Argyle and Bute area into Gaelic	£632.74
25.08.2021, 01.09.2021, 01.12.2021	Translation of UFAS document and Social Media (SM) Messages	£881.66
02.02.2022	Translation of GLP, Citizen Space Consultation, SM Messages and video script	£747.60

4	Recommendation
4.1	The Board are asked to consider the content of this report and approve the 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** The plan if approved by the Board on 31 March 2022, 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. We will promote both internally and externally our new plan once it has been approved by Bòrd na Gàidhlig.

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 - Proposed 2022 – 2025 SFRS Gaelic Language Plan
7.2	Appendix B - DPIA
7.3	Appendix C - Relevance Assessment/EIA
7.4	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:	Liz Barnes - Director of People and Organisational Development

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	*21 March 2022*	*For Decision*
SFRS Board	*31 March 2022*	*For Decision*

APPENDIX A

Scottish Fire and Rescue Service

GAELIC LANGUAGE PLAN

2022-2025

The following text should be added to the front cover of the approved plan: -

This plan has been prepared under Section 3 of the Gaelic Language (Scotland) Act 2005 and was approved by Bòrd na Gàidhlig on [approval date]

The Bòrd na Gàidhlig logo should be added to the front cover
of the approved plan only and not to any drafts.

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 some 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; to continue to engage with the public in its delivery and to support 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 THE SCOTTISH FIRE AND RESCUE SERVICE

The Scottish Fire and Rescue Service (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 (£343.20) million per annum.

Source: SFRS , Strategic Plan

Operating across Scotland the SFRS employs around 8,000 personnel including full-time, part 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 THE SCOTTISH FIRE AND RESCUE SERVICE

Operating across Scotland the SFRS covers areas of the country where Gaelic is used as part of everyday life as well as in areas where it is not.

During the first iteration of our plan the SFRS produced its Home Fire Safety Booklet in Gaelic to compliment the English version.

Working in partnership with a Gaelic speaker and trainer, we developed Gaelic Awareness Training for our employees. To date 507 employees have completed the training.

We have made this training available to other emergency services and local authorities. South Lanarkshire Council is currently utilising the training to improve Gaelic knowledge and awareness within their own workforce.

We conducted a survey with our employees and currently 98 employees have self-identified as having some Gaelic language skills ranging from basic greetings to fluency in speech, reading and writing.

We have used our corporate social media accounts to promote a video in Gaelic in which 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, the main stronghold of

the language is the Western Isles. 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/wp-content/uploads/2021/11/Alba-600-dpi-scaled.jpeg

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 the 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.

The 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 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 directions:-

- 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 in regard to Gaelic. Currently we have a number of employees who have self-identified as having some Gaelic language skills ranging from basic greetings to fluency in reading, writing and speaking Gaelic.

Key Summary Findings from the Gaelic Language Capacity Audit are as follows:-

- 98 SFRS employees 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 consulted publicly on the second iteration of its Gaelic Language Plan and considered representations made to it during the consultation process which ran for six weeks from 17 January 2022.

Stakeholders and partners were mailed and invited to give their views on the draft plan which was available in English and Gaelic on the SFRS website. A range of internal communications supported employees to comment and take part in the consultation and our social media platforms encouraged public engagement and participation.

Key Summary Findings from the public consultation are as follows:-

- 191 people responded to the consultation
- 45 SFRS employees responded to the consultation
- 6 organisations responded to the consultation

Details relating to our public consultation can be found in Appendix Two.

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 RespectUnder 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.

The Scottish Fire and Rescue Service will ensure that where Gaelic is included as part of our activities and services, we will make certain they are of an equal standard and quality to those 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

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 across all areas of Scotland.
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/All Local Senior Officer (LSO) Areas

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

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 staff 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

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/Corporate Communications

High-level Aim	As part of our engagement on local plans, we will seek the views of communities regarding 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 • Have dual signage in all areas of Scotland
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	• Conduct a review with a view to implementing a Gaelic equivalent logo
Target Date	Duration of the plan
Responsibility	Strategic 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 all areas of Scotland 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	• Actively promote that we welcome communications from members of the public in Gaelic
Target Date	Duration of the plan

Responsibility	Corporate Communications/Equality and Diversity

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/All Service Delivery Areas (SDA) areas

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 as a result of the pandemic.
Actions Required	• Promote the use of Gaelic at public meetings in all areas of Scotland
Target Date	Duration of the plan
Responsibility	Corporate Communications/All 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/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

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

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 across Scotland available in Gaelic • Ensure high level strategic documents that are likely to have an impact on Gaelic communities are published in both Gaelic and English

	• Review national campaigns and consider supporting these campaigns in both Gaelic and English
Target Date	2022 and ongoing
Responsibility	All Service Delivery Areas

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 across Scotland can be delivered bilingually or in Gaelic • Consider the provision of Gaelic at the National 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

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/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

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

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

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 all areas of Scotland • 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

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/Equality and Diversity

5. LINKS TO THE NATIONAL PERFORMANCE FRAMEWORK

Our Gaelic Language Plan is seen as contributing towards the following outcomes of the National Performance Framework:-

- Children and Young People 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 it 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 assurances detailed in our first plan.

INTERNAL

The 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.

EXTERNAL

The 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 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 the preparation, delivery and monitoring of the 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 Servcie 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. Employees will be updated on a yearly basis, using our internal communication methods regarding our duties in relation to the plan, its implementation, monitoring and of 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 self-identified as having some Gaelic language skills. These ranged from basic greetings to being 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

- 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

The Scottish Fire and Rescue Service completed a six-week consultation process on the second iteration of our Gaelic Language Plan which commenced on 17 January 2022 and ended on 27 February 2022. Where necessary, we have acted upon recommendations made. An overview of the results of the consultation are included within this plan. A more detailed report about the consultation results will be published.

Key results are as follows:-

- 191 responses were received

- Of those 191 responses, 45 were received from SFRS employees

- Six organisations completed the consultation, four of which were from the Dumfries and Galloway Area

- 68 respondents agree that we have chosen the correct high level aim. Some of those respondents advise us to work more collaboratively with Police Scotland and the Scottish Ambulance Service on projects that will have mutual benefit

- 67 Respondents believe we have chosen the correct Corporate Service Aims

- 74 respondents believe the detailed actions within the plan will help us achieve our aims

- 57 respondents believe that SFRS buildings should have signage in both Gaelic and English

- 59 respondents believe that SFRS vehicles should be branded in both Gaelic and English

- 57 respondents believe that SFRS uniforms should be branded in both Gaelic and English

- 53 respondents believe that our Gaelic Language Plan should focus on all areas of Scotland to ensure we are playing our part in normalising Gaelic

- Some respondents would like to see the SFRS take a more forward thinking and pro-active approach similar to Police Scotland and Scottish Ambulance Service and create an environment where Gaelic can thrive

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:
General Data Protection Regulation 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 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	
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

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?

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/06-22

Agenda Item: 16

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	31 MARCH 2022							
Report Title:	RESOURCE BUDGET MONITORING – FEBRUARY 2022							
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 28 February 2022.

2	Background
2.1	The Scottish Government (SG) allocated funding to Scottish Fire and Rescue Services (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 £4.390million.** The forecast year-end position at this stage shows an underspend of £0.979million. The Service has agreed with SG to overspend on Capital budget to offset the forecasted Resource Budget underspend. The budget (CDEL and RDEL) will be amended by SG to reflect this change.
3.3	The forecast position excludes costs for Conference of Parties 26 (COP26), Emergency Services Mobile Communications Programme (ESMCP) and Test & Protect all of which will be recovered from third party organisations. The spend for the first ten months in respect of these projects is £1.842million.
3.4	Funding of £1.304million to recover the costs incurred providing support during COP26 has been agreed 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 28 February 2022.

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 28 February 2022. The February resource monitoring report shows a current underspend against budget of £4.390 million, with a forecast year-end underspend of £0.979 million. This forecast position is on the basis that additional funding is received to support the Services investment in COP26, Test & Protect and ESMCP.

7	Appendices/Further Reading
7.1	Appendix A provides a summary of the consolidated financial position at this stage in the financial year along with risks that may impact the forecast position.
7.2	Appendix B provides an explanation of the current significant variances relative to budget.
7.3	Appendix C provides a summary of costs and savings relating to COVID-19.

Prepared by:	Marcus Jenks, Decision Support Manager
Sponsored by:	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	*22 March 2022*	*For Noting*
SFRS Board	*31 March 2022*	*For Scrutiny*

Service Variances

YTD Variance　　Forecast Variance

Appendix A

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

£000

Period 11	1 April 2021 - 28 February 2022

Original Budget	Virements	Revised Annual Budget	Narrative	Year to Date				Year-End Projection				Last Year's Actuals
				Budget	Actual	Variance		Forecast	Variance			
						£	%		£	%		
		(1)+(2)				(4)-(5)	(6)/(4)		(3)-(8)	(9)/(3)		
(1)	(2)	(3)		(4)	(5)	(6)	(7)	(8)	(9)	(10)		(12)
226,603	(1,005)	225,598	Employee Costs	206,709	205,956	753	0.4%	225,185	413	0.2%		219,067
219,091	(1,045)	218,046	*Salary and Related Costs (including overtime)*	199,842	200,271	(429)	-0.2%	218,655	(609)	-0.3%		212,359
148,639	(609)	148,030	*Wholetime*	135,754	138,728	(2,974)	-2.2%	151,272	(3,242)	-2.2%		147,471
7,441	(60)	7,381	*Control*	6,761	6,845	(84)	-1.2%	7,475	(94)	-1.3%		7,348
26,579	(569)	26,010	*Retained*	23,884	21,984	1,900	8.0%	23,947	2,063	7.9%		24,690
36,432	193	36,625	*Support*	33,443	32,714	729	2.2%	35,961	664	1.8%		32,850
7,512	40	7,552	*Other Employee Costs*	6,867	5,685	1,182	17.2%	6,530	1,022	13.5%		6,708
4,010	(5)	4,005	*Early Retirement Charges*	3,676	3,050	626	17.0%	3,361	644	16.1%		3,621
748	72	820	*Training*	753	567	186	24.7%	837	(17)	-2.1%		717
1,552	(44)	1,508	*Subsistence*	1,377	1,019	358	26.0%	1,129	379	25.1%		570
1,202	17	1,219	*Other*	1,061	1,049	12	1.1%	1,203	16	1.3%		1,800
24,520	2,924	27,444	Property Costs	25,431	22,222	3,209	12.6%	26,796	648	2.4%		25,456
23,799	(1,222)	22,577	Supplies & Services	16,931	17,090	(159)	-0.9%	23,279	(702)	-3.1%		16,410
6,724	(397)	6,327	Transport Costs	5,731	5,213	518	9.0%	5,796	531	8.4%		5,144
1,621	(30)	1,591	Third Party Payments	1,276	1,155	121	9.5%	1,492	99	6.2%		989
2,343	-	2,343	Financing	1,400	1,400	-	0.0%	2,343	-	0.0%		2,405
285,610	270	285,880	**GROSS EXPENDITURE**	257,478	253,036	4,442	1.7%	284,891	989	0.3%		269,471
(903)	(270)	(1,173)	Income	(867)	(834)	(33)	3.8%	(1,182)	9	-0.8%		(848)
-	-	-	Disposal of Assets	-	19	(19)	0.0%	19	(19)	0.0%		(36)
284,707	-	284,707	**NET EXPENDITURE**	256,611	252,221	4,390	1.7%	283,728	979	0.3%		268,587

Forecast Full Year Headlines

Underspends

- WTFF – Increased vacancies due to projects and fewer recruits, detached duties, public holiday overtime and seconded income.
- Control – vacancies.
- RVDS – Training including delays in Safe & Well, retainer fees, turnouts, drill nights, HFSV, holiday pay, and public holiday payments.
- Support Staff – vacancies and private contractors for initiatives.
- Early Retirement Charges– Fewer ill health retirals.
- Subsistence – impact of COVID on training and travel arrangements.
- Other Employee Costs – COVID limiting external access to obtaining optical and vision aids.
- Property –Rates, sale of Thornton, savings in Asset Management initiatives, utility costs due to efficiency programmes, foam tank at Newbridge, refuse collection.
- Supplies & Services – delay to CCF system maintenance, Property Contract management and legal services software, impact of COVID on catering requirements, PPE, uniforms, advertising, staff supporting ESMCP, release of contingency budget, subscriptions, uniformed laundry.
- Transport - impact of COVID on travel requirements, reduced lease cars, vehicle maintenance.
- Third Party Payments – PVG initiative expenditure, access to GPs for medical reports, legacy refunds, boat berthing and Board costs.
- Income – electric vehicle charging points, additional shared sites with Scottish Ambulance Service, provision of ambulance support, renewable heat incentive, obsolete equipment sales.

Overspends

- WTFF –pay award, overtime, flexi officers, CPD, payments in lieu.
- 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 – Pay award, overtime and agency staff.
- Early Retirement Charges – injury benefits.
- Subsistence – higher unit prices due to increased local demand for hotels.
- Property – RAAC, accelerated property repairs, security at Newbridge and Dundee, additional COVID related cleaning and TUPE related pension review of Soft FM supplier, local investment, insurance excess, hard facility management mobilisation, fuel sites.
- Supplies & Services – Network services dual running, ISDN savings not realised, ICT contracts, smoke alarms, hydrant maintenance, additional equipment purchases, gym equipment, training materials' unit prices, commemorative coins, RVDS Leadership Forum, Heritage initiative, Firelink equipment.
- Transport - increased use of external contractors supporting fleet maintenance, fuel and vehicle hire costs.
- Third Party Payments – Employee tribunal costs.
- Income – delay in apprenticeship income, cancelled public events.
- Disposal of Assets – Sale of Thornton.

High Risks

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.

Commodities & Supply Chain – Subsistence, Property, Supplies & Services, Transport
- Delays in delivery of smoke detectors and other high value orders, due to supply chain issues, may result in forecast cost for 21/22 not being realised and increased pressure on the 2022/23 budget.
- Commodity price increases may continue to increase above the budgeted inflationary level.
- Delays in delivery of property initiatives.
- Existing suppliers may not be able to maintain their current level of service due to economic pressures.

Medium Risks

Externally Funded Projects
- Funding for Test & Protect Rural Pathway which is being treated as externally funded has not been secured.

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

Low Risks

Ill Health Retirals

- Ill Health retirals differ from forecast levels.

Recruitment

- Changes, including delays in the timetable for recruitment may differ from those budgeted.

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

<div align="right">**Appendix B**</div>

<div align="center">

SCOTTISH FIRE & RESCUE SERVICE
Resource Budget Monitoring Report
For Period Ending 28th February 2022

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1) INTRODUCTION

The attached report covers the period 1st April 2021 – 28th February 2022. It highlights a year to date underspend of £4.390 million (1.7% of the year to date budget) with a forecast underspend of £0.979 million (0.3% 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.

Overtime
- Group shortage activity is forecast to follow a similar phasing pattern to that seen in 2020/21 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 shortages are resolved.

b) Control
- Staff in firefighter development roles will progress to competent pay after 36 months.

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.

e) Expenses

- It is assumed that maintenance costs for the new Command and Control system will not be incurred until April 2022.
- Fuel costs are forecast based on average monthly activity. An uplift of 20% has been applied for the final month to account for increased pump prices and to ensure tanks remain full.

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
    - Test and Protect
    - ESMCP

BUDGET VIREMENTS

Virements this period

There were no budget virements in the month.

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 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	PTFAS	Property	Revised Budget
Employee WT	148,641			(588)		(0)	84	15	(94)	(70)	-	43	-	-	148,030
Employee Control	7,441			(51)		(0)	-	-	(9)	-	-	-	-	-	7,381
Employee Retained	26,579			(1)		0	(569)	-	-	-	-	-	-	-	26,010
Employee Support	36,432			54		(0)	(735)	33	-	-	175	32	635	-	36,625
Employee Pension	4,010					(5)	-	-	-	-	-	-	-	-	4,005
Employee Training	748					0	75	(2)	-	-	-	-	-	-	820
Employee Subsistence	1,552	(75)				(0)	-	31	-	-	-	-	-	-	1,508
Employee Other	1,202					0	-	17	-	-	-	-	-	-	1,219
Property	24,520					20	2,759	(155)	-	-	-	-	-	300	27,444
Supplies & Services	23,799	522		(67)	907	(29)	(1,683)	140	103	70	(175)	(75)	(635)	(300)	22,577
Transport	6,724	(433)				(1)	69	(32)	-	-	-	-	-	-	6,327
Third party / Central Support	1,621	(14)				32	-	(47)	-	-	-	-	-	-	1,591
Financing	2,343					-	-	-	-	-	-	-	-	-	2,343
Unallocated Savings	-					-	-	-	-	-	-	-	-	-	-
Income	(903)		(270)			0	-	-	-	-	-	-	-	-	(1,173)
Disposal of Assets	-					-	-	-	-	-	-	-	-	-	-
Net Expenditure	284,707	-	(270)	(653)	907	16	-	-	-	-	-	-	-	-	284,707

VARIANCE ANALYSIS

£000

1 WHOLETIME FIREFIGHTERS

1.1 Year to Date   **2,974 OVER**

Wholetime Firefighter (WTFF) employee costs are currently £2,974,000 overspent, representing 2.2% of budget.

Wholetime salaries and related costs are overspent by £442,000, overtime related costs, including National Insurance (NI), are overspent by £2,588,000 and seconded officer income is over recovered by £56,000 as detailed below.

The overspend in WTFF salaries includes:

- £248,000 overspend in basic pay, of which contributing factors include:
  - The higher than budgeted pay award.
  - Changes to the recruitment profile.
  - 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 that arose whilst employees were supporting COP26.
- £109,000 overspend in respect of payments in lieu of holidays and notice.
- £58,000 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 awards.
- £45,000 overspend in respect of CPD payments following the annual review of employees' eligibility combined with the impact of the increased pay award.
- £36,000 underspend in respect of training instructor allowances. Theses allowances were harmonised in July and the underspend represents vacancies within the training structure during the early part of the year.
- £21,000 underspend in respect of costs for Additional Responsibility Allowances (ARA).
- £39,000 overspend in respect of other salary related costs including National Insurance.

The overspend in overtime includes:

- £2,259,000 overspend relating to group shortages and Time Off In Lieu (TOIL). This is due to a combination of factors including:
  - A notable increase in vacancies at stations, partly the result of COVID recruitment restrictions, COP26 and other off station demands.
  - 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 was available to support COP26.
- Overtime being required to provide cover for employees taking accrued TOIL.
- £186,000 overspend in respect of training related overtime, which includes additional costs to provide cover for vacancies within the training structure and to support local training delivery.
- £7,000 overspend relating to incidents that span shift change-overs.
- £151,000 underspend relating to public holiday overtime. This reflects fewer staff being available during public holidays as result of COVID.
- £57,000 underspend relating to detached duties which have been restricted due to COVID.
- £314,000 overspend relating to overtime NI.
- £30,000 overspend relating to other overtime costs.

Seconded officer income is £56,000 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   3,242 OVER

Wholetime employee costs are forecast to be £3,242,000 overspent, representing 2.2% of budget.

WTFF Salaries and related costs are forecast to be £486,000 overspent mainly due to the pay award for uniformed employees being 0.5% higher than the budgeted rate and savings for staff that were anticipated to leave the service being less than budgeted. 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 limited the number of trainees that could be accommodated at the training facilities during the early part of the year.
- Salaries for the 17 WTFF participating in the planning stage for COP26 being excluded from the actuals until January as their costs were treated as an externally funded project.

Overtime costs (including NI) are forecast to overspend by £2,807,000 as detailed in section 1.1.

The chart below shows the forecast for group shortage & TOIL overtime and the increasing levels seen over recent months. The spike in January clearly shows the impact of the Omicron COVID variant and the overtime required to provide cover for employees that were required to self-isolate.
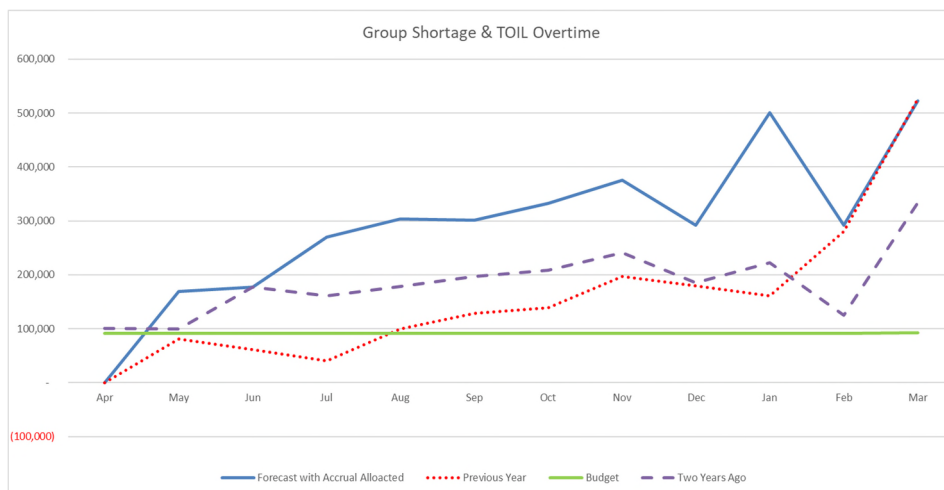
Seconded officer income is forecast to over recover by £51,000 as detailed in section 1.1, which includes the return to the Service of one seconded officer.

1.3 Action to be Taken

The Operational Availability Group should continue to oversee the management of appliance availability and associated overtime costs.

The timetable to deliver business case initiatives will continue to be monitored.

A programme to report TOIL balances on a regular basis should be introduced. This will help ensure that excessive balances are not being accrued.

2 CONTROL FIREFIGHTERS

2.1 Year to Date   **84 OVER**

Control Firefighter costs are currently £84,000 overspent, representing 1.2% of budget.

There is an underspend in salary related costs of £206,000 due to vacancies. This includes employees that were supporting COP26 and increased levels of maternity and sick leave. Compounding this issue are challenges in recruiting new intakes.

The above underspend is offset by additional overtime costs (including NI) of £267,000.

Seconded officer income is £23,000 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 to £225,000 which includes an overspend in respect of the pay award for uniformed employees which is 0.5% higher than the budgeted rate.

Overtime (including NI) is forecast to overspend by £294,000.

The under recovery in seconded officer 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 roles within Control can be made more attractive to prospective employees is underway.

3   RETAINED AND VOLUNTEER FIREFIGHTERS

3.1   Year to Date   1,900 UNDER

Retained costs are currently £1,900,000 underspent, representing 8.0% of budget.

There is an underspend in payments for attendance at training courses, of £684,000. 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 £383,000 underspend. The remaining underspend is a result of COVID restrictions.

Retainer fees are £604,000 underspent reflecting vacancies across all Service Delivery Areas (SDA).

Turnout related costs including standby and bank hours are £555,000 underspent. This underspend includes the reduced attendance to calls generated by automated fire alarm signals.

Payments for attendance at drill nights are £221,000 underspent due to the impact of COVID on drill night activity. The budget for the initiative to harmonise RVDS terms and conditions has been reallocated and is excluded from this variance.

Home Fire Safety Visits (HFSV) are £164,000 underspent due to COVID restrictions.

Holiday pay costs are £94,000 underspent, the result of increased vacancy levels and less holidays being taken.

Unbudgeted costs directly attributable to COVID are causing an overspend of £313,000. 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 £62,000.

Equipment maintenance costs are £54,000 overspent with additional activity being undertaken to perform checks that would normally be carried out on Drill Nights.

Other RVDS costs are £7,000 underspent.

3.2   Forecast   **2,063 UNDER**

Retained costs are forecast to be £2,063,000 underspent, representing 7.9% of budget.

Training course activity is forecast to be £748,000 underspent. Most of the underspend, £418,000, is due to slippage in the Safe & Well initiative which means that costs to roll-out the programme will not be incurred in 2021/22. Other training activity is forecast to result in a £330,000 underspend.

Retainer fees are forecast to underspend by £668,000 due to the reduced number of employees across the SDA continuing.

Turnout related costs, including standby and bank hours are forecast to underspend by £616,000 as detailed in section 3.1.

Payments for attendance at drill nights are forecast to be £229,000 underspent as detailed in section 3.1.

Costs for HFSV are forecast to underspend by £171,000 as detailed in section 3.1.

Holiday pay costs are forecast to underspend by £84,000 as detailed in section 3.1.

Unbudgeted costs directly attributable to COVID are forecast to overspend by £350,000 as detailed in section 3.1.

Costs to support the vaccination programme and the provision of ambulance support are forecast to result in a £64,000 overspend.

Equipment maintenance costs are forecast to increase and result in a £58,000 overspend as detailed in section 3.1.

Other RVDS costs are forecast to be £19,000 underspent.

3.3   Action to be Taken

The National Retained and Volunteer Leadership Forum (NRVLF) should continue to address recruitment and other areas of priority.

4   SUPPORT STAFF

4.1   Year to Date   **729 UNDER**

Support staff costs are currently £729,000 underspent, representing 2.2% of budget.

Vacant posts across the Service account for an underspend of £1,739,000. This is partly offset by a net overspend in agency staff costs and private contractors of £897,000. In addition, the higher than budgeted pay award accounts for a further £113,000 overspend.

4.2   Forecast   **664 UNDER**

Support staff costs are forecast to underspend by £664,000, representing 1.8% of budget.

Support staff costs are forecast to continue to underspend as detailed in section 4.1.

The dedicated plans to increase recruitment of both temporary and permanent support staff is forecast to result in an additional 24 new starts in the final month, with associated costs of £55,000. The graph below shows the forecast recruitment profile over the financial year and reflects the work that is being undertaken to fill vacancies.
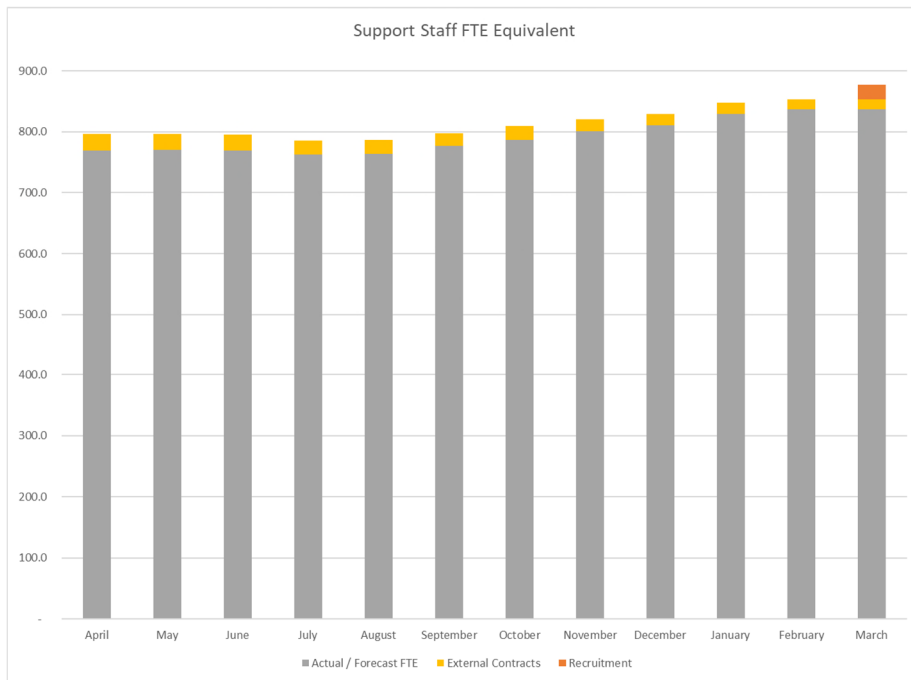
The forecast includes an overspend of £124,000 in respect of the pay award.

4.3   Action to be Taken

The planned increased levels of recruitment will continue to be monitored.

5   EARLY RETIREMENT CHARGES

5.1   Year to Date   **626 UNDER**

Early retirement charges are currently £626,000 underspent, representing 17.0% of budget.

Fewer than budgeted ill health retirals account for a £658,000 underspend.

Local Government Pension Scheme (LGPS) unfunded costs for retired employees account for a £4,000 underspend.

Injury benefit charges are overspent by £36,000. 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   **644 UNDER**

Early retirement charges are forecast to be £644,000 underspent, representing 16.1% of budget.

Ill health retirals are forecast to underspend by £680,000 reflecting the uncertainty of future ill health retirals over the remainder of the financial year.

Local Government Pension Scheme (LGPS) unfunded costs in respect of retired employees are forecast to underspend by £6,000.

The overspend in relation to injury benefits, as detailed in section 5.1, is forecast to increase to £42,000.

5.3   Action to be Taken

Early retirement charges will continue to be monitored.

6   TRAINING

6.1   Year to Date   **186 UNDER**

Training costs are currently £186,000 underspent, representing 24.7% of budget.

External learning and development courses account for a £172,000 underspend.

Training costs relating to both the SDMP and Property Contract Management initiatives are underspent by £58,000 and £10,000 respectively.

Specialist training courses within Directorates are £45,000 overspent mainly in relation to specialist ICT training.

Training equipment costs are £9,000 overspent with budget holders taking the opportunity to utilise underspends in other areas of their budget to purchase additional training equipment.

6.2   Forecast   **17 OVER**

Training costs are forecast to be £17,000 overspent, representing 2.1% of budget.

External learning and development courses are forecast to overspend by £18,000 with opportunities to utilise underspends in other areas being taken to bring forward courses that were scheduled for 2022/23.

Training equipment costs are forecast to overspend by £17,000 as detailed in section 6.1.

Training costs relating to the SDMP initiative are forecast to remain £58,000 underspent. Training costs in respect of the Property Contract Management initiatives are forecast to increase and result in a £6,000 underspend.

Specialist training courses within Directorates are forecast to overspend by £46,000 the majority of which relates to specialist ICT training.

6.3   Action to be Taken

The position will continue to be monitored.

7   SUBSISTENCE

7.1   Year to Date   **358 UNDER**

Subsistence costs are currently £358,000 underspent, representing 26.0% of budget.

Subsistence costs, for employees attending training courses are £360,000 underspent. This reflects internal COVID controls that remain in place and the reduced levels of new recruits.

Spoilt meal costs are underspent by £18,000 reflecting the reduced attendance to calls generated by automated fire alarm signals.

Other subsistence costs are overspent by £20,000. 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   **379 UNDER**

Subsistence costs are forecast to be £379,000 underspent, representing 25.1% of budget.

The underspend in subsistence costs for employees attending training courses is forecast to increase to £376,000.

Costs for spoilt meals are forecast to result in a £20,000 underspend as detailed in section 7.1.

The overspend in other subsistence costs is forecast to decrease to £17,000.

7.3   Action to be Taken

This position will continue to be monitored.

8   OTHER EMPLOYEE COSTS

8.1   Year to Date   **12 UNDER**

Other employee costs are currently £12,000 underspent representing 1.1% of budget.

Costs for optical and vision aids are £40,000 underspent reflecting the COVID restrictions that remain in place and limit the throughput at opticians.

Pre-employment costs are £17,000 overspent, mainly due to increased costs for employee assessments. This is partly offset by reduced costs for disclosure checks.

Relocation costs are £6,000 overspent, reflecting an increase in claims.

Other staff costs are £5,000 overspent, the result of higher than accrued class 1B National Insurance charges.

8.2   Forecast   **16 UNDER**

Other employee costs are forecast to be £16,000 underspent, representing 1.3% of budget.

The underspend in respect of optical vision aids is forecast to increase to £44,000 as detailed in section 8.1.

Pre-employment costs are forecast to remain £17,000 overspent.

Relocation costs are forecast to overspend by £6,000, reflecting the increased level of claims.

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   **3,209 UNDER**

Property costs are currently £3,209,000 underspent, representing 12.6% of budget.

Facility management professional service costs are underspent by £1,503,000. Delays in initiating and progressing initiatives for estate drainage assessments & repairs, legionella risk assessments, condition surveys, fire risk assessments, Cambuslang bio mass and standard station design account for underspends of £1,102,000, £133,000,

£117,000, £81,000, £46,000 and £28,000 respectively. Other facility management charges are £4,000 overspent.

Rates are £934,000 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.

Repairs & maintenance costs are underspent by £827,000 mainly due to delays in initiating and progressing the Traffic Management Improvement plans and Fire Risk Assessment initiatives. Remedial work at a site impacted by Reinforced Autoclaved Aerated Concrete (RAAC) roof issues accounts for an overspend of £48,000. In addition, there is an overspend of £122,000 for non-initiative works with opportunities being taken to utilise underspends in other areas to fund the acceleration of priority repairs.

Utility costs are £274,000 underspent due to the earlier than expected sale of Thornton, savings from energy efficiency programmes and mild weather over the winter months.

Other property costs are £63,000 underspent mainly due to savings relating to the foam tank at the Newbridge training facility.

Refuse collection costs are £50,000 underspent following a review of the services being provided.

Energy, Carbon and Environmental costs are £5,000 underspent due primarily to delays in respect of the Automated Electric Meter Reading initiative, which is now underway.

Cleaning costs are £168,000 overspent. This is due to specialist cleaning activity to ensure facilities remain COVID secure.

Security costs are £74,000 overspent following an increase in the provision of security at the Newbridge training facility and the recent temporary addition of security at the Dundee Resource Centre.

Property adaptations and fixtures and fittings are overspent by £46,000 and £16,000 respectively with budget holders taking the opportunity to utilise underspends in other areas of their budget to carry out minor improvements.

Property insurance excess charges are £44,000 overspent due to ongoing claims.

Soft facility management contract costs are £25,000 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.

Rental costs are overspent by £23,000 following the need to extend the lease for offices at Maritime Street whilst work at McDonald Road is completed, increased costs for radio masts and storage facilities for heritage assets.

Ground maintenance costs are £20,000 overspent following an increase in the level of services being provided which includes enhanced provision of winter gritting.

Costs associated with decommissioning of fuel sites are £20,000 overspent due to investment to accelerate closure of additional sites. The decommissioning costs are being part funded from savings following the early termination of fuel tanker services.

Service contracts are £12,000 overspent. Mobilisation costs associated with the transfer to the new service provider account for a £15,000 overspend. This is partly offset by an underspend of £3,000 relating to the Asbestos Survey initiative.

Other property related costs are underspent by £1,000.

9.2   Forecast   **648 UNDER**

Property costs are forecast to be £648,000 underspent, representing 2.4% of budget.

Rates are forecast to remain £934,000 underspent as detailed in section 9.1.

Utility costs are forecast to underspend by £304,000 as detailed in section 9.1.

Facility management professional service costs are forecast to underspend by £182,000. The initiatives in respect of Cambuslang biomass, fire risk assessments, legionella risk assessments, condition surveys, estate drainage surveys and standard station design, are forecast to underspend by £53,000, £48,000, £46,000, £32,000, £6,000 and £4,000 respectively. Other professional services within Asset management are expected to overspend by £7,000.

Other property costs are forecast to underspend by £64,000, mainly in respect of the foam tank at the Newbridge training facility.

Refuse collection costs are forecast to underspend by £54,000 as detailed in section 9.1.

Property adaptations and fixtures and fittings are forecast to overspend by £187,000 and £16,000 respectively, with budget holders taking the opportunity to utilise underspends in other areas of their budget to carry out minor improvements.

Cleaning costs, to ensure premises remain COVID secure, are forecast to overspend by £185,000.

Property repairs and maintenance costs are forecast to overspend by £138,000. Non-initiative repairs and costs for RAAC sites are forecast to overspend by £155,000 and £76,000 respectively as detailed in section 9.1. These are partially offset by forecast underspends of £72,000 and £21,000 relating to the traffic management and fire risk assessment initiatives.

Service contract costs are forecast to overspend by £125,000 mainly in respect of TUPE and mobilisation costs relating to the new service contract.

The cost for security at Newbridge and the addition of security at the Dundee Resource Centre is forecast to continue until the end of March and result in an overspend of £80,000.

Property Insurance Excess costs are expected to overspend by £53,000, as detailed in section 9.1.

Soft facility management contract costs are forecast to overspend by £25,000 as detailed in section 9.1.

Rental costs are forecast to overspend by £25,000 as detailed in section 9.1.

Ground maintenance costs are forecast to overspend by £23,000 as detailed in section 9.1.

Fuel site costs are forecast to overspend by £22,000 as detailed in section 9.1.

Energy, Carbon and Environmental costs are forecast to overspend by £11,000. Within this £2,000 relates to water audits and £7,000 to the AMR initiative.

9.3   Actions to be Taken

This position will continue to be monitored with relevant departments aiming to deliver planned outcomes by end of the financial year.

10   SUPPLIES & SERVICES

10.1   Year to Date   159 OVER

Supplies and Services are currently £159,000 overspent, representing 0.9% of budget.

Hydrant maintenance costs are overspent by £367,000 with opportunities being taken to utilise underspends in other areas to address outstanding maintenance issues.

Communications and telephony costs are £363,000 overspent. This is due to additional dual running costs required to facilitate the change of network service provider. In addition, the budgeted savings in ISDN lines are not being fully realised due to delays in the migration of lines between service providers and the extended delivery timetable for the Command and Control Futures (CCF) initiative.

Timber and scrap car costs for training activities are overspent by £63,000 and £41,000 respectively. This reflects the price increases seen across the construction industry due to material shortages and increases in the cost of scrap steel.

Corporate expenditure costs are overspent by £52,000. This relates to commemorative coins for staff to recognise their contribution during the COVID pandemic.

Operational equipment non-HQ costs are £37,000 overspent mainly due to additional activity being undertaken by the National Retained and Volunteer Leadership Forum and equipment required for the Youth Volunteer Scheme. This should be seen in conjunction with the underspend in RVDS costs.

Equipment purchases and maintenance costs are £36,000 overspent which includes the replacement of thermal imaging cameras.

Firelink costs relating to the integration of tablets within vehicles are overspent by £32,000.

Costs to support the Heritage initiative are £23,000 overspent.

Gym equipment maintenance costs are £13,000 overspent with additional costs being incurred to address outstanding maintenance requirements.

Printing costs are £13,000 overspent. The majority of which relates to the provision of address plates at high-rise sites following recommendations from the Grenfell Tower inquiry.

Smoke alarms are £326,000 underspent with the first-choice supplier advising they are unable to fulfil orders.

Information technology costs are £143,000 underspent. Delays in the delivery of the CCF initiative have resulted in a £236,000 underspend. Costs to support the Property Contract Management initiative are underspent by £25,000. These are partly offset by increased costs of £118,000, mainly for licences and web services.

Uniform laundry costs are £124,000 underspent with the number of garments requiring cleaning and repair having reduced. This reflects reduced demand caused by vacancies within the WTFF and RVDS employee groups.

Catering costs are £82,000 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 £60,000 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.

Uniforms and Personal Protective Equipment (PPE) are underspent by £56,000 and £32,000 respectively. This reflects reduced demand caused by vacancies within the WTFF and RVDS employee groups.

Cost for staff supporting Firelink are £29,000 underspent with charges for employees allocated to the ESMCP project having been excluded as they are being treated as an externally funded project.

Subscription costs are £26,000 underspent mainly due to the release of a historical accrual which is no longer required. In addition, subscriptions to support fire prevention activities are being partly offset by savings relating to the NFCC.

Office equipment and stationery costs are £19,000 underspent with savings being seen due to home working.

Other Supplies & Services are £16,000 overspent.

10.2   Forecast   **702 OVER**

Supplies and services are forecast to be £702,000 overspent, representing 3.1% of budget.

Hydrant maintenance costs are forecast to overspend by £437,000 with the service provider accelerating activity as detailed in section 10.1.

Communications and telephony costs are forecast to overspend by £397,000 as detailed in section 10.1.

Smoke alarms are forecast to overspend by £300,000. An order has been placed with a second supplier with delivery promised before the end of the financial year. The shortage of smoke detectors within the market place, due to the change in legislation, has resulted in a significant increase in unit prices.

Timber and scrap car costs, for training activities, are forecast to remain high and result in overspends of £67,000 and £52,000 respectively.

Corporate expenditure is forecast to remain overspent by £52,000. This relates to commemorative coins for staff to recognise their contribution during the COVID pandemic.

Operational equipment non-HQ costs are forecast to be £50,000 overspent as detailed in section 10.1.

Equipment purchases and maintenance costs are forecast to overspend by £39,000 as detailed in section 10.1.

Firelink costs relating to the integration of tablets within vehicles are forecast to overspend by £32,000.

Printing costs are forecast to be £15,000 overspent as detailed in section 10.1.

Gym equipment maintenance costs are forecast to overspend by £14,000 as detailed in section 10.1.

Costs to support the Heritage initiative are forecast to result in a £6,000 overspend.

Information Technology costs are forecast to be £168,000 underspent as detailed in section 10.1.

The remaining budget in respect of corporate contingency has now been released and resulted in a forecast underspend of £144,000.

Uniform laundry costs are forecast to be £136,000 underspent as detailed in section 10.1.

Catering costs are forecast to be £86,000 underspent as detailed in section 10.1.

Uniform and PPE costs are forecast to underspend by £61,000 and £36,000 respectively as detailed in section 10.1.

Advertising costs are forecast to underspend by £37,000 as detailed in section 10.1 with additional costs forecast in respect of the ICT recruitment initiative which is expected to overspend by £20,000.

Subscription costs are forecast to underspend by £33,000 as detailed in section 10.1.

Cost for staff supporting Firelink are forecast to underspend by £32,000 as detailed in section 10.1.

Communications & IT non-HQ costs are forecast to underspend by £25,000 with costs for the introduction of a new legal case management system now being capitalised.

Office equipment and stationery costs are forecast to underspend by £19,000 as detailed in section 10.1.

Other Supplies & Service costs are forecast to overspend by £18,000.

10.3 Action to be Taken

This position will continue to be monitored.

11 TRANSPORT

11.1 Year to Date   518 UNDER

Transport costs are currently £518,000 underspent, representing 9.0% of budget.

Travel costs are £350,000 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.

Vehicle Maintenance costs are £145,000 underspent reflecting the impact of the current staffing levels and their ability to meet planned workloads.

Lease car costs are underspent by £32,000 reflecting a reduction in car lease users.

Tyre costs are underspent by £10,000, the net effect of reduced volume offset by an increase in unit prices.

Fuel costs are £10,000 underspent, the net effect of reduced volume and increased fuel prices.

Fleet external contract costs are £16,000 overspent 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.

Vehicle hire costs are £13,000 overspent.

11.2   Forecast   **531 UNDER**

Transport costs are forecast to be £531,000 underspent, representing 8.4% of budget.

The underspend in travel costs is forecast to increase to £380,000 as detailed in section 11.1.

Vehicle maintenance costs are forecast to underspend by £158,000 as detailed in section 11.1.

The underspend in leased car costs is forecast to increase to £35,000 as detailed in section 11.1.

Tyres are forecast to underspend by £11,000 as detailed in section 11.1.

Fuel costs are forecast to overspend by £21,000 as detailed in section 11.1, with an increase of 20% included in the final month to account for increased prices and to ensure tanks remain full.

Fleet external contractor costs are forecast to overspend by £17,000 as detailed in section 11.1.

The overspend in respect of vehicle hire is forecast to be £15,000 as detailed in section 11.1.

11.3   Action to be Taken

This position will continue to be monitored.

12   THIRD PARTY PAYMENTS

12.1   Year to Date   **121 UNDER**

Third Party payments are currently £121,000 underspent representing 9.5% of budget.

Professional fees are £95,000 underspent. The majority of the underspend, £76,000, relates to the PVG initiative which has now been completed. Savings for the Health & Safety recording system following the appointment of a new service provider account for a £12,000

underspend. Other professional fees are £7,000 underspent mainly within the POD Directorate.

Payments to other bodies are underspent by £66,000. This follows a legacy refund relating to the Service Group Life scheme and the release of a historical accrual relating to boat berthing. These underspends are partly offset by additional costs for a scoping exercise to explore opportunities to consolidate the Local Government Pension Schemes (LGPS) for Support and Control employees.

Fire Board costs are £59,000 underspent due to reduced travel and overnight accommodation caused by COVID restrictions.

Costs for medical reports are underspent by £35,000 due to lower than budgeted activity caused by COVID restrictions.

Corporate license costs are £4,000 underspent relating to reduced costs in respect of the copyright license.

Court and tribunal costs are £130,000 overspent due to an increase in the number of tribunal cases.

External audit costs are £4,000 overspent following increased costs for the provision of online support facilities.

Physiotherapy fees are £4,000 overspent as activity has increased with physical appointments now being progressed in addition to online consultations.

12.2   Forecast   99 UNDER

Third party payments are forecast to be £99,000 underspent, representing 6.2% of budget.

The underspend in professional fees is forecast to decrease slightly to £94,000 as detailed in section 12.1.

Fire Board costs are forecast to underspend by £64,000 as detailed in section 12.1.

Payments to other bodies are forecast to underspend by £61,000 as detailed in section 12.1.

The underspend in medical reports is forecast to be £36,000.

Corporate licence costs are forecast to underspend by £4,000 as detailed in section 12.1.

Court and tribunal costs are forecast to overspend by £151,000.

Physiotherapy fees are forecast to overspend by £5,000 as detailed in section 12.1.

External audit costs are forecast to remain £4,000 overspent as detailed in section 12.1.

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   **33 UNDER RECOVERED**

Income is currently £33,000 under recovered, representing 3.8% of budget.

Firefighter apprenticeship income is under recovered by £185,000. 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 expected in 2021/22 being delayed until 2022/23.

Accrued income in respect of electric vehicle charging points accounts for an over recovery of £92,000.

Rental income in relation to shared services is over recovered by £44,000 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 recovery of £13,000.

Fees and Charges are over recovered by £3,000. Income following the sale of scrap equipment, grants for renewable energy schemes and funding for supporting International Search & Rescue operations account for an over recovery of £31,000. This is offset by reduced income due to the cancellation of rechargeable public events caused by COVID.

14.2   Forecast   **9 OVER RECOVERED**

Income is forecast to be £9,000 over recovered, representing 0.8% 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 SAS is forecast to over recover by £50,000.

Fees and Charges are forecast to over recover by £32,000.

Charges to third parties for hire of facilities at the Cambuslang training facility are forecast to result in an over recovery of £13,000.

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 is £19,000 overspent following the sale of the training facility at Thornton for less than the net book value.

15.2   Forecast   19 OVER

Disposal of Assets is 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	(1,404)	441	(963)
Control	-	-	-
Retained	(472)	2,067	1,595
Support	(6)	-	(6)
Training	-	-	-
Subsistence	(3)	376	373
Other	-	44	44
Property Costs	(185)	-	(185)
Supplies & Services	(52)	202	150
Transport Costs	-	380	380
Third Party	-	99	99
Income	-	-	-
TOTAL	**(2,122)**	**3,609**	**1,487**

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

Report No: **B/FCS/07-22**

Agenda Item: **17**

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	31 MARCH 2022						
Report Title:	CAPITAL MONITORING REPORT 2021/22 – FEBRUARY 2022						
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 28 February 2022.

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 in October, this budget was re-allocated to advance expenditure on Powered Rescue Equipment, from the 2022/23 Capital Budget.
2.3	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 was submitted to Scottish Government seeking approval for this adjustment and it was approved in December. Additional budget of £3.7m was transferred from Scottish Government in January 2022.
2.4	Scottish Government also transferred an additional £0.112m Capital Budget to SFRS for ESMCP costs incurred in the year.
2.5	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.
2.6	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.
2.7	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.

OFFICIAL

2.8	The sale of non-operational vehicles to date, has resulted in a capital receipt of £0.146m and a net book value of £0.148m. The net book value of £0.110m has been allocated to Operational Equipment, to advance expenditure on Powered Rescue Equipment, from the 2022/23 Capital Budget and £0.38m has been allocated to Fleet, to advance expenditure on Light Fleet Vehicles from 2022/23 Budget.
2.9	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. An additional Grant of £1.5m was awarded in November 2021 from Transport Scotland, to purchase approximately Eighty Electric Vehicle Charging Infrastructure points at various locations across the Service. The £1.5m Grant will be carried forward into 2022/23.
2.10	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 the 2020/21 grants within last financial year was £1.674m. A further £0.476m is expected to be spent in the current financial year. £0.401m of this to be funded by the Grants and a further £0.075m to be funded through current year Capital Budget. All expenditure for the additional £1.5m Grant offered by Transport Scotland in November 2021, is forecast for financial year 2022/23.
2.11	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 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.
2.12	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.
2.13	Taking the above into account the revised budget is £40.582m, as shown in Section 3.1.
2.14	SFRS has sought permission to overspend on current capital CDEL as the resource budget is forecast to underspend. Revised budget letters will be issued by Scottish Government to reflect this change in CDEL and RDEL. The forecast at 3.7 details the financial position
3	**Main Report/Detail**
3.1	**Expenditure**

Category	Approved Budget	Ordered	Received not yet Invoiced	Paid	Total £0	%
Property – Major Works	6,657	2,397	218	4,022	6,637	99.7
Property – Minor Works	8,500	3,287	331	5,303	8,921	105.0
Vehicles	8,703	2,057	92	6,951	9,100	104.6
ICT	4,252	1,082	271	2,968	4,321	101.6
Operational Equipment	9,859	2,106	0	4,092	6,198	62.9
Transition to Net Zero Grants	2,611	1,009	0	1,602	2,611	100.0
TOTAL EXPENDITURE	**40,582**	**11,938**	**912**	**24,938**	**37,788**	**93.1**

| 3.2 | **Funding** |

Funding Source	Budget £000
Capital DEL	36,812
Capital Receipts	1,234
Transition to Net Zero Grants	2,536
TOTAL FUNDING	**40,582**

3.3 3.3.1	**Budget Virements** One virement took place in the month, after discussion at the February Capital Monitoring Group.
3.3.2	Receipts from the sale of non-operational vehicles were received for £0.031m. The Net Book value of £0.038m was re-invested back into the Light Fleet Vehicles line.
3.4 3.4.1	**Progress During the Month** **Expenditure**
3.4.2	Property McDonald Road Refurbishment Project. Partial handover of the Fire Station took place in November, with the move from the temporary accommodation to the refurbished building for ICT, AV and Communication Services. Some snagging works took place between December and February. Post contract works are ongoing and most of the works are scheduled to complete before the end of March.
3.4.3	Contractor is progressing with prefabrication of cabinets and displays for the Museum of Fire.
3.4.4	The decoration and mechanical and electrical works are progressing well with completion in the first week of March. Resin flooring works scheduled in the last two weeks of March.
3.4.5	Training Sites Life Cycle Programme. Additional lighting for Newbridge Training Centre was completed in the month.
3.4.6	Fleet Ten Large Panel Vans and one Electric Minibus were delivered in February.
3.4.7	PPE & Equipment The second issue of PPE to Retained/Volunteer Duty System (RVDS) firefighters is being rolled out.
3.4.8	All Gas Tight Suits were delivered in February and additional orders were placed for Powered Rescue Equipment, brought forward from 2022/23 budget.
3.4.9	ICT Command & Control Futures Project. Penetration Testing continued with the Command and Control Mobilising System (CCMS) and the associated infrastructure by 3rd Party security provider. SFRS and the system supplier continued technical work with Airwave in relation to the communication gateway work required for go live. The project identified

	through End to End System Testing of the Minimum Viable Product (MVP), that the UAT phase would not conclude in March as anticipated.
3.4.10	<u>Electric infrastructure (Grant Funded)</u> 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.
3.4.11	Site surveys have commenced for approximately eighty new Electric Vehicle Charging Points, for a new £1.5m Grant from Transport Scotland, offered in November 2021. No expenditure is expected this financial year and the Grant will carry forward to 2022/23.
3.4.12	<u>De-Carbonisation Projects (Grant Funded)</u> 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.
3.4.13	The offsite modular building has been complete for the Fort William Biomass Boiler project and site handover took place in February.
3.4.14	Solar PV Installations are complete for Hamilton Fire Station, SFRS HQ, Govan, Paisley, Alloa, East Kilbride, Johnstone, Arbroath, Bellshill, Sighthill, Lochgelly, Polmadie, Dumfries, Yorkhill and Perth Training Centre.
3.4.15	Programme is progressing for the Building Energy Management System Installations (BEMS) and an additional resource has been onboarded by the contractor to ensure delivery before the end of March 2022.
3.4.16	The Retained Estate Energy Efficiency projects for Newmilns, Cumnock, Callander, Montrose, Forfar and Penicuik are complete.
3.5 3.5.1 3.5.2	**Progress Anticipated Next Month** **Expenditure** <u>Property</u> <u>Minor Works Condition</u>. Additional spends were identified for four stations for tarmac. All other Minor works project are progressing with completion due by 31 March 2022.
3.5.3	<u>Fleet</u> Eight Large Panel Vans, twenty-eight Small Pool Vans, two Electric Minibuses and three Fire Investigation Units are due for delivery in March.
3.5.4	<u>Equipment</u> Expected deliveries in March include, the balance of Tactical Lighting Torches, Light Portable Pumps, SRT Boat packages, Fire Hoses and all outstanding Powered Rescue Equipment and Safe Working at Heights Equipment.
3.5.5	<u>ICT</u> <u>Command and Controls Future Project</u>. Work is expected to continue with the configuration and testing of the CCMS, Minimum Viable Product (MVP). The Scottish Government's Digital Assurance Office have completed a Checkpoint Review on the CCF Project. Various SFRS managers were interviewed by the review team during this process.
3.5.6	<u>Electric Infrastructure (Grant Funded)</u> The final Six Electric Vehicle Charging point sites from the 2020/21 Grants have had electrical installations completed and are awaiting the Distribution Network Operator (DNO) connections. These are progressing and connection is expected to take place over the coming months.

3.5.7	Works will commence on the Eighty Electric Vehicle Charging point sites from the £1.5m Grant offered in November 2021, when surveys are complete. No expenditure is expected this financial year and the Grant will carry forward to 2022/23. Proposed cabling routes will be reviewed by SFRS internal Compliance Officers, to ensure that the cabling will not disturb any asbestos on the sites.
3.5.8	De-Carbonisation Projects (Grant Funded) Building Energy Management System (BEMS) Installations are expected to continue over the coming month, with expected completion by end of March 2022.
3.5.9	Works are progressing on Cupar, St Andrews, Newcastleton and Kirriemuir, as part of the Retained Estate Energy Efficiency project and are expected to complete by the end of March 2022.
3.6 3.6.1	**Receipts - Property** 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 1st July for £0.007m and net book of value of £0.007m. The net book value was allocated to Property Disposal Costs in September.
3.6.4	Receipts to date for the sale of non-operational vehicles total £0.146m, with a net book value of £0.148m. The net book value of £0.110m has been re-invested back into the Ops Equipment Budget, to advance Powered Rescue Equipment from the 2022/23 Capital Budget. The net book value of £0.038m has been re-invested back into the Light Fleet Vehicles line to bring forward some vehicles from the 2022/23 budget.
3.7 3.7.1	**Forecast** Appendix A provides the current forecast spend profile for the full financial year. As highlighted previously, there has been significant challenges in progressing the capital programme in all areas, with the exception of operational equipment, due to the continuing risks identified at 5.1 impacting the programme.
3.7.2	An accounting adjustment will be made at the year end to transfer PPE stock as at 31st March 2022 to Assets in the Course of Construction. The recent budget transfer of £3.7million will be used to cover the capital funding required.
3.7.3	The current Forecast is showing an overspend of £0.835m. An overspend in the Capital budget was agreed by Scottish Government at the end of February and will offset the forecast underspend in the Resource Budget.
3.7.4	Forecast expenditure is £41.417m, which is over the revised budget of £40.582m.
4	**Recommendation**
4.1	The Board is asked to: (a) Scrutinise the level of actual and committed expenditure for the period ended 28 February.

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, as highlighted previously, in particular instances of life expired building elements such as 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 continues to be 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 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 5.3.2 5.3.3	**Environmental & Sustainability** Environmental and sustainability plans are incorporated within each property project. Investment in Euro 6 fire appliances and electric light fleet is making a significant contribution to reducing greenhouse gas emissions. Investment in decarbonisation projects via additional grants have improved energy efficiency and this is helping to partially mitigate increases in energy prices.
5.4 5.4.1	**Workforce** SFRS employees will benefit from this investment in our asset base.
5.5 5.5.1	**Health & Safety** The introduction of new appliances, equipment and property, as well as ICT upgrades, will further enhance the health, safety and welfare of employees and the public.
5.6 5.6.1 5.6.2	**Training** The capital programme includes significant investment in training facilities. Where training is required in relation to new assets, this is co-ordinated through project boards, overseen by the Asset Management Liaison Board.
5.7 5.7.1	**Timing** This report covers the period up to 28 February 22 and known events just after the period end.

5.8 5.8.1	**Performance** Forecast expenditure is £41.417m, which is over the revised budget of £40.582m.
5.9 5.9.1	**Communications & Engagement** Key stakeholders are engaged during project development and implementation.
5.10 5.10.1	**Legal** External legal support is in place to facilitate the sale of assets.
5.11 5.11.1	**Information Governance** Any applicable information governance implications are addressed during project implementation.
5.12 5.12.1	**Equalities** Equality Impact Assessments are undertaken during project development and implementation, as required.
5.13 5.13.1	**Service Delivery** Capital investment in property, ICT, fleet and equipment is required to improve and maintain service delivery capabilities. The introduction of new assets is closely coordinated between asset management, training and local service delivery areas.
6	**Core Brief**
6.1	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 28 February 2022.
6.2	It is currently anticipated that the revised budget of £40.582m will be overspent at £41.417m, at the 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	*22 March 2022*	*For Noting*
SFRS Board	*31 March 2022*	*For Scrutiny*

Scottish Fire & Rescue Service

Forecast Spend Profile – Capital Programme 2021/22   **£000**

Category	Approved Budget	Virements	Revised Budget	Actual				Forecast			
				Apr-Jun	Jul-Sep	Oct-Dec	Jan-Feb	Mar	Total	Variance to budget	Variance (%)
Property – Major Works	6,900	(243)	6,657	1,420	1,207	1,062	551	2,397	6,637	20	0.3
Property – Minor Works	8,050	450	8,500	549	1,586	2,392	1,107	3,287	8,921	(421)	(5)
Vehicles	8,650	53	8,703	0	1	2,422	4,620	2,058	9,101	(398)	(4.6)
ICT	5,660	(1,408)	4,252	450	735	982	1,073	1,081	4,321	(69)	(1.6)
Operational Equipment	4,000	5,859	9,859	763	708	1,943	678	5,734	9,826	33	0.3
Transition to Net Zero Grants	2,719	(108)	2,611	0	60	753	789	1,009	2,611	0	0
TOTAL EXPENDITURE	**35,979**	**4,603**	**40,582**	**3,182**	**4,297**	**9,554**	**8,818**	**15,566**	**41,417**	**(835)**	**(2.1)**
CUMULATIVE TOTAL	**35,979**	**4,603**	**40,582**	**3,182**	**7,479**	**17,033**	**25,851**	**41,417**			

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

Report No: B/SPPC/01-22

Agenda Item: 18

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	31 MARCH 2022						
Report Title:	CORPORATE RISK AND PERFORMANCE REPORT - QUARTER 3						
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 and ask that they scrutinise its contents.

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, 18 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 October and 31 December 2021.
3.2	**Strategic Risks** A high-level overview of our Strategic Risk Register is included within the report. Further detail on the register is reported to the Audit and Risk Assurance Committee (ARAC). The figures in this report align with the most recent submission to ARAC and shows: • 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	**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 3 (2021/22), the following progress has been reported: • 20 actions were noted as progressing as planned (Green RAG Status) • 6 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. There are 7 actions contained within this section and the commentary for each of these 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 six actions that were not completed within the timescale agreed within the previous 20120/21 Annual Operating Plan. This section also includes an action 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 two 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	**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 3, of the 18 measures identified: • 8 measures are on track to meet their target (Green) • 2 measures are slightly off target (Amber) • 2 measures are 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	**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 3 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	**Environmental & Sustainability**
5.3.1	There are no environmental and sustainability implications arising from this report. The Annual Operating Plan 2021/22 contains actions which supports the Scottish Fire and Rescue Service (SFRS) commitment to protecting the environment and achieving greater sustainability.
5.4	**Workforce**
5.4.1	There are no workforce implications arising from this report. Any workforce implications arising from any individual action will be brought before SLT and the Board as appropriate .
5.5	**Health & Safety**
5.5.1	The Annual Operating Plan 2021/22 contains actions which supports SFRS commitment to health, safety and wellbeing.
5.6	**Training**
5.6.1	There are no training implications arising from this report.
5.7	**Timing**
5.7.1	This progress report covers the Quarter 2 period (1 October 2021 – 31 December 2021).
5.8	**Performance**
5.8.1	Progress against the Annual Operating Plan is reported to the Senior Management Board, SLT and the SFRS Board.
5.9	**Communications & Engagement**
5.9.1	Extensive engagement and consultation exercises were conducted across a spectrum of our staff, partners, stakeholders and communities to produce the Strategic Plan 2019-22 on which the Annual Operating Plan is based.
5.10	**Legal**
5.10.1	Delivery of the Annual Operating Plan meets with the requirements of the Governance and Accountability Framework.
5.11	**Information Governance**
5.11.1	The collation or use of personal data is not required in the preparation of the Annual Operating Plan Quarterly Progress Reports. A Data Protection Impact Assessment is therefore not applicable.
5.12	**Equalities**
5.12.1	An Equality and Human Rights Impact Assessment (EIA) has been carried out. It will remain an open document that is further populated as the Annual Operating Plan evolves. The Impact Assessment will be further reviewed where new evidence is found, ensuring it remains applicable in light of that evidence.
5.12.2	The EIA is a high-level document. Equality Impact Assessments will need to be considered by Directorates for each of the actions contained within the Annual Operating Plan.
5.13	**Service Delivery**
5.13.1	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 Combined Risk and Performance Report for Quarter 3 to members of the Board. Members were asked to scrutinise the quarterly report and progress made against our strategic outcomes.

7	Appendices/Further Reading
7.1	Appendix A – Corporate Risk and Performance Report Quarter 3 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	*16 February 2022*	*For recommendation*
Strategic Leadership Team	*22 February 2022*	*For recommendation*
SFRS Board	*31 March 2022*	*For scrutiny*

CORPORATE RISK AND PERFORMANCE 2021/22

Quarter 3 Progress Report

Safety. Teamwork. Respect. Innovation.

Introduction

The Corporate Risk and Performance Quarterly Report incorporates our strategic risks, Annual Operating Plan actions, measures and transformation and major projects to provide a combined overview of how we are performing against our strategic outcomes and objectives, as detailed within our Strategic Plan 2019-22.

Section 1 – Executive Summary

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.

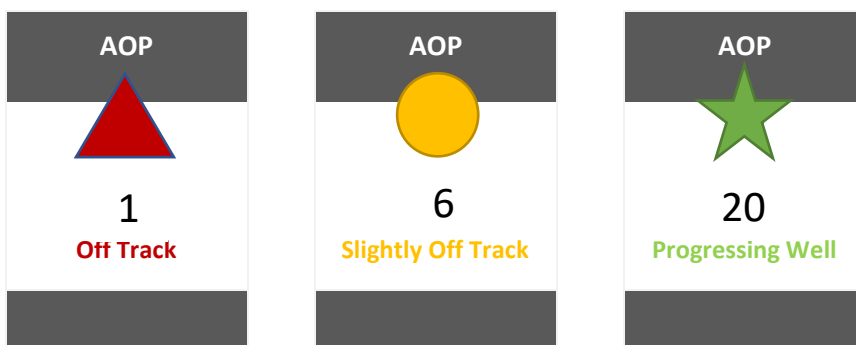*As outlined with the Performance Management Framework 2021/22.*

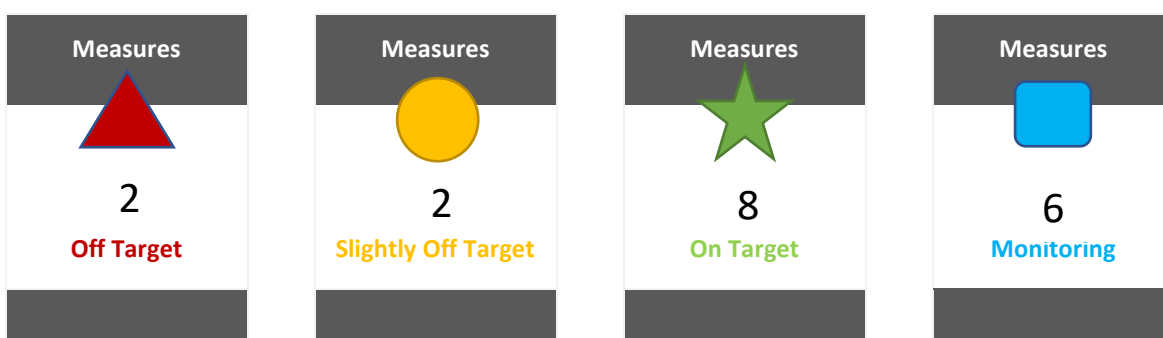## Section 1: Executive Summary

Strategic Risks Ratings Totals

Strategic Risk	Strategic Risk	Strategic Risk	Strategic Risk
4	5	0	0
Extremely High	**High**	**Medium**	**Low**
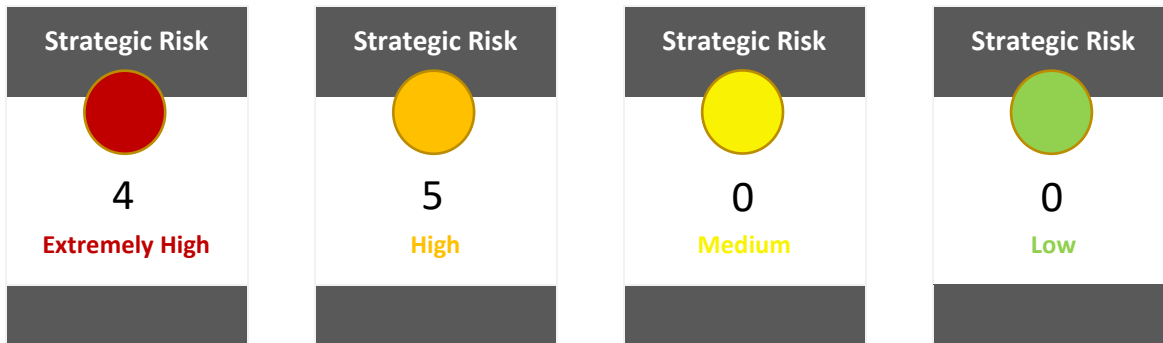
The latest Strategic Risk Update is available here.

Annual Operating Plan RAG and Status Totals

AOP	AOP	AOP
1	6	20
Off Track	**Slightly Off Track**	**Progressing Well**

Performance Measures Target Result Totals

Measures	Measures	Measures	Measures
2	2	8	6
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	85%	★
Manage the commissioning of the new SFRS museum.	Service Delivery	01/04/2020	31/11/2021	55%	●

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

The February 2022 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 January 2022 Risk Report is available here.

Home Fire Safety Visits
⭐
32,035
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 this year measured against last.

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	30%	★

Non-Domestic Fires ★ **1,137** **On Target** **YTD**	Fires in non-domestic buildings continues to achieve the required reductions across almost all Local Senior Officer Areas, ranging from 5% in the City of Edinburgh to 13% in Glasgow City.

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	
⭐	🟦	29 fire fatalities have been recorded during 2021-22. There were 12 fatalities reported in Quarter 3, the same as Quarter 1. Seven of the 12 fatalities in Quarter 3 were female, whilst only 2 female fatalities had been recorded in the first half of the year. Only 12 of the 29 have been concluded, but current indication is that 21 will be recorded as accidental dwelling fire fatalities. Fatalities recorded this year are predominantly male (66% year-to-date 2021/22), with 40% aged 40-79 and 40% 80+.
336	**29**	
On Target	**Monitoring**	Fire casualties continue to show significant reductions (15% based on a 3-year moving average), and at incidents reported as accidental dwelling fires.
YTD	YTD	

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	95%	★

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 January 2022 Risk Report is available here.

Unwanted Fire Alarm Signals ★ **21,738** **On Target** **YTD**	Unwanted Fire Alarm Signals (UFAS) reported a 2.5% reduction just under 1% reduction based on the current 3-year average versus the previous 3-year average.

Green: Progressing as Planned   **Amber**: Slightly off track   **Red**: Not progressing as planned

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:

- Conclude academic validation of Community Risk Index Model (CRIM) with Edinburgh University by receiving finalised risk metric scripts for East, North and West Service Delivery Areas.
- Appoint Senior Geographic Information System (GIS) Analyst for CRIM 2 spatial analysis and risk mapping.

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Station and Appliance Review	⭐	⭐	⭐	🔺

Pathway to Green / Next Steps:

- Implement a refined approach for appointing a suitable Service Delivery Model Programme (SDMP) GIS Analyst.
- Develop, model and analyse Station and Appliance Change Options which align with CRIM and demand. (Jan-Mar 2022)
- Develop "Outline" Business Cases and Impact Assessments for viable Risk and Demand Based Station and Appliance Change Options aligned to the SDMP Criteria for Change. (Mar 2022)

The February 2022 Transformation Programme Dashboard is available here.

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 January 2022 Risk Report is available here.

Incidents Attended
🔷
73,844
Monitoring
YTD

Top 10 incident types	Total
01. False Alarm (UFAS) (34.4%)	7991
02. False Alarm (Dwelling) (15.3%)	3567
03. False Alarm (Good Intent) (8.6%)	2006
04. Refuse Fire (7.0%)	1616
05. Special Service - Effecting entry/exit (5.2%)	1201
06. Dwelling Fire (5.0%)	1156
07. Outdoor Fire (4.8%)	1107
08. Special Service - RTC (2.6%)	610
09. Vehicle Fire (2.1%)	490
10. Other Building Fire (1.9%)	450

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	75%	★
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	85%	★
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: • Implement a refined approach for appointing a suitable SDMP GIS Analyst. Next Steps • Develop, model and analyse Demand Based Duty System Change Options which align with CRIM and demand. (Jan-Mar 2022) • Develop "Outline" Business Cases and Impact Assessments for viable Demand Based Duty System Change Options aligned to the SDMP Criteria for Change. (Mar 2022)				

The February 2022 Transformation Programme Dashboard is available here.

ADF Low Severity	ADF Medium Severity	ADF High Severity
⭐	⭐	🟠
1,481	**1,476**	**202**
On Target	On Target	Slightly Off Target
YTD	YTD	YTD
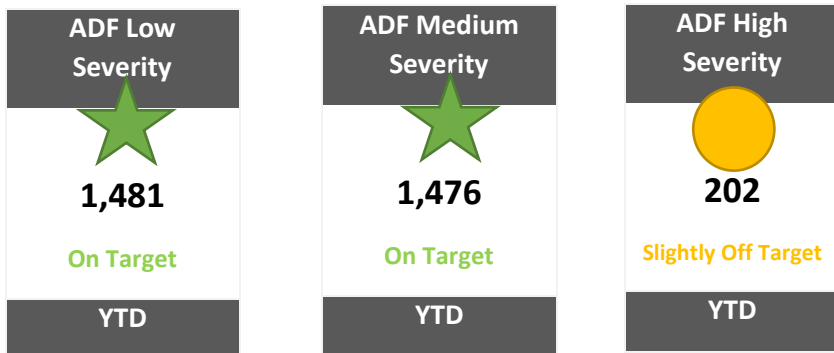
All categories of fire severity in accidental dwelling fires achieved Reductions for the first three quarters of 2021-22 but only low and Medium achieved the targets set. The target for 'high' risk fires is to Reduce by 5%, but only achieved 3%.

SFRS Median Response Time (mins)

Fsc Year ▼	Response times	Response times (East)	Response times (North)	Response times (West)
2021-22	8.10	8.40	9.20	7.45
2020-21	7.90	8.25	8.90	7.40
2019-20	7.70	8.00	8.40	7.20
2018-19	7.60	7.90	8.40	7.10
2017-18	7.50	7.90	8.30	7.00

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) increased by 0.20 (12 seconds) versus the previous third quarter but no change against the second quarter. Increases against the previous third quarter were in all three areas ranging from 0.05 (3 seconds, West) to 0.25 (15 seconds, North).

Median response time for the country as a whole is currently 8 minutes and 12 seconds.

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	★	★	★	★

The February 2022 Transformation Programme Dashboard is <u>available here.</u>
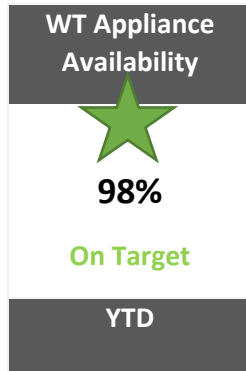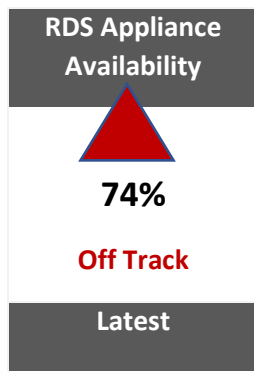
RDS Appliance Availability	WT Appliance Availability	
🔺 74% **Off Track** Latest	⭐ 98% **On Target** YTD	RDS Appliance Availability is currently 'Off Track'. The target for this KPI is to increase 3% on the previous 3-year average. The previous 3-year average was 81%, meaning this year's target is 84%. At 74%, we have not met our target.

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:

- Time - Delivery of all aspects of Systel's rectification plan and the development (and achievement of) a detailed project implementation plan. Rectification Plan is scheduled for completion in January 2021 and the detailed project implementation was presented to and adopted by the November 2021 Command and Controls Futures Board.
- It should be noted that there is a likelihood that the next major project milestone (Exit from User Acceptance Testing (UAT) phase, is likely to be delayed by up to 6 weeks. This is to allow the implementation of and testing/training using a Minimum Viable Product 'MVP', expected in the January 2022 Software drop by the provider. In addition, a Strategic Leadership Team workshop on the project implementation is scheduled for 11 February 2022.

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Emergency Services Network	⭐	🟡 *Long term*	🟡	⭐

Pathway to Green / Next Steps:

- Securing long term funding from the Scottish Government will be a clear path to recruit resources and purchase assets. Meetings with Scottish Government Finance took place, still no assurance regarding long term funding, being managed as in-year pressure by Sponsor body. New Scottish Government Senior Responsible Officer in place now, has met with the Strategic Lead and Project Manager. Funding for this year has been provided.

Median Call Handling Times (mins)

Fsc Year ▼	Call handling times	Call handling times (East)	Call handling times (North)	Call handling times (West)
2021-22	1.30	1.27	1.77	1.20
2020-21	1.32	1.22	1.72	1.22
2019-20	1.20	1.12	1.47	1.15
2018-19	1.17	1.17	1.45	1.12
2017-18	1.17	1.20	1.37	1.07

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) shows no significant change.

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	25%	●
Deliver Strategic Workforce Planning and Resourcing.	People and Organisational Development	01/04/2020	31/03/2023	55%	★

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	50%	★

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

Objectives 3.3 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	45%	★
Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Training, Safety and Assurance	01/04/2021	28/02/2022	15%	▲
Strengthen arrangements to help support and improve staff general wellbeing to safely and effectively undertake their roles.	People and Organisational Development	01/04/2020	31/03/2024	70%	●

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 January 2022 Risk Report is available here.

RIDDOR Injuries	Accidents & Injuries	Work-related Covid transmission
★	▲	■
6	**110**	**8**
On Target	**Off Track**	**Monitor**
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	80%	★

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	90%	★
Implement Year 2 Actions from the Carbon Management Plan 2020-2025.	Finance and Contractual Services	01/04/2021	31/03/2022	65%	★
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	50%	★
Complete decommissioning of fuel sites identified as environmental concerns surplus.	Finance and Contractual Services	01/02/2021	28/02/2024	80%	★

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	60%	★
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	75%	★

Strategic Risk	Risk Description	Risk Rating
4	Ability to ensure legal and regulatory compliance.	12

The January 2022 Risk Report is available here.

FOIs responded to within timescale	
84% **Slightly Off Track**	Although slightly off the 95% target, there has been significant improvement on the pre-Covid figures of 70-75% returned within 20 days to 84% 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.
YTD	

Green: Progressing as Planned   **Amber**: Slightly off track   **Red**: Not progressing as planned

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	75%	★
Develop and publish the SFRS Digital Strategy 2021-2024.	Service Development	01/04/2021	31/12/2021	95%	★
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	80%	●

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
People, Training, Finance and Asset System	●	★	★	●
Pathway to Green / Next Steps: • Ensure legacy contracts are extended for sufficient time to allow possible transition to new suppliers to be successful • Engage with Programme Board to reach agreement on resource estimate for FY22-23 (includes both People, Payroll & Finance and Rostering resource requirements)				

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
McDonald Road Redevelopment and Museum of Fire	★	●	●	●
Pathway to Green / Next Steps: • Nil return on dashboard				

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
West Asset Resource Centre	★	★	★	★

The February 2022 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 January 2022 Risk Report is available here.

Strategic Outcome 4: Public Value
We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Objectives 4.4 We will strengthen performance and management and improvement arrangements to enable robust scrutiny, challenge and decision-making nationally and locally.

Performance Question: To what extent have we strengthened performance management and improvement arrangements? How will we demonstrate scrutiny, challenge and decision-making is robust?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Develop the structure of the Service Development Directorate to support the delivery of the SFRS change ambitions and change portfolio.	Service Development	01/04/2021	31/03/2022	75%	★
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	35%	●
Create a structure for Service Delivery that recognises the relationship between its Functions.	Service Delivery	01/09/2020	31/03/2022	95%	★

Section 3: Exception Reporting: Annual Operating Plan Actions 2021/22

This section provides a commentary against any actions that are not progressing as planned. This gives more detail of why there may be some delays and, if necessary, what further actions are being done to bring this back on track.

Objective	Annual Operating Plan Action	Directorate	Due Date	RAG	Commentary Update
1.1	Manage the commissioning of the new SFRS Museum.	Service Delivery (Prevention & Protection)	30/11/2021	●	The Museum layout and exhibits have been identified and agreed and the contractor responsible to fit out the Museum has been identified and early work was begun offsite in November 2021. Museum Manager and Volunteer Experience Team leader have been recruited and the recruitment process for Heritage Ambassadors has been published twice. Interviews have been held and all space have been filled. A rolling recruitment model is anticipated in 2022 to manage any volunteer turnover. Construction and fit out of the Museum has been hindered due to delays in the wider McDonald Road project. Timescales for the Museum have been pushed back and will not commence until February 2022. **This action has been marked amber due to the slip in timescales and will not be completed until May 2022 due to a delay in the construction and fit out of the building.**
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	●	Pilot of the "Trickle" employee engagement tool has been completed. The trial included six groups across different staff/employee groups, areas and level within the Service. The pilot provided valuable insights which will be used to inform the Building the Future Together work package development and implementation. Early scoping with Agile Working; Recovery, Reset and Renew; and Future Vision programmes interdependencies has commenced. **This action is marked amber due to the pace reduction and delayed progress of the programme development phase caused by concurrent Service priorities and the ongoing pandemic.**

3.3	Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Training, Safety and Assurance	28/02/2022	▲	Engagement with ICT continues in order to develop the bespoke Health and Safety Management System (HSMIS) - TASS (Think, Act, Stay, Safe). ICT development work has not progressed as well as anticipated due to technical issues and competing demands within ICT. **This action has been marked red as due to competing demands within ICT, there has been no significant progress in the development of the HSMIS modules. This has 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	🟡	In years 1-4 of the 5-year Clinical Governance Action Plan, 95 actions of the 138 are complete with 3 actions being completed this quarter. The Fireground Fitness Research project is now complete and the final project report received. A paper will progress in Quarter 4 detailing next steps for the development of an implementation plan and likely timescales for the review of the Fitness Standards and Methods of Assessment Policy/Procedure. Engagement with Training, Safety and Assurance has resulted in a proposal for how strength assessments will be embedded in core skills assessments. **Due to the concern over conflicting work priorities and the ability to deliver against existing timescales, this action has been given an amber status.**
4.2	Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Finance and Contractual Services	31/03/2022	🟡	Discussions with Pension Advisors has taken place to establish the implications of merging all Local Government Pension Schemes. Appointment of advisors to assist in the process is underway and will assist in moving this project forward. Timelines have moved slightly to the right but work is now underway. **This action has been given an amber status to reflect the slip in timescales.**
4.3	Implement Employee Self Service (ESS) for all employees within iTrent, as a precursor to future development within the PTFA project.	Finance and Contractual Services	31/12/2021	🟡	Roll out to Support Staff and pilots within Service Delivery Areas have previously been completed and work continues to progress on the roll out to Wholetime personnel with continued buy in from staff. Considerable work is ongoing to ensure that adequate verification work is carried out and finalisation for this is on track for March 22. All areas that have rolled over are now paperless and a notification to withdraw to a paperless process (with a notice period) will commence during February 22. **This action has been given an amber status to reflect the slip in timescales. Although due to finish in December 21, it is expected to run until March 22.**

| 4.4 | Implement Phase 1 of Portfolio, programme and project approach to managing change across the SFRS. | Service Development | 31/03/2022 | 🟡 | The high-level design of the Outline Business Change Lifecycle has been completed with workshops started across key stakeholder groups and this is making good progress. Work has been undertaken with each group to determine necessary Sub-Processes required across each stage.
There has been a delay to Sub-Process design due to Change Centre of Excellence Manager not being able to start until January 2022 as a result of a 3-month notice period.
Draft Terms of Reference and Governance recommendations have been made to the Deputy Chief and Director of Service Development and work is being undertaken to develop an implementation plan.
Position has moved onto Data Services team sharing a mock-up/outline of what an interim set of reports presented via Power BI could look like, with further work to be accomplished with ICT to pilot recommended capability.

This action is currently amber due to the unexpected delay in the sub-process design. |

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	30/09/2021	30/04/2022	🟡	Following approval to implement Option 1, work on the restructure commenced on 1 December 2021. A working group reports to a Restructure Board. The Fire Brigade 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 and it is proposed a revised due date of April 22 is agreed. **This action is 60% 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	🟡	Further delays have been experienced as SFRS is awaiting a response from the Fire Brigades Union (FBU) in relation to their final position on the SFRS full and final offer on Retained Duty System (RDS) Terms and Conditions. This has not been received to date following further correspondence on an outstanding issue raised by the FBU. This response will determine appropriate next steps; however, this further delay continues to impact previously proposed implementation dates. Further communications will be shared with employees once the FBU's position is known. **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.**

Green: Progressing as Planned   **Amber**: Slightly off track   **Red**: Not progressing as planned

	Outstanding milestone from 2020/21					
3.4	**Implement recommendations from the internal communications review.** *Full action overdue*	Strategic Planning, Performance & Communications	31/03/2021	31/03/2022	🟡	The final three actions of the Internal Communications Review Action Plan have been progressed tis quarter. These are: a review of business communications; development of a cascaded Brief and Internal Communications and Engagement Framework; and the tender for review of the intranet and website. All actions are on track for completion by 31 March 2022. **Despite good progress being made this quarter, this action remains amber due to the slip in original timescales. It is now 75% complete. The revised sue date has been amended from December 21 to March 22.**
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 has been completed. The contract has been awarded and an order placed with the supplier for tokens. Roll-out will commence as soon as the product has been received. **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.**
4.4	**Review our approach to the recording and use of incident data, including our use of the Incident Recording System (IRS).**	Service Development	31/05/2021	31/03/2022	🟡	An interim solution to meet requirements for the Command and Control Futures (CCF) Project is 90% complete and will meet CCF go-live timescales. A replacement solution is not time bound and will be delayed into 2022/23. **This action is amber due to the slip in original timescales. It is 90% 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	🟡	26 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 65% complete and remains amber due to the slip in original timescales as a result of the current scrutiny processes.**

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	▲	Following approval to implement Option 1 work on the restructure commenced on 1 December 2021. A working group reports to a Restructure Board. The Fire Brigade 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 2022 is agreed. **Although work is now progressing and is 60% complete, this action remains red due to the slip in original timescales.**
2.3	Deliver updated documentation to ensure effective uniformed staffing management.	Service Delivery	31/03/2020	31/03/2022	▲	Guidance was issued for previously submitted business cases to be reviewed and re-considered as Cases for Change due to financial challenges being experienced within the Service. Approval of this will be required to enable the benefits of an internal restructure to be realised. Therefore, a new Case for Change has been composed in conjunction with our Finance Business Partner and will be submitted during Quarter 4 for consideration. **This action is now 95% complete but remains red due to the slip in original timescales.**

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

Report No: B/POD/02-22

Agenda Item: 19.1

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	31 MARCH 2022							
Report Title:	RACE EQUALITY UPDATE							
Report Classification:	For Information	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>**						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>

1	Purpose
1.1	To inform the Board about current activities relating to race equality and the approach recommended to Strategic Leadership Team (SLT) when responding to Scottish Parliament's requests for improvement on the grounds of race equality in employment.

2	Background
2.1	Colleagues will be aware of the increased attention on the need to tackle race inequalities from Scottish Government, media and Scotland's minority ethnic population. The ongoing inequalities experienced by Scotland's ethnic minority communities has been brought into stark focus because of the ongoing disparities, disproportionate impact of Covid19 and attention given to movements such as Black Lives Matter.
2.2	Colleagues will be aware of the under representation of ethnic minority people in our workforce and an ethnic minority pay gap of 0.3% (Mean) and 21.89% (Median).
2.3	Even accounting for under reporting of sensitive information in our employee data system, the Scottish Fire and Rescue Service (SFRS) remains disproportionately white Scottish or other white British.
2.4	Colleagues are referred to the separate and very specific work being undertaken by the Positive Action and Engagement Team on attracting a diverse pool of candidates and the Resourcing Team's work on the recruitment and selection process and monitoring of participants thereof.
2.5	SFRS was approached by the Equality and Human Rights Committee (EHRiC) of the Scottish Parliament in November 2020 to contribute to their inquiry into Race, Employment and Skills. This is a continuation of a programme of investigation that the previous Equal Opportunities Committee had been pursuing since 2016 under the heading Removing Barriers: race, ethnicity and employment to which SFRS also provided evidence.
2.6	The EHRiC issued the findings of its research in November 2020 and has indicated that race inequality remains a significant area of concern and expressed frustration at the lack of progress that public sector institutions have made to address race inequality in their employment practices.

2.7	The report published by the EHRiC can be access via this link. Race Equality, Employment and Skills: Making Progress?
2.8	In summer of 2020 SFRS were invited to participate in the Scottish Government led Cross Justice Working Group on Race and Employment and a further cross Justice Sector working group considering Race and Service Delivery Data.
2.9	In addition to the above SFRS was also asked by Scottish Government to submit information about our response to Covid19 as it relates to race and ethnicity. In this regard SFRS referred to the current research available on the link between exposure to Covid19 and issues of race and ethnicity. As such, there is no current evidence that there is a genetic or biological link between race/ethnicity and susceptibility to Covid19, however, issues of historical discrimination may be contributing factors with regards to the underlying health inequalities. Moreover, the available evidence points to the nature of jobs that have high proportions of ethnic minority people where there may greater chance of exposure to pathogens, not just Covid19, and where the use of PPE may not have previously been a requirement, e.g. bus drivers, taxi drivers. Also, minority ethnic people are at greater risks of poverty and financial difficulties due to working part time and in 'shut down' sectors e.g. self-employment and hospitality. The evidence also indicates that there may be workplace practices that are institutionally discriminatory or workplace cultures where minority groups face greater inequalities and remain vulnerable to being treated in a disadvantageous way or are dissuaded from raising concerns.
2.10	In our response, SFRS noted that where the nature of the roles delivered by personnel meant there would be a likely exposure to a pathogen, colleagues are provided with a standard set of PPE.
3	**Main Report/Detail**
3.1 3.1.1	**The Equality and Human Rights Committee (EHRiC)** The EHRiC made the following recommendations for public bodies to adopt: 1. That those in public authority leadership positions undertake an assessment of their organisation's understanding of racism and the structural barriers that may exist within their organisations. Public authorities should integrate their ambitions into their next strategic plan. Their strategic goal should be underpinned by specific outcomes and supported by timely monitoring. Public authorities should be transparent about their targets and their progress in delivering their outcomes. 2. Public authorities should review their recruitment procedures and practices against the Scottish Government's toolkit and make the necessary changes. 3. As a minimum, voluntarily record and publish their ethnicity pay gap and produce an action plan to deliver identified outcomes. 4. Provide a commitment to the EHRiC to take a minimum of three new actions to address their organisation's specific issues along with associated timescales and reasons for those timescales. 5. Publish the Commitment presented at the Leadership Summit on Race Equality in Employment which can be accessed here.
3.1.2	Requests were made to the EHRiC and the Scottish Government's Equality Unit's Race Team in November 2020, January 2021 and June 2021 seeking clarification on the scale and scope of the review into structural barriers in the workplace. The following response was provided at the Scottish National Equality Improvement Programme in February 2022. • At the 26 June meeting, members sought clarity and guidance regarding the previous Equality and Human Rights Committee (EHRiC) recommendation that organisations undertake assessment of their understanding of racism. • To support the Committee's recommendation (and others it made for public authorities), the Scottish Government held the race employment summit last March

		and more recently the national conference on race equality in employment in December.

and more recently the national conference on race equality in employment in December.

- The summit unveiled a joint commitment which pledges SG and public authorities to take forward the recommendations. To support and encourage public authorities with this we, alongside Coalition for Racial Equality and Rights (CRER), have been running sector-specific workshops to identify barriers to progressing these recommendations.
- This work in part has been superseded by the development of the ethnicity pay gap strategy which looks at institutional racism and how employers can recognise and tackle it.
- There is currently no guidance for organisations specifically on undertaking an assessment of their understanding of racism and the structural barriers that come with it, however there is a summit report which outlines helpful practices and resources for employers to tackle race inequality more broadly.
- There will be guidance in the Ethnicity Pay Gap strategy that will inform this issue. Furthermore, one of the actions coming out of the action plan, which underpins the strategy, is to explore this further, so it may be that specific guidance will be produced.

3.2 **Scottish Government Ethnicity Pay Gap Strategy Working Group**

3.2.1 The Ethnicity Pay Strategy Short-Life Working Group was set up in November 2021, and established to co-produce the Scottish Government's Ethnicity Pay Gap Strategy and action plan by April 2022. The group consists of a cross sector of organisations and academics from the public, private and 3rd sectors. Subgroups have included discussions around institutional racism, intersectionality and employer practice. The E&D Team and colleagues from across HR have contributed towards the various stages of its development and are currently the only public sector organisation on the group.

3.2.2 With regards to the EHRiC recommendations the following has been carried out or is herein proposed for SLT's consideration:

1. Structural Review – it is proposed that any structural review is aligned with the work being progressed by the cross-Justice sector working group on race and employment as detailed below at 3.3, the summit report and the forthcoming Ethnicity Pay Gap Strategy.
2. The Race Recruitment Toolkit has been reviewed against current SFRS practices. SFRS is compliant with guidance outlined in the Toolkit with one exception. The Toolkit recommends that candidate information, such as a person's name, is not available to the sifting panel. For some SFRS vacancies candidate information is not available to the selection panel until after the candidates have been invited to interview but this is not the case for all recruitment activities. The Recruitment Policy and Process is due for review during 2022 and this matter will be addressed as part of that piece of work.
3. SFRS already publishes the ethnicity pay gap but does not, at this time, produce a specific action plan to make improvements in the same vein as the gender pay gap action plan does. It is recommended that SFRS adopt a version of the gender pay gap action plan on the grounds of ethnicity but align it with the outcomes of the structural review, positive action measures and other inclusive workplace practices, rather than limit it to the narrow confines of a pay-related action plan. This can be built upon as the Scottish Government Ethnicity Pay Gap Strategy is published.
4. The three new actions that are recommended for SFRS to take forward, subject to SLT approval, are: a) that SLT and SMB should agree to undertake anti-racism training by summer 2022, b) refresh the SFRS approach to positive action as it relates to development opportunities for ethnic minority colleagues by December 2022 and c) introduce a reverse mentoring scheme on the grounds of ethnicity by April 2023.
5. It is proposed that we publish the Leadership Commitment on the SFRS website and that it is considered in our strategic objectives.

3.2.3	The Cross Justice Sector Working Group on Race and Employment was initially set up to identify current good practice, and gaps therein, as it related to the attraction, recruitment, employment, development and retention of people from an ethnic minority background. Liz Barnes, Director of POD represents SFRS on this strategic group.
3.2.4	A sub-group was set up to identify barriers to employment and progression in the justice sector by considering the lived experiences of the existing workforce.
3.2.5	As part of this programme of activity a series of focus groups were conducted, including one with SFRS employees. The focus group sessions were conducted by race equality specialists from CRER and the University of the West of Scotland. Full analysis of the results of these focus groups has not yet been provided but some early indications provided by the organisers are: • There were no issues that caused significant alarm that would require immediate attention or intervention. • Participants were generally positive about their employers and their employment experiences, especially in the early stages of the focus group discussions. • Across the justice sector there was a common theme of perceived or actual barriers to inclusion and/or progression arising from cultures of cliques and "in-group" dynamics with some feeling excluded in a way that was in some part connected to their ethnic minority status.
3.2.6	Participation rates were low, and with 6 contributors SFRS was the largest participating group. In total 5 organisations participated. The findings of the sessions and the low numbers of participants determines that the sub-group must now develop an additional means of gathering evidence on the lived experiences of our colleagues. Phase 2 has not yet been fully scoped and will be guided, in part, once the complete analysis of Phase 1 has been interpreted. Again, support will be provided by external race equality experts. It is recommended that the structural review requirements of the EHRiC be defined and met by engaging in the activities co-ordinated with our justice partners.
3.2.7	It is important to note, however, that the recommendations provided by the EHRiC included guidance that organisations should not rely on their workforce to tell them what they should be doing to address race inequality. That responsibility lies with employers to fathom out.
3.2.8	It is a further recommendation that in taking the structural review of racism forward in partnership with justice partners, SFRS is mindful of the link between race, ethnicity, culture, national customs and religion and belief. People who identify as Jewish or Sikh are protected in legislation under the protected characteristic of race as well as religion and belief. No other religious group is afforded this combined level of protection. Individuals who identify as Muslim can be discriminated against based, in part, on the outward representation of their faith which is more akin to racism than it is to objections on the grounds of creed and the protected characteristic of religion and belief. Moreover, if you are Muslim or from another minority religious group you are more likely to also have an ethnic minority background. It is proposed that the review of structural barriers on the grounds of race extend to include minority religions as well as ethnicity and race where the minority religion may also be accompanied by "othering". Othering is the exclusion of one group by the majority population based on a perceived sense of difference.
3.2.9	The Cross Justice Group on Race and Service Delivery Data is a short-life group. In the main, the purpose of this group is looking at current practices around the collation of service delivery data as it is disseminated by race. The group has made one recommendation which was for justice partners to adopt the categories used in the 2022 Scottish census in data collection. This proposal is covered in the separate SLT paper on Equality Improvements.

3.2.10	It should be noted that it was decided at the February 2022 meeting that the Cross Justice Sector Working Group on Race and Employment and the Cross Justice Group on Race and Service Delivery Data will temporarily merge into one working group. It was felt that there was not enough evidence on which the Cross Justice Sector Working Group on Race and Employment could make meaningful improvements. This group will now ask the Data and Evidence group to look at specific areas of work and they will analyse this as to potential implications.
4	**Recommendation**
4.1	The Board are asked to note the following recommendations: • Make use of the Cross-Justice Sector Working Group on Race and Employment to direct activities for the structural review of racism. Align this with the recent response for the Scottish Government including the summit report and the forthcoming Ethnicity Pay Gap Strategy. • Agree the three new activities identified in paragraph 3.2 a) SLT and SMB should agree to undertake anti-racism training by summer 2022, b) refresh the SFRS approach to positive action as it relates to development opportunities for ethnic minority colleagues by December 2022 and c) introduce a reverse mentoring scheme on the grounds of ethnicity by April 2023. • Align meeting the requirement to create an ethnic pay gap action plan with the broader work being carried out on the structural review of racism, positive action initiatives and inclusive workplace practices. • Publish the Leadership Commitment on the SFRS website and iHub with an introduction by the Equality Champions for Race.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** There is a potential reputational risk to SFRS if it is not seen to be acting proactively or thoroughly in response to the EHRiC recommendations.
5.2 5.2.1	**Financial** Nil.
5.3 5.3.1	**Environmental & Sustainability** Nil.
5.4 5.4.1	**Workforce** Although this paper does not have any specific workforce implications there may be relevance in the conducting of and responding to the findings of the structural review of racism.
5.5 5.5.1	**Health & Safety** Nil.
5.6 5.6.1	**Training** There is a specific recommendation for SLT and SMB to undertake anti-racism training. Race equality awareness is included within the review of the current SFRS provisions for equality related training.
5.7 5.7.1	**Timing** The EHRiC are communicating with public bodies periodically and while there has been no definitive deadline given for this piece of work there is an understanding that organisations progress this work through 2021 and 2022.

5.8	**Performance**
5.8.1	Nil.

5.9	**Communications & Engagement**
5.9.1	The activities recommended in this paper will require to have a communications strategy developed to support their delivery.

5.10	**Legal**
5.10.1	The recommendations within this paper complement our obligations under the Equality Act 2010 and in particular the general equality duty.

5.11	**Information Governance**
5.11.1	*DPIA completed **No**. If not applicable state reasons.* The detail of this report has no relationship with data protection or GDPR, however, in executing some of the activities there may be a relationship with GDPR and these will be developed on a case by case basis.

5.12	**Equalities**
5.12.1	EIA completed **No**. If not applicable state reasons. An Equality and Human Rights Impact Assessment is not required for the purposes of making the recommendations in this paper. Where activities arising from this paper are relevant on the grounds of the general equality duty these will have their own EIA developed.

5.13	**Service Delivery**
5.13.1	Nil.

6	**Core Brief**
6.1	To inform SFRS Board of the update that was provided to SLT on the progress of work being undertaken in SFRS and in partnership with justice sector partners to progress race equality and address race inequalities. This includes conducting a structural review of racism in the workplace.

7	**Appendices/Further Reading**
7.1	Appendix A - Public Sector Leadership Summit – joint commitment

Prepared by:	Denise Rooney E&D Manager (T) Elaine Gerrard, (T) HROD Manager
Sponsored by:	Ceri Dodd, Deputy Head of People and Organisation Development
Presented by:	Liz Barnes, Director of People and Organisation Development

Links to Strategy and Corporate Values
There is relevance to: • Outcome 3 – We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.   The initiatives described in this paper align with all elements of the SFRS Values.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Strategic Leadership team	*22 March 2022*	*For Recommendation*
SFRS Board	*31 March 2022*	*For Information*

APPENDIX A

Public Sector Leadership Summit – joint commitment

The Scottish Parliament's Equalities and Human Rights Committee inquiry of 2020 has highlighted the persistent issues that impact on outcomes for minority ethnic people in Scotland moving into, staying in and progressing in employment. Their recommendations below highlight both systemic issues perpetuating race inequality in recruitment practice and in the workplace, as well as the need to improve practices such as the gathering and analysis of workforce data to inform action plans and determine measurable outcomes:

- The Committee recommends those in public authority leadership positions undertake an assessment of their organisation's understanding of racism and the structural barriers that may exist within their organisations. Public authorities should integrate their ambitions into their next strategic plan. Their strategic goal should be underpinned by specific outcomes and supported by timely monitoring. Public authorities should be transparent about their targets and their progress in delivering their outcomes."
- "The Committee recommends public authorities should review their recruitment procedures and practice against the Scottish Government's toolkit and make the necessary changes."
- "The Committee recommends that all public authorities subject to the Scottish specific Public Sector Equality Duty should, as a minimum, voluntarily record and publish their ethnicity pay gap and produce an action plan to deliver identified outcomes."

We accept these recommendations, and are absolutely committed to taking them forward, as well as supporting other public sector organisations to do so. We must recognise that a team Scotland approach is required and our public sector should lead the way as we work to make Scotland a Fair Work nation.

The importance of employment in addressing racial inequality cannot be overstated, and in this current climate where inequalities have not only been highlighted, but further exacerbated by the COVID-19 pandemic, never has there been a greater need to take action.

As public sector leaders, we will be bold and transparent. We will embed the recommendations into the strategic objectives of our organisations and the performance objectives of our senior leaders. We will take responsibility to assess our organisation's understanding of institutional racism and proactively challenge and change practices that disadvantage minority ethnic communities. Vitally, we will ensure that minority ethnic communities are involved in shaping this change.

We recognise that taking forward the recommendations represents not a final, but a further step, and therefore this work will form part of the continuum of activity to tackle racial inequality in employment, including the Race Equality Framework 2016-2030. It is important that we make this commitment clear, not just to each other, but to our staff and service users, who will hold us to account. We have therefore published this commitment on our website and social media.

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

Report No: B/POD/01-22

Agenda Item: 19.2

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	**31 MARCH 2022**							
Report Title:	**EQUALITY IMPROVEMENT UPDATE**							
Report Classification:	**For Information**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>**						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>

1	Purpose
1.1	To provide Scottish Fire and Rescue Services (SFRS) Board with an update on equality, diversity, inclusion and human rights activities. This includes the recommendations made to Strategic Leadership Team (SLT) for a series of improvements for consideration and adoption in 2022/2023 which will direct the priorities of the Equality and Diversity Team (E&D Team) to further support the mainstreaming of equality, diversity, inclusion and human rights.

2	Background
2.1	At an SLT meeting on 12 March 2021 there was an agreement for a paper outlining proposed recommendations to progress equality priorities and raise the profile of equality, diversity, inclusion and human rights across SFRS.
2.2	There was an internal Equality Mainstreaming Review conducted during 2018 that had a series of recommendations for completion by 2021. These were: review the Equality and Human Rights Impact Assessment process; establish an organisation-wide equality group and review the provision of equality training.
2.3	The Scottish Government is currently reviewing the effectiveness of the Public Sector Equality Duty (PSED) in Scotland. In March 2021, the Scottish Government published a Stage One report which set out current issues within the regime and areas for improvement. Building on that report, they are carrying out a consultation on proposals for change.
2.4	This consultation sets out a series of detailed proposals both for legislative changes to the Scottish Specific Duties and changes to the wider implementation environment. The consultation sets out 7 proposals and 7 implementation suggestions. The closing date for the consultation is the **11 April 2022** and the Equality and Diversity team are collating a Service wide response.
2.5	The recommendations within this Equality Improvement paper have taken cognisance of this consultation and potential legislative changes.

3	Main Report/Detail
3.1.1	Equality, diversity, inclusion and human rights continues to be well supported in SFRS by the Equality and Diversity Team and the business partnership approach to mainstreaming equality.

3.1.2	The legislative landscape and government priorities around equality and human rights continued to evolve during 2022. The introduction in 2021 of the duty to complete Island Community Impact Assessments, the effects of the pandemic in exacerbating inequalities amongst some groups and the Scottish Government led review of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 are examples of how dynamic the equality environment remains.
3.1.3	The following topics have been identified for consideration as areas for improvement and are addressed within this paper: • Equality and Human Rights Impact Assessment Process • Equality Partnership Group • Equalities data • Employee Networks and Equality Champions • Equality Training
3.2 3.2.1	**Equality and Human Rights Impact Assessment** **Background**
3.2.2	The Equality and Human Rights Impact Assessment (EIA) process is the primary tool for meeting the legal obligation to mainstream equality throughout SFRS business operations. It was identified as part of the 2018 E&D Review that the current EIA process should be reviewed to enhance its use as an improvement tool in planning, policy design, implementation and review.
3.2.3	The following are now considered throughout the EIA process: • Age • Race • Disability • Gender Reassignment • Pregnancy and Maternity • Sexual Orientation • Religion and Belief • Sex • Marriage and Civil Partnership • Human Rights • Children's Rights • Island Communities • Corporate Parenting • Mental Health and Wellbeing • Socio-economic Disadvantage • Caring Responsibilities • Domestic Abuse • Impacts not covered by the above
3.2.4	This collective approach provides a lens through which we can examine our processes, practices, policies, and structures to ensure that we are meeting the needs of our employees and communities around their intersecting identities. Realistically no one sits under only one characteristic or identity.
3.2.5	Not surprisingly this has made the EIA process rather cumbersome and the review has set out to determine amendments that can be implemented immediately and in the longer term to make the process more accessible and user friendly.
3.2.6	This review was started during Q1 2021 with the remaining period focused on addressing some immediate areas of adjustment that could be achieved in the short term. Since 2013 the EIA process has been adapted to accommodate our responsibilities as Corporate Parents and during 2021 the process was further adapted to incorporate Island Community Impact Assessments and mental health and wellbeing.
3.2.7	A process mapping exercise for the EIA process itself was completed by the Equality and Diversity Team in Q1 of this year. Although there were many positive aspects to the process, several gaps and areas for improvement were identified. These include a lack of consistency and accountability in how and when EIAs are completed and there have been some discrepancies with publishing and monitoring. Equality impacts that have been

	raised throughout the process are not always addressed or revised and in some cases there is almost little or no data monitoring to ensure that no discriminatory practices can or have taken place during planning or implementation.
3.2.8	The review and recent report to the Scottish Government has highlighted gaps around Island Community Impact Assessments. To meet our legislative requirements under the Islands (Scotland) Act 2018, we need to explicitly detail this in the EIA process to ensure that it is being considered with actions reflected in action plans. We also need to ensure that those completing the EIA understand the needs of Island communities, including demographics and challenges they can face.
3.2.9	A revised impact assessment template has been created for use from 1 May 2022 to address some of the immediate concerns. Appendix A to this report is the revised EIA template.
3.2.10	Supporting the completion of EIAs presents a significant demand on the Equality and Diversity Team, with the majority of business partnership resources being directed towards this activity. To build capacity within SFRS around EIAs, and release E&D Team time to support other equality related activities, it is recommended that a revision to the existing support model is introduced. It is proposed that each Directorate identify a small number of colleagues to receive an enhanced level of training around completing and scrutinising EIAs. The intent is to create a pool of colleagues able to undertake an initial review of draft EIAs prior to final approval by the E&D Team.
3.2.11	The Equality and Diversity Team currently deliver EIA training online. Although this provides an understanding of the process, the level of support that the E&D Business Partners still must provide suggests that further development is required - this is no surprise given the number of areas and concepts that are now included within the process.
3.2.12	The intention is to develop an EIA guidance note that can be used to complete the form, with the form itself hyperlinking to further information and evidence both internally on i-hub and externally to key stakeholders. This will be supported by specific subject matter development materials where required. To ensure we get this right, a survey has been developed which will be circulated to everyone who has attended EIA training in the last year. We need to determine what individuals need to confidently complete an Equality Impact Assessment.
3.2.13	Subject to SLT agreeing to the revised model for supporting the completion of impact assessments it is envisaged that a programme of training and development will be available during Quarter 3 and 4 of 2022/23. This will include enhanced training for EIA Directorate leads and guidance to support the completion of an EIA.
3.2.14	It is further proposed that the 2018 intention to significantly adapt the EIA process to enhance its function as an improvement tool is accommodated through the provision of additional guidance and support for completion of Section 4 of the EIA template. It is advised that, in light of the Scottish Government review of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 currently underway, further alterations to the EIA process are not pursued at this time. The review of the Regulations is expected to be concluded, with revisions ready for implementation, from spring 2024.
3.2.15	Summary 　I.　A review of the existing Equality and Human Rights Impact Assessment process is now at stage 3. 　II.　An amended EIA template is attached as Appendix A accommodating the inclusion of Island Impact Assessments, Mental Health and Wellbeing, Care Experience and Children's Rights. This will go live from 1st May 2022.

	III. Revised guidance, supporting materials and training will be included in dedicated iHub page from December 2022.
	IV. It was recommended that SLT agree that Directorates and SDAs identify a small number of colleagues to receive enhanced EIA training to support the completion of our statutory responsibilities for completion of EIAs.
	V. The EIA process 'improvement tool' functionality be accommodated through the provision of additional guidance until the results of the Scottish Government review of the legislation has been completed and revised legal duties are known.
3.3	**Equality Partnership Group**
3.3.1	The introduction of the Equality Partnership Group and Equality Liaison Officers were a joint outcome of the 2018 internal Equality Mainstreaming Review. The initiatives have contributed to the sharing of good practice on equality related activities and have greatly aided the collation of information for statutory reporting purposes.
3.3.2	As part of the 2018 review there was no recommendation to create any further stand-alone equality groups within the corporate governance structure, with equality issues being incorporated into the agendas of meetings across SFRS at all levels, and as part of corporate decision making in the scrutiny of equality and human rights impact assessments.
3.3.3	A desk-top exercise carried out by the E&D Team in Q4 2020/21 and Q1 2021/22 identified that there were some inconsistencies in how different Boards and Committees considered equality and human rights implications in their decision-making activities. It was further identified that newly appointed Board members were not routinely offered Equality and Human Rights Impact Assessment training as part of their induction.
3.3.4	As part of this desk-top review the E&D Team considered the arrangements in place in other organisations around strategic decision making for equality, ethics and human rights matters. The E&D Team approached a number of organisations and found that there was no particular consistency in the approach taken to managing strategic equality decisions, nor any model that especially stood out as effective in aiding an organisation make progress on equality matters.
3.3.5	The range of models were: • Best practice/Officer-led groups similar to our Equality Partnership Group – identified in a number of organisations including Scottish Government. These groups tended to be utilised for disseminating information and sharing best practice or identifying areas of concerns. Typically, they do not direct activities or make decisions on behalf of the corporate body. • Strategic Equality Groups/Committees – favoured by local authorities. These groups make decisions on any equality related corporate initiative. They have the advantage of giving a high profile to issues of significant equality concern. The draw-back of this approach is the narrow range of issues that can be identified as discretely relating to equality and potentially misses opportunities to address those equality issues that are embedded in broader corporate initiatives. • Equality Partnerships – an example of this is active in Police Scotland, health boards and local authorities. This type of group involves participation of representative bodies, community stakeholders and employee networks. They have the advantage of providing direct access to knowledge, lived experiences and concerns of communities served. They can be resource intensive and require clear direction to balance the aspirations of lay-participants and the organisation's corporate priorities. • There was a further example in Police Scotland of expanding the scope of the group's remit from equality and human rights matters to include considerations of ethics and professional behaviours and standards.

3.3.6	Summary
	The Board are asked to note that SLT were asked to consider the following:
	
	    I. Further investigation and the submission of detailed proposals on the creation of a strategic equality and human rights group?
	
	    II. Detailed proposals for the creation of a strategic group which would encompass issues relating to ethics and professional conduct?
	
	    III. To enhance the arrangements to support the implementation of the current mainstreaming model where equality and human rights issues are considered by all Group, Boards and Committees?

3.4	**Data**
3.4.1	The requirement to collect and use equality related data is set out in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The Regulations and associated guidance provide clear and specific information on the requirements for employers gathering and using workforce data. Less clear are the requirements for collating and using service provision data. Whereas, there is a specific requirement to collate and publish equality related employment data, the Regulations make no such demand of service provision equality data, instead placing a duty on organisations to make policy decisions based on evidence which in turn requires a degree of monitoring, e.g. determinations of the accessibility of a service can be illustrated by showing a proportionate uptake across different protected characteristics.
3.4.2	During 2021 the Equality and Human Rights Commission commenced work on improving and strengthening the guidance on the collation and use of equality related service data and the guidance note can be accessed here. This guidance explains the relationship between the public sector equality duty (PSED) and data protection law and the requirement under the 2012 Regulations and the Public Sector Equality Duty elements of the 2010 Act, that listed bodies make informed policy decisions based on evidence.
3.4.3	SFRS's obligations for collating, reporting and using equality employment data is currently being progressed and improved through the sensitive information project as part of the Midland-HR iTrent system and the People Finance Training and Asset Systems project. There has been no consistent approach to recording, reporting and using service provision data and this presents a challenge to SFRS providing evidence of the accessibility and effectiveness of its services as it relates to the protected characteristics. It was a recommendation of this paper for SLT to encourage and where appropriate, provide a directive, to all Directorates to adopt equality related monitoring of service provision practices.
3.4.4	The review of the Incident Recording System and changes to working practices such as Safe and Well provide an opportune moment to reconsider SFRS's approach to service delivery data and the link to the Business Intelligence Strategy.
3.4.5	During 2020 and 2021 the E&D Team carried out a desk-top review of the data collation activities of other UK fire services. While there were some inconsistencies on what services monitored and the level of detail of the monitoring exercise there was evidence of equality related monitoring being carried out across the range of services delivered. It was especially evident that monitoring in relation to prevention, protection and community engagement activity was being collated and cross referenced with data collected relating to incident response.
3.4.6	Colleagues will be aware that the Scotland Census 2022 has introduced some modified categories compared with the 2011 census which necessitates a revision to our existing equality monitoring form. A revised equality monitoring form is currently in development as part of POD's Sensitive Information Project and will be submitted to SLT for endorsement in due course. The renewed equality monitoring form is being designed to accommodate

	our responsibilities for equality monitoring of employment practices as well as the service delivery obligations set out in this paper.

3.4.7	Summary
	    I. The Board are asked to note that SLT were asked to require/instruct that service delivery activities are monitored on the grounds of the protected characteristics where it is appropriate to do so.
	    II. The categorisation of equality characteristics to be captured by SFRS for the purposes of recording, monitoring and reporting on employment and service delivery practices are being reviewed in line with the Scotland Census 2022.

3.5 3.5.1	**Employee Networks** In 2019 SLT agreed to the introduction of Employee Networks and in 2020 to the enlistment of senior Equality Champions. Both initiatives have been embraced by participants and would now benefit from a review and reconsideration of how they function.
3.5.2	It was decided that Employee Networks would be established using a 'grass routes' generated approach. The agreed model for Networks sees employees identifying the groups they wish to set up, volunteering their time to do so, creating these at arms-length groups themselves (albeit it with the initial support of the E&D Team) and without funding or time-off work beyond a small amount of time to create the Network. There were several reasons for this initial approach including previous attempts to establish more formal Networks having been unsuccessful in generating employee interest and that there was no capacity in the E&D Team to support more resource intensive employee engagement groups. At the heart of this model was the ability to give some structure and encouragement to employees who wished to engage with others who shared similar lived experiences and interests.
3.5.3	SFRS employees have been successful in organising themselves into a broad range of networks each with an underlying equality theme. At present there are employee networks for women, LGBT, neurodiversity, caring responsibilities, disability and race and religion and belief are soon to be launched. Each of these groups has opted to operate in a slightly different way with some using the network as an opportunity to engage with others who share similar lived experiences while others wish to be more active for their membership and in SFRS activities.
3.5.4	While this would indicate some success in the model adopted by SFRS for the creation of networks there are some issues emerging which now need to be addressed. Foremost in the concerns raised by the Networks are resources and time allocated to participating members with a request for some investment by SFRS in the networks. A further issue that has been raised is the nature of the interaction between the networks and the SFRS corporate body. And, the third most common issue raised by the networks is the model of operating with some indicating a more traditional employee network approach (e.g. regular meetings with defined terms of reference and action plans) as their preference to the informality of the Facebook network. It is generally felt by the networks themselves, that in their current reference, they are starting to lose momentum and exist in name only.
3.5.5	Summary I. The Board are asked to note that SLT were asked to consider their ambitions for the Employee Networks and whether the existing model should persist or if alternative arrangements and models should be scoped out by the E&D Team.
3.5.6	**Equality Champions Role**
3.5.7	Similarly, the Equality Champions role was initially loosely defined in early 2020 and despite the distractions of the pandemic there have been some excellent examples of leadership and participation. To support the evolution of the role of Equality Champion the

	E&D Team submitted a business case for a temporary Equality and Diversity Officer who is now in post and their remit includes a specific task of working with and supporting the Equality Champions develop their role and participation.
3.5.8	The E&D Manager met with the Equality Champions to determine their thoughts around what was working well and potential areas for improvement. Most of the opinions and suggestions were similar across the Equality Champions and it was clear that any future changes shouldn't become too bureaucratic but allow for opportunities to develop as senior members in the role. It was felt that the role of an Equality Champion should be more clearly defined with a relaunch of their role across the SFRS. They should have access to learning and development opportunities and to each other for peer review. Participation in events and access to employee networks were also raised as something to consider moving forward.
3.5.9	The Board are asked to note that SLT were asked to approve a re-launch of the Equality Champion role which will be linked to SFRS Values, Building Futures Together programme and the Equality and Diversity Charter. The re-launch will include a dedicated area on i-hub with Bio's from each of the Champions.
3.5.10	The E&D Team are grateful for the continued enthusiasm of participating senior managers.

3.5.11	Summary
	The Board are asked to note that SLT were asked to:
	   I. Reflect on the current operating model of Employee Networks and consider the appetite within SFRS to consider adopting a different model of network (e.g. formal meetings with agreed action plans), options for providing funding to networks (e.g. to pursue training ambitions or create promotional materials), options for providing time off work to participate in network activities. And, in so doing, consider where in SFRS additional resources and/or support could be drawn.
	   II. Continue to engage with the E&D Team in the further development and deployment of the Equality Champion role.
	  III. Approve a re-launch of the Equality Champion role.

3.6 3.6.1	**Equality Training** The review of the provision of equality training remains an outstanding item from the 2018 mainstreaming review. A wider piece of work around 'Professional Behaviours' training in the SFRS is currently being scoped. Although at a very early stage, this would allow for a cohesive approach across POD and ensure consistency of message throughout the entire employee life cycle. A short life working group is being brought together to assist with the scoping exercise and further information will be shared with SLT as this work progresses throughout 2022.
4	**Recommendation**
4.1	The Board are asked to note the points raised in paragraphs 3.1 to 3.6 above and note the following recommendations as agreed by SLT: 1. Agree that the proposed changes to the EIA process (para 3.2) are implemented – that is: adopt the new EIA template; identify and train colleagues across Directorates and SDAs to better support the completion of EIAs; await further information on the outcome of the review of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. 2. Consider the proposal to either establish a new strategic equality group or maintain the existing practice of considering equality issues within existing SFRS Groups/Boards/Committees with enhanced support from the E&D Team. (Para 3.3) 3. Require Directorates and SDAs to implement equality monitoring of employment and service delivery practice to better align SFRS with our obligations under the Equality Act 2010 and the previously noted 2012 Regulations. (Para 3.4) 4. Consider enhancing the operating model for Employee Networks.

5	Key Strategic Implications
5.1 5.1.1	**Risk** There is an ongoing legal and reputational risk to the organisation from failure to meet the demands of the Equality Act 2010. With respect to this paper this is particularly pertinent to the requirement to collate, use and report equality related data.
5.2 5.2.1	**Financial** There are no particular financial implication arising from this paper. There may, however, be some relevance in relation to the potential further development of Employee Networks - but at this time it is not possible to predict the costs associated with changes to the operating models of the Networks.
5.3 5.3.1	**Environmental & Sustainability** There is no identifiable relationship to environment and sustainability.
5.4 5.4.1	**Workforce** There is no relationship to the workforce arising from this paper.
5.5 5.5.1	**Health & Safety** There are no health and safety considerations arising from this paper.
5.6 5.6.1	**Training** There are no training issues arising from this paper beyond enhancements to training provided on the Equality and Human Rights Impact Assessment process which will be met by the Equality and Diversity Team.
5.7 5.7.1	**Timing** There are no particular time constraints associated with the content of this paper.
5.8 5.8.1	**Performance** The recommendations outlined in this paper enhance our performance on equality issues measurable under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.
5.9 5.9.1	**Communications & Engagement** The subjects covered in this paper will require both communication and engagement with employees to raise awareness.
5.10 5.10.1	**Legal** The recommendations made within this paper would further SFRS compliance with the Equality Act 2010, the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 and the Islands (Scotland) Act 2018.
5.11 5.11.1	**Information Governance** *DPIA completed ~~Yes~~/No. If not applicable state reasons.* This paper is set out with recommendations that were considered by SLT. There will be relevance to DPIA with respect to the collection and use of equality related data as outlined in para 3.4 and this will be subject to its own DPIA considerations.
5.12 5.12.1	**Equalities** *EIA completed ~~Yes~~/No. If not applicable state reasons.* An EIA has not been completed for this paper, however, where activities are pursued these will be subject to their own screening for relevance against the General Equality Duty and where appropriate an EIA will be carried out.

5.13	**Service Delivery**
5.13.1	Nil.

6	**Core Brief**
6.1	The SFRS Board are asked to take note that SLT were provided with an overview and recommendations for some key equality activities across the SFRS. This included amendments to the Equality and Human Rights Impact Assessment process, obligations for collecting, using and reporting equality related data and the current practices surrounding the Equality Partnership Group, Employee Networks and Equality Champions.

7	**Appendices/Further Reading**
7.1	Appendix A – Revised EIA Template

Prepared by:	Denise Rooney (T) E&D Manger and Elaine Gerrard, (T) HROD Manager
Sponsored by:	Ceri Dodd, Deputy Head of Human Resource and Organisational Development
Presented by:	Liz Barnes, Director or People and Organisational Development

Links to Strategy and Corporate Values
There are links to all elements of the Strategic Plan and the Equality Outcomes of SFRS.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Strategic Leadership Team	*22 March 2022*	*For Decision*
SFRS Board	*31 March 2022*	*For Information*

SFRS BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
28 April 2022	• Chair's Welcome • Apologies For Absence • Consideration of/ Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report (incl MTA Approach until further notice) • 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 • Final Report for Grenfell Fire • UK Fire Standards Update	•	• now Governance Framework • Internal Audit Plan 2022/23 • Annual Operating Plan 22/23 • SDMP Outline options for Change Report (PRIVATE) • Strategic Plan 2022-25, for Consultation • Standing Orders for Regulation of Contracts
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 • Youth Volunteer Scheme Evaluation Report • Equalities Outcomes/ Mainstreaming report (D Rooney)	• 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 • Resource Spending Review Outcome (JT)	•	•

SFRS BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
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 • Strategic Plan 2022-25
27 October 2022	• Chair's Welcome • Apologies For Absence • Consideration of/Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report (incl MTA Approach until further notice) • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting	•	• Resource Budget Monitoring Report • Capital Budget Monitoring Report • Capital Budget Outturn Report 2021/22 • Resource Budget Outturn Report 2021/22 • Performance Management Framework (TBC by Lou)	•	• Board Forward Plan Schedule 2023/24 • Draft Annual Report and Accounts 2021/22 (PRIVATE)

SFRS BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
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)
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